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Foundation Cloud Hosting Services

In Response to Request for Proposal No. D12PS00316

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The information specifically identified on all pages of this proposal constitutes trade secrets or confidential commercial and financial information that the offeror believes to be exempt from disclosure under the Freedom of Information Act. The offeror requests that this information not be disclosed to the public, except as may be required by law. The offeror also requests that this information not be used in whole or part by the Government for any purpose other than to evaluate the proposal, except that if a contract is awarded to the offeror as a result of or in connection with the submission of the proposal, the Government shall have the right to use the information to the extent provided in the contract.



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List of Acronyms

Acronym	Definition
AABDC	Asian American Business Development Center
ABL	Allegany Ballistics Laboratory
ACE	Automated Commercial Environment
AFCEA	Armed Forces Communications and Electronics Association
AGOL	ArcGIS Online
AIBL	American Indian Business Leader
ALMS	Army Learning Management System
ASG	Advanced Solutions Group
BAPI	Business Application Programming Interface
BCG	Business Conduct Guidelines
BCT	Branch Communication Technology
BOR	Bureau of Reclamation
BPN	Business Partner Network
BTS	Branch of Technical Solutions
BVQi	Bureau Veritas Quality International
CBP	Customs and Border Protection
CBT	Computer-Based Training
CCG	Center for Connected Government
CMM	Capability Maturity Model
CMMI	Capability Maturity Model Integration
CMS	Centers for Medicare and Medicaid Services
COE	Center of Excellence
COR	Contracting Officer's Representative
CPAR	Contractor Performance Assessment Report
CPIR	Continuous Process Improvement and Risk Management
CSG	Cherokee Services Group LLC
D&CC	Delivery and Completion Criteria
DAR	Data at Rest
DCMA	Defense Contract Management Agency
DHHS	Department of Health and Human Services
DNS	Domain Name System
DOC	Department of Commerce
DoD	Department of Defense
DOI	Department of Interior
DOI	Department of the Interior
DTF	Digital Training Facility
DTV	Digital Television

This page contains trade secrets or confidential commercial and financial information that the offeror believes to be exempt from disclosure under the Freedom of Information Act, and which is subject to the legend contained on the cover page of this proposal.



Acronym	Definition
DUNS	Dun & Bradstreet Number
EAB	Executive Advisory Board
ECOS	Environmental Conservation Online System
EDCAPS	Education Central Automated Processing System
EDI	Electronic Data Interchange
EIS	Enterprise Information Services
EMC	Enterprise Management Center
ERP	Enterprise Resource Planning
ESD	Enterprise Service Desk
ESM	Enterprise Systems Management
ESRI	Environmental Systems Research Institute
ESRL	Earth System Research Laboratory
eSRS	Electronic Subcontracting Report System
ETC	Estimate to Complete
EULA	End-user License Agreement
EVM	Earned Value Management
FAR	Federal Acquisition Regulation
FBMS	Financial and Business Management System
FCFS	Foundation Cloud Hosting Services
FDC	Federal Data Center
FDCC	Federal Desktop Core Configuration
FNS	Food and Nutrition Service
FP	Fixed Price
FPA	Fire Program Analysis
FSBTC	Federal Small Business Technical Council
FWS	Fish and Wildlife Service
G5	Grants Management
GBS	Global Business Services
GDC	Global Delivery Center
GDF	Global Delivery Framework
GIS	Geographical Information Service
GPAT	Government Product Service Accessibility Template
GSA	General Services Administration
GSD	Global Systems Division
GTS	Global Technology Service
GU	Guam
HC	Healthcare
HIGLAS	Healthcare Integrated General Ledger Accounting System
HPC	High Performance Computing



Acronym	Definition
HW	Hardware
I2	Increment 2
I3	Increment 3
IA	Indian Affairs
IaaS	Infrastructure-as-a-Service
IBM	International Business Machines
IDIQ	Indefinite Delivery Indefinite Quantity
IDOC	Intermediate Document
IIM	Infrastructure Integration Management
ILT	Instructor-Led Training
IMF	Integrated Management Framework
IRTM	Information Resource and Technology Management
ISR	Individual Subcontract Report
IT	Information Technology
ITIL	IT Infrastructure Library
ITM	IBM Tivoli Monitoring
ITS	Integrated Technology Service
ITSM	Information Technology Service Management
KT	Knowledge Transfer
LDT	Landscape Decision Tool
LSS	Lean Six Sigma
LUA	Least User Access
MAC	Medicare Administrative Contractor
MAC	Mission Assurance Category
MARC	Mid Atlantic Regional Council
MB	MindBank
MS	Microsoft
MSS	Managed Security Services
NAWBO	National Association of Women Business Owners
NBC	National Business Center
NIST	National Institute of Standards and Technology
NMSDC	National Minority Supplier Development Council
NOAA	National Oceanic and Atmospheric Administration
NOC	National Operations Center
NPS	National Park Service
NTS	New Technology Solutions
OEM	Office of Emergency Management
OHS	Occupational Health and Safety
OLA	Operational Level Agreement

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Acronym	Definition
OM	Operations Management
OMB	Office of Management and Budget
OS	Operating System
OSDBU	Office of Small Disadvantaged Business Utilization
PaaS	Platform-as-a-Service
PCMM	People Capability Maturity Model
PII	Personal Identifiable Information
PM/COE	Project Management/Center of Excellence
PMBOK	Project Management Body of Knowledge
PMCOE	Project Management Center of Excellence
PMI	Project Management Institute
PMOSIG	Program Management Office Specific Interest Group
PMP	Project Management Professional
PMPMG	Project Management Progress Maturity Guide
PMSC	Performance Management Scorecard
PRM-IT	Process Reference Model for IT
PSD	Physical Sciences Division
QA	Quality Assurance
QAP	Quality Assurance Plan
QASP	Quality Assurance Surveillance Plan
RFP	Request for Proposal
RM	Release and Deployment
SaaS	Software-as-a-Service
SADBOC	Small and Disadvantaged Business Opportunity Council
SAM	System for Award Management
SBA	Small Business Administration
SBLO	Small Business Liaison
SCIF	Sensitive Compartmented Information Facility
SDF	Software Delivery and Fulfillment
SDG	Solutions Development Group
SDVOB	Service-Disabled Veteran-Owned Business
SEI	Software Engineering Institute
SI	System Integrator
SLA	Service Level Agreement
SMIS	Safety Management Information System
SNAP	Supplemental Nutrition Assistance Program
SOC	Security Operations Center
SPOC	Single Point of Contact
SSR	Summary Subcontracting Report



Acronym	Definition
TIN	Tax Identification Number
TO	Task Order
TSC	Technical Support Center
U of K	University of Kentucky
UPMC	University of Pittsburgh Medical Center
USGS	United States Geological Survey
WFDS	Wildland Fire Situation Analysis
WFDSS	Wild Land Decision Support Program
WFIP	Wildland Fire Implementation Plan
WWPMM	World Wide Project Management Method



Preface

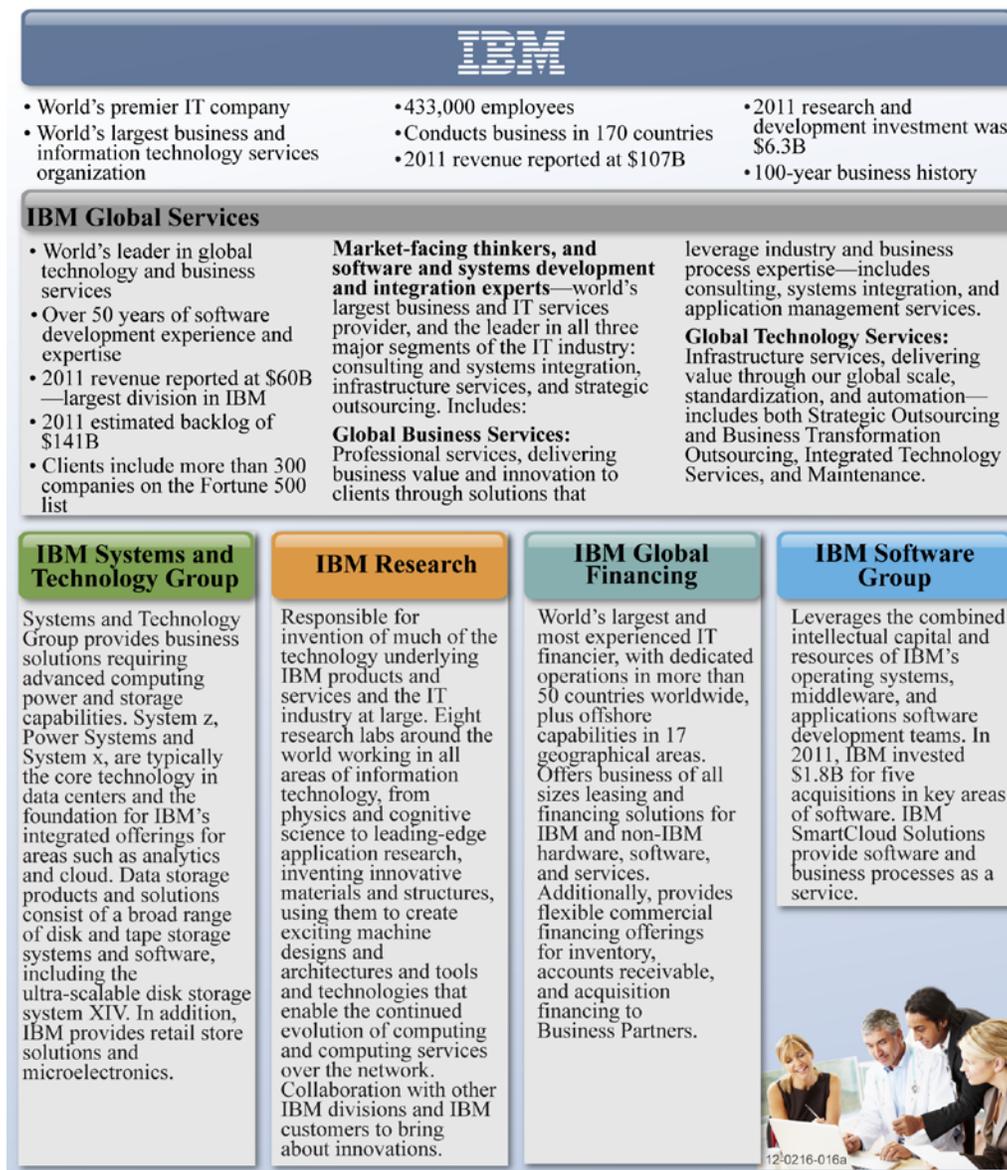
The organization of this volume provides the 24-page limited items at the beginning, labeled Page 1 of 24 through Page 24 of 24, and followed by those sections with no page limitation.

1 Corporate Management Structure (RFP L-14.1 (b))

Headed by Chairman, President, and Chief Executive Officer, Ginni Rometty, IBM is comprised of five major business units: Global Services, Systems and Technology, Research, Software and Global Financing as shown in **Figure 1-1**. IBM is one of the world's largest information technology services companies, consisting of the world's largest business and technology services consultancy; a hardware company; second largest software company; an information technology financing company; and is an inventor, as measured by patents granted.

Figure 1-1: IBM Corporate Structure

A view of the strength of the corporation and depth and breadth of the business units.



This business model is resilient, adapting to the continuously changing market and economic environment. IBM continues to divest certain businesses and strengthen its position through strategic organic investments and acquisitions in higher-value segments like cloud computing, business analytics, and smarter planet.

IBM U.S. Federal, the prime contractor for this proposal, is a part of the Global Business Services (GBS) under the Global Services unit. IBM's business units support and collaborate with each other. For example, many of the products we will be using in our cloud-based services to support the seven technical service lines are from our Software and Systems and Technology units. In addition, we will collaborate with our Research segment to bring additional innovations to the Department of the Interior (DOI).

Our proposed Project Manager, Mr. (b) (4), is a part of U.S. Federal under Chuck Prow, Managing Partner, for our Public Sector industry. Mr. Prow reports to Dave Miller, Managing Partner, GBS North America. The head of GBS is Bridget van Kralingen, Senior Vice President who reports to Mike Daniels, Senior Vice President and Group Executive, Global Services who reports to Ginni Rometty, CEO.

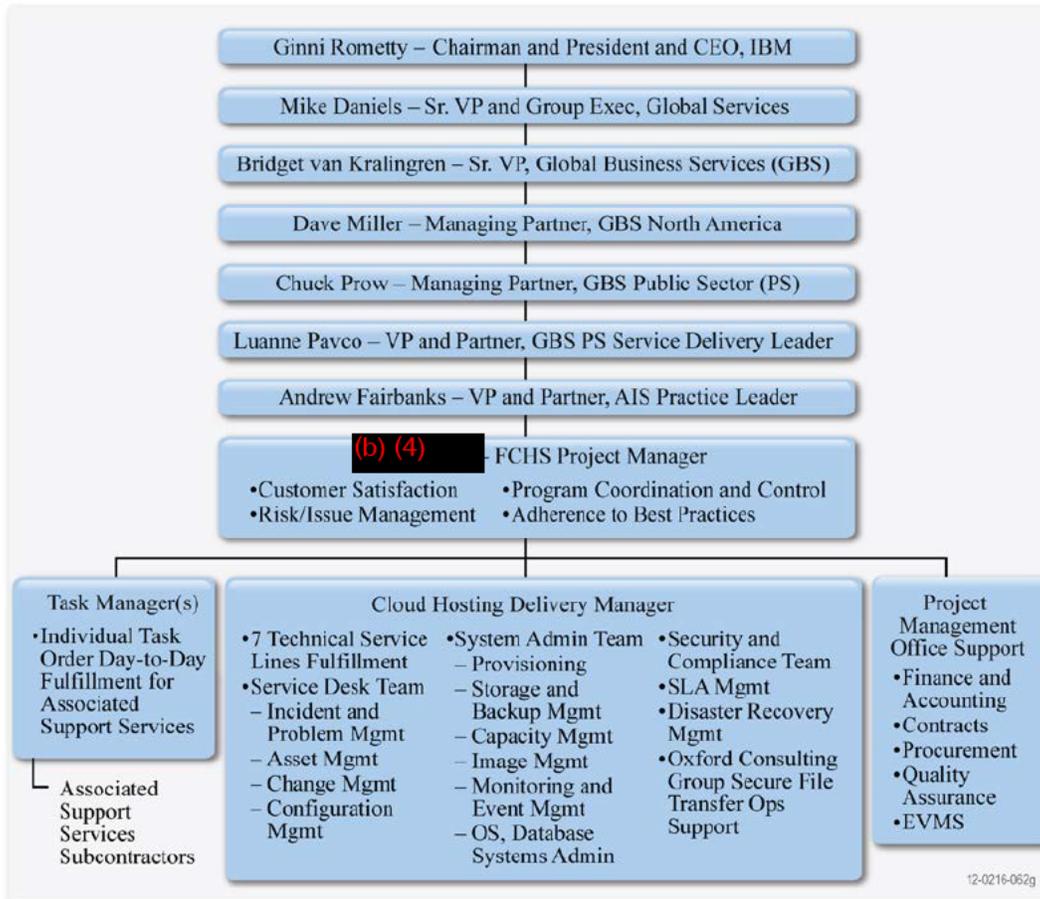
(b) (4) has the corporate authority to execute the Foundation Cloud Hosting Services (FCHS) program. As a senior program executive, he has managed and been responsible for customer critical program initiatives. For example, he managed the \$3.3B U.S. Customs and Border Protection (CBP) Automated Commercial Environment (ACE) Modernization Program created to dramatically streamline Customs commercial-processing systems while providing for stronger border security, improve efficiency, increase effectiveness, and reduce costs for CBP and its communities of interest. He has managed teams across the IBM business units, as well as teams with many subcontractors.

Reporting to (b) (4) will be Task Managers for complex task orders and/or those requiring associated support services, a Cloud Hosting Delivery Manager responsible for cloud service management and program office support. The relationship between our corporate structure and the Foundation Cloud Hosting Services (FCHS) proposed team structure is shown in **Figure 1-2**.

While IBM's breadth of core competencies and leadership position across our broad range of services enables us to substantially provide the services requested, effective subcontracting provides tangible benefits, including a greater depth of skilled resources, the development of small businesses, and cost reduction through effective sourcing. In performance of the program, IBM has assembled a team of subcontractors and key technology vendors to provide the ideal combination of companies with DOI portfolio applications and IT knowledge that brings a fresh viewpoint and successful experience in providing solutions that support DOI and cloud hosting services. To meet the continuing and growing challenges of FCHS, IBM chose team members with complementary skills who will work with us as an integrated team to provide a reliable, scalable solution with steady IT services that meet DOI's objectives. This team and their roles are described in **Table 1-1**. Subcontracts will be staff augmentation for the associated support services. Our approach is to completely integrate our subcontractors into the project organization structure. Our experience has demonstrated that total integration into a "badgeless" environment solves many of the problems associated with a traditional prime/subcontractor relationship.

Figure 1-2: IBM Corporate and FCHS Organizational Relationship

(b) (4) is supported by GBS management and our corporate units to facilitate program success.



IBM also has strategic relationships and personnel trained with the major providers of hardware, networks, and software in cloud architecture and supporting tools. Our key technology vendors for FCHS include: NetApp, Oracle, Red Hat, SUSE, and VMware.

Table 1-1: Team IBM and Project Roles

IBM’s key subcontractor relationships enable strong partnering for efficient delivery in a large, complex environment.

Subcontractor	Contribution
A-sa-ma-di Smart Business Solutions	Offers specialized expertise in business process improvement consulting at DOI, with expertise in DOI mission applications and skills to deliver associated support services for future task orders. A-sa-ma-di is a Woman-Owned, Native American 8a, Cherokee TERO certified business consulting firm.
Cherokee Services Group (CSG)	As an IT and business support services provider at DOI, brings expertise in DOI mission environments in the area of the associated support services for task orders. CSG is a Tribal 8(a) firm and small disadvantaged business.
Environmental Systems Research Institute (ESRI)	Offers specialized professional services related to location-based services and technologies currently in use at DOI that may be relevant to task orders for associated support services.



Subcontractor	Contribution
Kelly, Anderson & Associates	Provides strategic management consulting services to DOI bringing deep knowledge of the DOI environment for delivery of associated support services for task orders. They are a small business.
Microsoft Corporation	Has a significant amount of key software at DOI and has specific expertise in putting these technologies in a cloud environment. Microsoft has significant other cloud business with Federal agencies, which will be leveraged in the associated support services for task orders.
Mindbank Consulting Group	Brings deep knowledge of DOI through their significant past experience in providing HR and IT staff augmentation which will be used to provide associated support services for task orders. Mindbank is a Service-Disabled Veteran-Owned Business (SDVOB).
New Technology Solutions	Brings significant past experience with mission application development expertise on the DOI SMIS program, as well as U.S. Forest Service mission applications, including fire subject matter expertise to provide associated support services for task orders. NTS is a minority-owned, Small Business 8(a) SDB certified Company.
Oxford Consulting Group	Has a managed service for secure file transfer with numerous clients bringing significant expertise in secure file transfer capabilities which will be used to support migration for Secure File Transfer Services. In addition, they bring DOI experience in warehouse managed services for Wildland fire. Oxford Consulting Group is a Small Woman-Owned Disadvantaged Business.
SAP Public Services, Inc.	Offers specialized professional services related to SAP and the FBMS implementation currently in use at DOI that may be relevant to task orders for associated support services. Also offers professional services related to HANA in memory computing products and services.
Xentify Corporation	Provides strategic management consulting services to DOI bringing deep knowledge of the DOI environment for delivery of associated support services for task orders. They will apply their expertise in successful cloud implementations of geospatial applications at the U.S. Geological Survey in support of the FCHS contract. Xentify is a small business.

Date Contracting Entity Was Organized – IBM was incorporated in the State of New York on June 16, 1911 as the Computing-Tabulating-Recording Co. (C-T-R), a consolidation of the Computing Scale Co. of America, The Tabulating Machine Co., and The International Time Recording Co. of New York. In 1924, C-T-R adopted the name International Business Machines Corporation. The IBM corporate address is 1 New Orchard Road, Armonk, NY 10504.

Organization – IBM U.S. Federal is a division of International Business Machines Corporation, Global Business Services – Public Sector.

Tax Identification Number – Tax Identification Number (TIN): 13-0871985

Dun & Bradstreet Number (DUNS) – 835130485

2 Statement of Intentions (RFP L-14.1 (c))

IBM proposes no exceptions or deviations to the Foundation Cloud Hosting Services (FCHS) solicitation (D12PS00316) and is fully compliant with the requirements of the Request for Proposal (RFP). IBM intends to comply with the terms and conditions contained in a resulting contract. Assumptions in regards to the RFP terms and conditions are documented in Section 3. The RFP and IBM’s proposal as negotiated and accepted, will represent the complete contract, and replace any prior oral or written communications of the parties regarding this matter. IBM’s proposal will form an integral part of a resultant contract and for that reason we propose that our

proposal is incorporated into the “Schedule” in the highest order of precedence for purposes of FAR 52.215-8.

3 Assumptions, Conditions, or Exceptions (RFP L-14.1 (d))

The following clarifications to FAR clauses form an integral part of our offer.

52.216-7 Allowable Cost and Payment

(b) (4)

52.222-41 Service Contract Act of 1965

(b) (4)

52.227-3 Patent Indemnity

(b) (4)

52.227-14 Rights in Data – General (ALT II and ALT III)

Standard IBM and third-party commercial software to be delivered will be provided using the vendor’s standard license grant terms. Although IBM doesn’t sublicense or warrant third-party products it passes the vendors software license through to the Government.

Consistent with our standard commercial practice, including the terms in IBM’s GSA IT Schedule, IBM proposes the following Intellectual Property terms:

Proof Points

- Lead Hosting Service Provider, IDC, Forrester, Gartner/Dataquest & MetaGroup
- Gartner Magic Quadrant:
 - SAP Implementation Service Provider, 2012
 - Help Desk Outsourcing, North America, 2012
 - Public Cloud IaaS, 2011
 - Help Desk Outsourcing, North America, 2012
 - Web Hosting & Hosted Cloud System Infra Services, 2009
 - Application Infrastructure, 2008
 - Application Infrastructure for Back-End Applications, 2008
 - Horizontal Portal Products, 2008
 - Web Access Management, 2008
- Leader in Forrester Wave™:
 - Global IT Infrastructure Outsourcing, Q1 2009
 - IT Asset Life Cycle Management, Q2 2009
 - North American SOA Systems Integrators, Q2 2009
- Best Security Company for 2010, SC Magazine
- SOA Infrastructure Leader (70 percent) of market), Wintergreen, 2009
- Green IT Leader, Computerworld News Week, 2008
- Supercomputer top most energy-efficient in the works, Green500.org, Nov 2008
- #1 on Top500 list of the world’s fastest computers – Lawrence Livermore National Lab (DOE), 2012
- National Medal of Technology and Innovation, Corporate Award winner 2000, 2004, and 2008

- (b) (4) [Redacted]

52.246-25 Limitation of Liability – Services

IBM requests the opportunity to discuss inserting a reasonable Limitation of Liability provision for this agreement, such as the following, which is comparable to what appears in our GSA IT Schedule:

- (b) (4) [Redacted]

4 Contractor Responsibility Information (RFP L-14.1 (e))

IBM has a long history of meeting the general standards set forth in FAR 9.104-1 and commits to continually do so throughout the FCHS program life.

IBM revenue from continuing operations was \$107B in 2011, a company record. IBM clearly has the necessary financial resources to perform the contract. Further information on IBM's financial resources can be found in IBM's annual report;

<http://www.ibm.com/annualreport/2011/>.

For most of IBM's 100-year history we have consistently outperformed others in our market. IBM is committed to innovation and delivering client success. We bring unmatched skills, reputation, and financial and management strength to the DOI. IBM brings proven systems and procedures for achieving high quality in services, an excellent record for implementing these systems and procedures on projects, a world-renowned reputation for transparency and sound financial management, and state-of-the-art technology infrastructure to maintain fluid communications. Our management systems and processes have been put to the test on numerous complex projects around the world and simply stated, they work.

In IBM, the Chief Executive Officer and senior executives are responsible for setting standards of business ethics and overseeing compliance with these standards. It is the individual responsibility of every IBM employee to comply with these standards.

IBM's Business Conduct Guidelines provide general guidance for resolving a variety of legal and ethical questions for employees of IBM. Each section of these Guidelines covers an area in which we have responsibilities to IBM as employees: Personal conduct and protection of IBM's assets, Obligations in conducting IBM's business with other people and organizations, Conflicts of interest and other considerations affecting IBM that may arise on our own time. In June 1986, IBM adopted the Defense Industry Initiative on Business Ethics and Conduct (DII). The IBM Business Conduct Guidelines (BCG) and other applicable guidelines such as Public Sector Guidelines constitute our code of business ethics and conduct. As a continuing part of IBM's training process, each IBM employee certifies that they have reviewed, and will comply with, our code of business ethics and conduct.

IBM has in place an internal support infrastructure, established to support client engagements. This support infrastructure includes: Quality Management, Contracts Management, Financial Management, Risk Management, Procurement and Subcontracting with Local Organizations.

IBM certifies through the necessary Certifications and Representations that it is qualified and eligible to receive an award under applicable laws and regulations governing Federal procurements.

As demonstrated herein, IBM has the necessary financial and technological resources, proven history, business integrity, organizational structure, and understanding of the Government rules, regulations and commitments to be deemed responsible pursuant to the requirements of FAR 9.104-1.



Proof Points

IBM Wins 2010 PMO of the Year Award
PM Solutions and Project Management Institute's Program Management Office Specific Interest Group (PMOSIG) announced IBM's Project Management Center of Excellence (PM/COE) selected as the 2010 PMO of the Year.
<http://www.pmsolutions.com/pmoaward>.
Benefit to DOI: IBM is a recognized industry leader in management of large complex programs using our proven integrated management framework that can be leveraged to support and supplement existing DOI processes.

4.1 Efficient Management of Complex IT Environments

IBM is a recognized industry leader in management of large complex programs as evidenced by our selection as PMO of the Year award in 2010 from Project Management Institute's PMO Specific Interest Group.

IBM has experience in successfully delivering and managing complex IT solutions and services to the public sector for decades, and as the largest managed hosting vendor, passes economies of scale on to our clients:

- IBM manages 450 data centers with 8+ million sq. ft., 1,100 mainframes, and 200,000 midrange servers
- Our solutions include mainframe, client/server, and internet/web-based domains
- IBM creates/offers methods, tools, processes, and intellectual capital to accomplish high service levels allowing us to successfully manage an infrastructure that includes:
 - Supporting 606,846 MIPS, 32,083 Unix servers, 99,855 Windows servers, 5,769 Linux servers, 1,114 other OS servers and more than 7.5 petabytes of storage
 - Over 4 million end-user devices
 - A global Service Desk supporting 2.3 million seats fielding 1.5 million calls each month in 10 call centers
 - Eight security operations centers (SOCs) and seven security research centers
 - 13 billion security events/day managed for more than 4,000 clients
 - Support for 13 million LAN ports, 785,000 phones, 2,700 PBXs, 9.2M data ports, 56,000 routers and switches, 2,400 firewalls
 - 12 customer focused Cloud Labs worldwide and cloud centers of competency
 - 28 application management services delivery centers
 - 23 dedicated SAP competency centers
 - 2,000 successful cloud engagements in 2010
 - 19 million SaaS users across various clients
 - 9,000 North American shipping carriers use a IBM SaaS application
 - 6 billion end-user interactions managed in 2010 on the IBM SmartCloud

Team IBM leverages its experience in supporting Interior's interest in data center consolidation and beyond. From 1997 to 2007, IBM consolidated the total number of data centers used to manage our business from 238 to 12. These include FISMA-compliant "green" data centers. We also consolidated from 31 networks to one globally managed network, and reduced the number of deployed applications from more than 15,000 to just 4,700. Operational cost savings totaled \$1.5B over a five-year period.

IBM's infrastructure management capabilities have been gained from working on more than 340,000 engagements delivering tangible benefits to our customers. Standardized methods and supporting tools, such as our Knowledge Portal, Practitioner Portal and World Wide Project Management Method (WWPMM), enable IBM to deliver worldwide common services and quality. We use industry best practices for IT tools, governance capabilities and processes. Our differentiating methodologies are based on proven frameworks such as the Project Management Institute (PMI), the IT Infrastructure Library (ITIL), COBIT, ISO 9001:2008, ISO 20000:2005 and ISO 27001, Software Engineering Institute (SEI) CMMI and the Process Reference Model for IT (PRM-IT). In addition, we support Federal-specific compliance mandates such as FISMA.

We have successfully transitioned data centers for Federal customers such as NASA and the U.S. Coast Guard and have over 500 outsourcing engagements globally, several in the multi-billion dollar range. We have an unparalleled success track record for recovery from over 750 customer disasters ranging from the 9/11 attack on the World Trade Center to Hurricane Floyd. The U.S. Army, Department of Veteran's Affairs, Internal Revenue Service, the U.S. Air Force, and the State Department are a few of our long list of U.S. Federal Government customers. IBM has been continually supporting clients for over a century and is well positioned to continue that innovative support to Interior in the future.

Team IBM's approach to managing FCHS task orders (TOs) will be scalable, capable of managing complex projects, such as FBMS/SAP, as well as other less complex TOs for DOI service lines requiring very straight forward service catalog-related functionality/services. On TOs that involve a more complex level of planning, transition, communications, deliverables and Service level Agreement (SLA) metrics, IBM will utilize our Integrated Management Framework (IMF) approach, shown in **Figure 4.1-1**, to consistently and efficiently manage services delivery. IBM's IMF approach has been successfully utilized on programs such as DOI's Financial Business Management System (FBMS), U.S. Air Force Enterprise Information Services (EIS), University of Pittsburgh Medical Center IT Transformation and Centers for Medicare and Medicaid Services (CMS) Healthcare Integrated General Ledger Accounting System (HIGLAS), which have demonstrated sufficiency of cost, schedule, staffing, team and contract performance. We have and continue to meet delivery on the SLAs associated with these complex IT service delivery programs. See Section 8, Past Performance in this proposal volume for additional details on several of the Government programs listed above.

IMF provides the foundation for DOI to economically and efficiently improve IT services in support of mission objectives and drive out cost. For example, IBM has reduced year-over-year hosting and operations costs on CMS HIGLAS from \$5 per 1,000 claims in 2006 to \$0.50 per 1,000 claims in 2011 while achieving the SLAs. Our IMF incorporates Earned Value Management (EVM) providing efficient integration of cost and schedule management, facilitates cost control, and supports timely program status and performance reporting. It also incorporates our global Transition and Transformation Methodology providing proven tools, processes, and methods for completing the successful transition of physical assets, people (through rehiring), documentation and intellectual capital, software licenses, communications, projects and project management activities, and IT and/or business operations and knowledge.

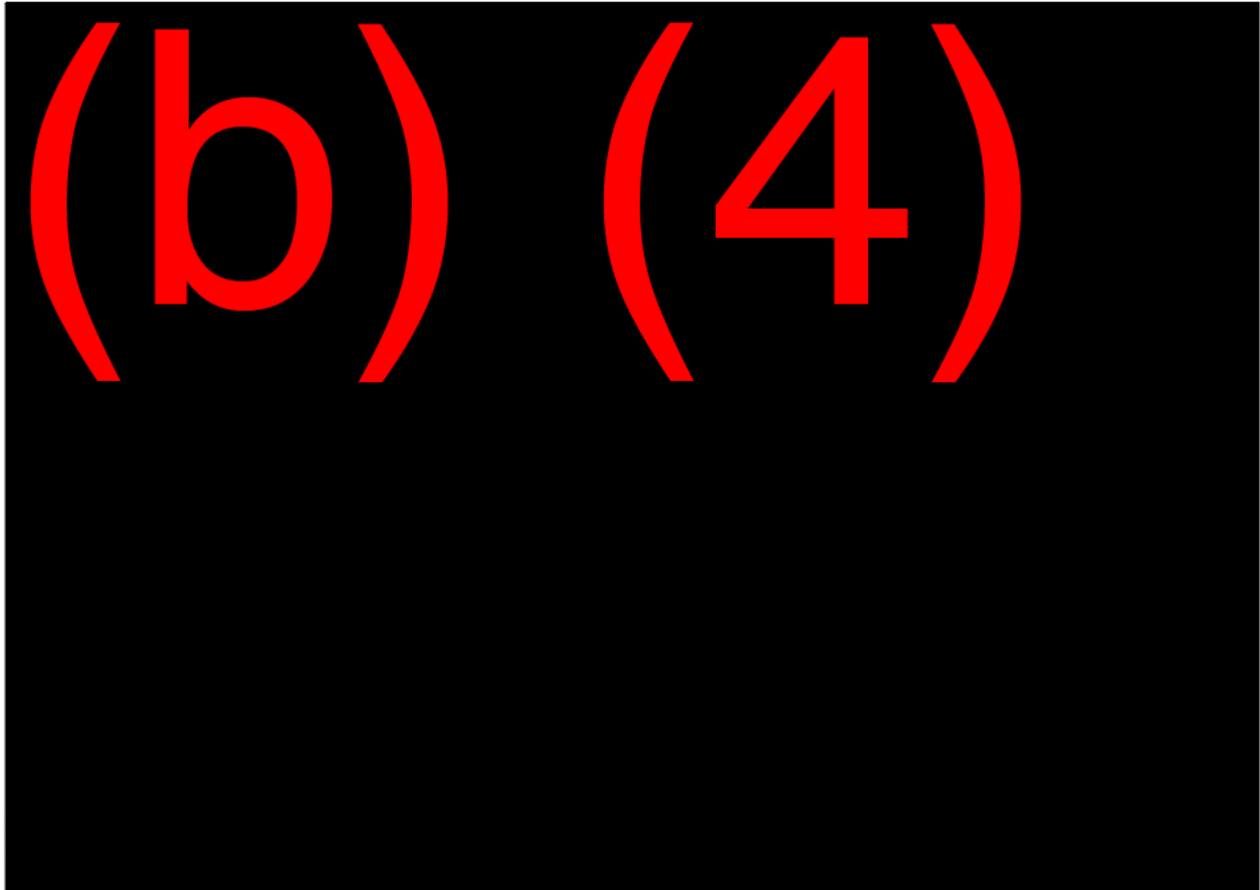
Based on our experience and the methods and tools to support our contracts, we are confident we will successfully implement the FCHS with an understanding of the environment in concert with a robust management approach that optimizes performance, reduces risk, and supports rapid response to changing needs. Our IMF couples our CMMI Level 3, ITIL v3 and PMI Project Management Body of Knowledge (PMBOK)-compliant approach to facilitate successful performance and effective operation. Partnered with DOI's FCHS leadership, our experience and proven approach will result in a clear attainable path to efficient, economical support of DOI's user base.

Proven Success:

- We successfully employ Integrated Management Framework (IMF) on programs of similar size and scope to DOI's FCHS, such as U.S. Customs and Border Protection's (CBP's) Automated Commercial Environment (ACE) program, led by our proposed Project Manager, (b) (4)
- Program metrics reflected IBM achieved a 13 percent reduction in cost and schedule across the first 18 months of the U.S. CBP's ACE program—a significant achievement compared to other programs of similar size and scope

Figure 4.1-1: Team IBM’s DOI Integrated Management Framework (IMF)

Utilizing our IMF approach to manage efficient services delivery for the more complex FCHS TOs, IBM will achieve the DOI’s mission objectives.



4.2 Planning, Integration, and Deployment of Cutting-Edge Technologies

IBM operates the world’s largest private-sector research organization comprised of eight research labs around the world with more than 3,000 employees in a variety of disciplines. According to the IFI CLAIMS Patent Services, IBM has been the leading U.S. Patent recipient for 19 consecutive years, with a total of 6,180 patents in 2011. The more than 6,000 patents IBMers received in 2011 represent a range of inventions that enable new innovations and add significant value to the company’s products, services, including smarter solutions for retail, banking, healthcare, transportation and other industries. These patented inventions also span a wide range of cutting edge computing technologies poised to support a new generation of more cognitive, intelligent and insight-driven systems, processes and infrastructures for smarter commerce, shopping, medicine, transportation, and more. DOI benefits from having an IT partner that understands the specific requirements associated with supporting a global, data-driven, scientific computing enterprise.

IBM is a trail blazer in the development of best practices in infrastructure services, application development and maintenance, service desk operations, desktop management, and security operations – some of which are key components of the scope of the FCHS contract. The tools, processes, and methods we developed to manage our internal environment have become the

market standard and served as the foundation of the original ITIL and the Information Technology Service Management (ITSM) frameworks that are widely accepted best practices in the industry today.

With our success in managing our internal IT operations, our clients began asking us to implement these best practices in helping them to achieve their business objectives. Team IBM brings to DOI a proven track record of supporting Government and commercial clients who have operated and transformed IT system infrastructures to identify and reduce costs by:

- Standardizing IT operations processes and procedures
- Implementing virtualization and consolidation strategies
- Migrating IT services to the cloud
- Implementing Smart/Green Data Center solutions

Leading analysts, such as Forrester and Gartner Group, have consistently named IBM as the market leader in helping organizations leverage data to enhance their mission effectiveness. Examples of IBM's planning, integration and deployment of "cutting-edge" technologies include:

- **University of Pittsburgh Medical Center (UPMC):** Working in close cooperation with UPMC, IBM designed a virtualized, dynamic architecture to consolidate and migrate applications to a new architecture to optimize performance and reduce operational costs. IBM leveraged agile project methodologies as part of project planning and execution, and defined and designed multiple IT services that positioned UPMC as an IT services-centric operating model (an IT industry best practice). We successfully implemented ITIL managed services including Incident Management, Change Management, and Configuration Management and helped UPMC realize these benefits.
 - \$80M in cost reductions through virtualization-driven efficiencies
 - 220 percent increase in processing capacity without increase in IT support costs
 - 83 percent reduction in number of physical servers
 - Significant reduction in IT infrastructure floor space requirements
 - Implementation of standard IT processes based on the ITIL framework has provided further savings in reduced staffing costs

For further information on IBM's successful service delivery support to UPMC, please refer to Section 8, Past Performance within this proposal volume.

- **Private Cloud:** The foundation of IBM's corporate cloud initiative was laid five years ago, ultimately establishing "Blue Cloud" labs around the world to seek out first-of-a-kind projects and accelerate proof of concepts with enterprise clients, Governments and universities. Cloud is core to IBM's 2015 strategy as one of IBM's four major growth initiatives to address volatile IT industry requirements, driving IBM's continued transformation and shift to higher client-valued solutions.

Proof Points

"IBM has one of the most comprehensive cloud portfolios, with the cloud integrated throughout its many lines of business..." – Jeff Vance, Datamation. Today, IBM is the leader in enterprise cloud, including:

- Nearly a dozen cloud labs and five cloud data centers around the world
- Thousands of enterprise client engagements
- An IBM public cloud designed for enterprise development, test and production
- Over \$3B investments in cloud related acquisitions
- One of the largest providers to business
- 80 percent of Fortune 500 companies use IBM cloud capabilities

Benefit to DOI: IBM's investment and significant customer base underscores on commitment to current and evolving cloud capabilities.

- **High Performance Computing (HPC):** IBM has a long and impressive track record of supporting some of the largest HPC installations across the U.S. and throughout the world – IBM currently has five in the Top 10 of the Top500 (www.top500.org) list of super computers as of the report published in June, 2012:
 - #1 – DOE’s Lawrence Livermore National Lab in California
 - #3 – Argonne National Laboratory in Illinois
 - #4 – Leibniz Rechenzentrum in Germany
 - #6 – Oak Ridge National Laboratory in Tennessee
 - #7 – CINECA in Italy

In addition, IBM has the following Federal Government super computer locations that continue to be listed in the Top500:

- Los Alamos National Lab
- Air Force Weather Agency
- National Centers for Environmental Prediction
- National Oceanic and Atmospheric Administration (NOAA)
- Naval Oceanographic Office
- **Watson for a U.S. Intelligence Agency:** IBM’s “Watson” is a highly advanced system that won a *Jeopardy!* competition based on real-time content analytics and natural language processing. In a Watson engagement for a U.S. intelligence agency, IBM has delivered to the Government one of the world’s top 100 super-computing platforms with first-of-a-kind advanced analytic Watson software. This engagement provides managed services within an IBM data center and a customer-sponsored secure data center. IBM delivered rapid hardware and software installation and configuration, application management and custom application development. The Watson program is inherently complex due to first-of-a-kind research technology which is to be adapted for use at the Agency for a unique intelligence mission application. IBM met the challenges of coordinating logistics, security, and development plans with tight choreography and sensitivity to the unique mission environment, to achieve a required move of the hardware system from an unclassified IBM data center, to a Government-sponsored Sensitive Compartmented Information Facility (SCIF).
- **Building a Smarter Planet:** Each year IBM, through its “Building a Smarter Planet” initiative, conducts a Global Technology Outlook to predict the future of technology. The study focuses on five innovations that will help transform aspects of modern life and make the planet smarter. We analyze the availability of new technology and the likelihood of its large-scale adoption.
- **DOI:** IBM is the prime systems integrator for the DOI implementation of FBMS, providing the entire range of integration and implementation services for this complex project consisting of 12+ SAP modules, 65+ interfaces, two project locations, and eight bureaus. Scope includes planning, system design, development, implementation, integration, business process redesign, organizational change management, training, knowledge transfer, system and user acceptance testing, and data conversion. Our support of FBMS is specifically relevant to DOI’s stated intention to deploy Infrastructure-as-a-Service (IaaS) to support the hosting of FBMS. For further information on IBM’s support of DOI’s FBMS system, please refer to Section 8, Past Performance of this proposal volume.

We are excited to apply Team IBM tools, processes, and methods, utilized on the successful cutting edge technology programs described above, to help DOI achieve its FCHS mission

objectives. Our technical approach includes specific innovations that will reduce costs, enhance the agency's security posture, enhance the IT organization's ability and agility to meet DOI's business needs, and deliver data to drive more informed decision making across the agency. Please see Team IBM's Volume II – Technical Proposal for specific details on our innovative technical approach to assisting the Interior in meeting the challenges set forth in their FCHS mission.

4.3 Best-in-Class IT Service Delivery Management

IBM has designed a technical approach to meet DOI's strategic goals of cost optimization, innovation, and data-driven decision making. Over the past 40 years, IBM has developed an extensive set of tools, processes and methods for helping large, complex, global organizations operate their Information Technology (IT) enterprises to improve mission effectiveness, reduce operating costs, and enhance efficiency. We modeled our approach to the FCHS program on the strategy we used in implementing our own Global Delivery Framework (GDF) to provide IT services to IBM's 433,000 employees and our clients worldwide. GDF is a set of delivery practices based on our lean principles which enables consistent service delivery excellence. This approach is designed to support our strategy to be the world's premier IT services provider by delivering the highest quality solutions at the most competitive prices.

The DOI needs a solution that accurately links services with related assets, labor, and applications to reveal the true cost of delivering services. With this information, the DOI can determine the value of services, identify and eliminate inefficiencies, and gain control of IT spending. DOI requires a service provider that can implement an integrated best-in-class; process-based IT Service Delivery Management approach to effectively deliver managed IT services to meet its business and customer requirements. Some examples of IBM successfully managing service delivery and meeting associated service level agreements (SLAs) are listed below.

Centers for Medicare & Medicaid Services (CMS) Healthcare Integrated General Ledger Accounting System (HIGLAS): The services delivered by the IBM HIGLAS Team are ITIL v3 and CMMI Level 3-compliant. Automation, coupled with process improvement, has significantly increased efficiency and lowered cost of delivery providing up to a 15 percent labor savings on the HIGLAS program. Through the integration of 52 accounting systems, that pays nearly 3M claims/day and \$13.5B/month in aggregate Medicare claims, into a single system, CMS calculates that HIGLAS has accelerated \$5.7B in netted receivables and payables, resulting in a savings of more than \$36M in interest. IBM's responsibilities include full system life cycle implementation with substantial data conversion, IT administration, application management, and hosting. IBM provides day-to-day production operations and maintenance in our Federal Data Center (FDC), managing more than 15 environments with over 235TB of installed disk storage. We are currently working under six task orders with a ceiling value of \$500M a year in a performance-based contract managed with a QASP and SLAs. Currently, task orders are performing under budget and have met their scheduled deliverable deadlines and SLAs.

The IBM HIGLAS team complies with and achieves operational success across a broad set of system and service delivery Service Level Agreements (SLAs).

 **Proof Points**

Leveraged IBM methods and techniques to implement PRM-IT® based processes and procedures at General Motors achieved:

- 25 percent reduction in incidents
- 65 percent reduction in average incident duration
- 15 percent reduction in inconclusive root cause analysis results
- 7.9 percent change volume reduction

Benefit to DOI: Team IBM brings comprehensive, proven IT Service Management methods, skills, and experience to improve performance, increase uptime, and reduce costs.

HIGLAS SLAs are reviewed and modified jointly by CMS and IBM on an annual basis to verify that system measurements and delivery objectives remained aligned with CMS business requirements. SLAs are recalibrated annually with CMS to drive incremental delivery improvements via more challenging objectives and improved focus on CMS key performance indicators. IBM measures performance against SLAs on a daily basis and responds quickly to service delivery problems to enable the achievement of committed SLA targets. IBM publishes detailed monthly SLA status reports as for delivery to CMS.

General Motors: IBM provided IT system operations and transformation on the Infrastructure Integration Management (IIM) and Operations Management (OM) program to improve GM's fragmented, inconsistent service delivery. Under the five-year agreement (2006 – 2011), IBM delivered staff, technology, services, and skills required to manage GM's complex, global, multi-supplier IT environment. Through the application of ITIL-based processes and procedures, IBM was able to help GM drive down the costs of their IT operation allowing GM to realize nearly \$3M in one year savings through consolidation and virtualization of development and test environments, improved collaboration across system sustainment teams and reduced staffing costs through streamlined operations and management processes improved by implementation of ITIL.

Department of Education EDCAPS: Since 1995, IBM has worked with the Department of Education (the Department) to develop, integrate, maintain, enhance and operate the Department's Education's Central Automated Processing System (EDCAPS) systems, which provides functionality for core financial management (FMSS), grants management (G5), travel management (TMS), and contracting and purchasing (CPSS). IBM has met or exceeded our SLAs for 62 consecutive months. The EDCAPS program is assessed as operating at CMMI Level 5. IBM's EVM principles have resulted in 150+ task orders being delivered on time and within budget. Since inception, we delivered more than 99.7 percent of deliverables on time. In the last 30 months, Team IBM delivered 100 percent of its deliverables on time, met program performance standards; satisfaction was verified via six independent program audits and Performance load testing.

IBM's approach to best-in-class IT service delivery, utilized in the contractual project examples above, is described below.

ITIL v3 Process-Based: IBM recommends ITIL V3 as the process-based approach to IT Service Portfolio Management. ITIL is the de facto standard for describing a number of fundamental processes in IT Service Management but is highly adaptable as evidenced by the number of frameworks derived from it such as HP's ITSM Reference model, or IBM's PRM-IT[®] V3 Process Model, or Microsoft's Operational Framework (MOF). ITIL is not a "one size fits all" standard but is best utilized when tailored to the direct needs of the adopter. Team IBM is poised with the expertise and knowledge to help facilitate a successful transformation to an IT Service Framework that is tailored to DOI's financial, cultural, and end-user needs.

Our approach is disciplined in its delivery and execution yet flexible enough to tailor to FCCHS with a focus on outcomes. We emphasize the importance of control and coordination across the various business domains, service components, services, and processes that are necessary to manage the full life cycle of IT Services (**Figure 4.3-1**).

We provide a framework to structure and manage services derived from a combination of applications, IT-related activities, and the interactions of IT technical personnel, to customers

and users. We review service level agreements, review proposed changes, assess readiness for change, and review ongoing operational activities throughout the service life cycle.

Figure 4.3-1: Integrated Coordination

Our life cycle approach considers the Strategy, Design, Transition, Operation, and Continuous Improvement of IT Service Delivery.



Continuous improvements to baseline service level targets are part of the ITIL V3 framework, which include SLAs that span the people, processes, and technologies used to maintain a business service. Our service level management approach defines and triggers corrective actions at service thresholds for a service target or SLA, and automatically escalates problem priority based on business impact. We calculate penalties and reward costs for SLA compliance breaches and achievements, respectively, and can calculate impact costs for missing service targets.

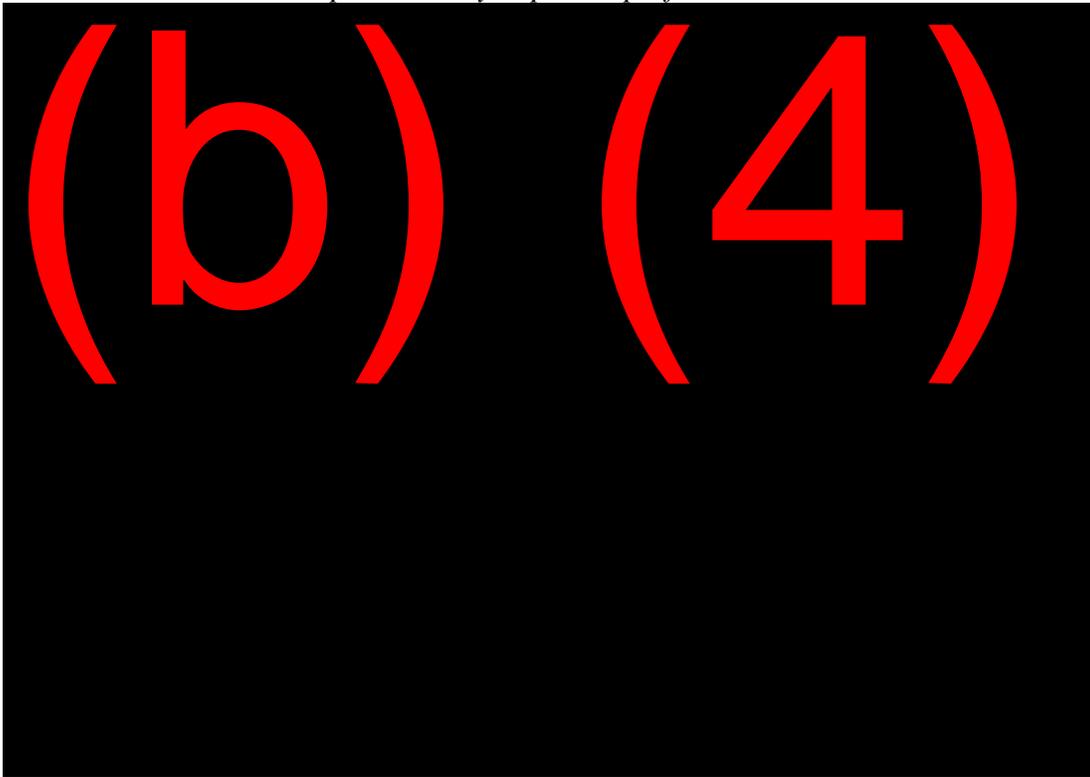
IT Change, Configuration and Asset Management: IBM's approach and focus relative to Change, Release, Configuration and Asset Management improves performance. Together these processes and interactive process relationships provide for the capture and management of functional and physical attributes of assets with respect to the systems they support and impart the discipline for managing the evolution of project work products and deliverables during the stages of implementation and ongoing operations and maintenance. Our approach offers a focus on establishing and maintaining consistency of operations. **Figure 4.3-2** demonstrates how these processes interact.

Change and Configuration Management intersect at various points, such as when an application change requiring deployment of a new version spawns a change managed under the infrastructure. The reverse is also true; an infrastructure change may spawn a change to an application or other system. Our approach addresses these intersections. Managing change and configurations in this way confirms adherence to license restrictions and copyright laws and regulations. Release and Deployment Management (RM) build, test, and deliver the capability to provide the services to fulfill stakeholders' requirements and deliver the intended objectives. It includes the processes, systems, and functions to package, build, test, and deploy a release into

production, and establishes the service before final handover to operations. Asset information impacted during the release management process is tracked and controlled.

Figure 4.3-2: Effective Change, Release, Configuration, and Asset Management

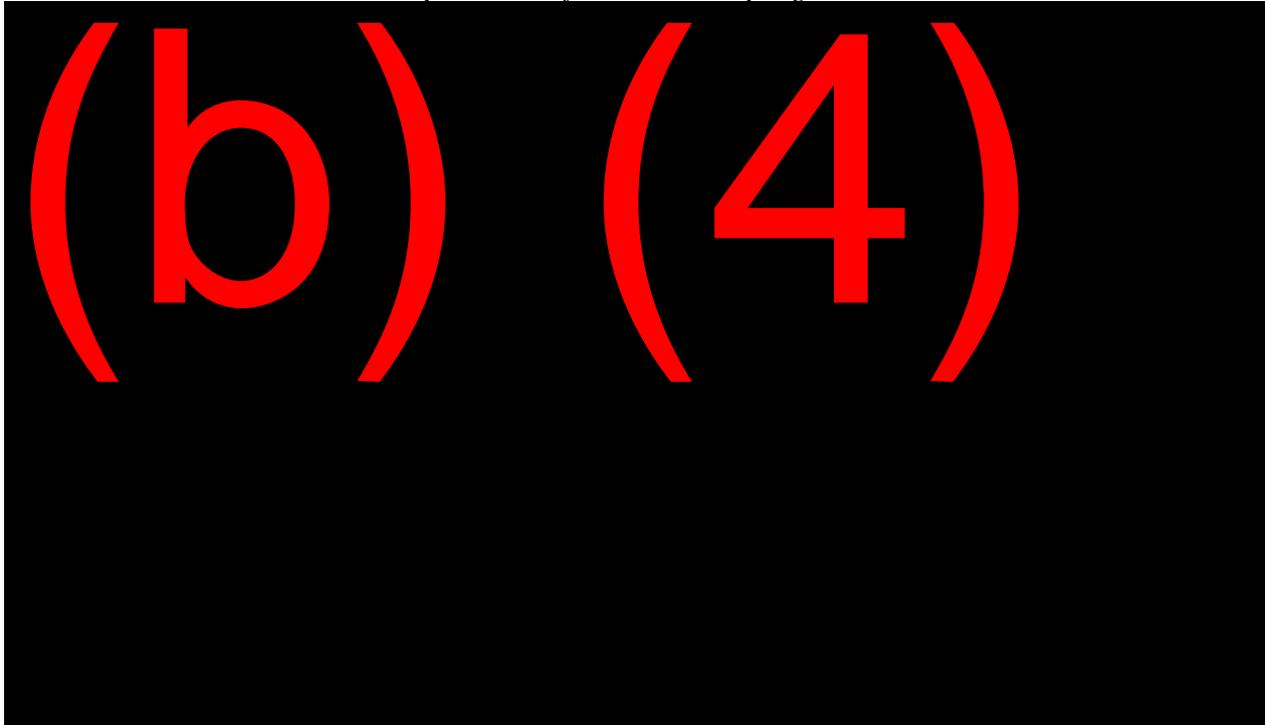
IBM's approach and focus relative to Change, Release, Configuration and Asset Management comprehensively improves performance.



IT Quality Assurance: IBM uses a focused Delivery Excellence program across our services organization that promotes the use of optimized processes to facilitate delivery of quality services, developed software, and materials that align and facilitate achievement of program quality and Quality Assurance Plan (QAP) objectives. Our integrated quality approach to achieving SLA metrics and performance reporting requirements is shown in **Figure 4.3-3**.

Figure 4.3-3: Integrated Quality Approach

IBM utilizes a proven, consistent approach to meeting SLA monitoring, tracking and reporting on overall quality of service delivery results in achieving our goal to achieve continuous service improvement for the FCHS program.



As indicated in **Figure 4.3-3**, program delivery processes are put into practice across FCHS' more complex task orders and orchestrated using our integrated QA approach to continuously improve on service delivery. We monitor adherence, and collect measurements to see if processes can be further simplified without introducing or increasing risk. Our QA continuous improvement process includes establishing a Process Improvement Framework, where we set differentiated goals based on the results of process maturity audits and process monitoring, including performance against Task Order QAP measures and SLAs. This focuses our improvement activities on those that lead to the highest satisfaction.

4.4 Consolidated Financials

Appendix A contains IBM's 2011 Consolidated Financials, which are the most current independently audited financial statements, balance sheets, profit and loss statements for the last three years. PricewaterhouseCoopers LLP, an independent registered public accounting firm, is retained to audit IBM's Consolidated Financial Statements. As part of our 2011 Annual Report, the following financial highlights and additional financial information can be found at <http://www.ibm.com/annualreport/2011/financial-highlights.html>.

5 Experience, Service Models, and Certifications (RFP L-14.1 (i))

5.1 Experience

While IBM's experience relating to DOI's Business and Technical Objectives has been captured throughout our proposal and in Section 4, above, IBM can readily meet specific experience requirements at the task order level, as well. As an example, SAP Hosting task order (RFP

Attachment J-6) requires the service provider be a “certified SAP hosting partner” at the time of award. IBM was certified in December 2010 (see link: <http://www-03.ibm.com/press/us/en/pressrelease/33149.wss>). IBM’s long-time partnership with SAP continues growing stronger today, as IBM was named the 2011 SAP Pinnacle Award winner for Quality Partner of the Year and has produced measurable results as illustrated in **Table 5-1**. IBM’s cloud solution for its SAP clients is further explained at http://www.ibm.com/solutions/sap/us/en/landing/cloud_solutions.html.

Table 5-1: IBM’s SmartCloud Efficiency

Action	From Traditional	To IBM SmartCloud
Development environment setup	Weeks	Hours
Administrative hours per database	6 per week	1 per week
Web application deployment	Weeks	Minutes
Application integration	Months	Days or Hours
Provision SAP Test environment	Weeks	Minutes
Application administration	1 Operator per 10 apps	1 Operator per 100 apps

5.2 Service Models

IBM clouds align with National Institute of Standards and Technology (NIST) Cloud Computing Architecture and support the three NIST service models i.e., Service Infrastructure as a Service (IaaS), Platform as a Service (PaaS), and software as a Service (SaaS), including virtual server provisioning, middleware like WebSphere® and Rational® tools, applications such as SAP, Cognos, and Social Collaboration. IBM has over 20 years of experience in owning and managing eight million square feet of data centers around the world.

We provide clients with IaaS, SaaS, PaaS, and service models at different Mission Assurance Category (MAC) levels and sizes at our secure datacenters. We efficiently tailor each environment to the client requirements using templates customized to each TO that administrators then access through a service catalog available through the web portal. By including these tailored service models in our cloud computing reference architecture, we put the processes in place to migrate client applications to the cloud.

Investment

- IBM has made significant investments in cloud computing including R&D, prototyping, and full implementations. We have 138 active cloud initiatives addressing IaaS, SaaS, and PaaS solutions for Federal and commercial customers.

Benefit to DOI: IBM’s investment provides proven technology, experienced people, and a commitment to develop innovative low risk solutions that address the DOI’s challenging space, budget, and IT infrastructure requirements.

5.2.1 Service Model Approach

IaaS, the service model at IBM has elasticity to meet unpredictable demand due to emergencies such as wildland fire, earthquake, tsunami, etc. IBM’s service model approach also identifies those applications best suited for standardization and creating service models, such as SaaS and PaaS, will benefit DOI in the long run. PaaS provides a common development framework to its users while SaaS provides a streamlined software services delivery model for consistent use across DOI.

Figure 5.2-1 shows a typical approach that IBM takes when examining the applications that need to be run on Infrastructure as a Service foundation.

Proof Points

Team IBM provides cloud-based solutions for delivery models for our clients, including:

- U.S. Air Force, Kaiser – PaaS
- China Telecom – SaaS
- HUD, Dow, USA Army, DoJ, Soasta, CohesiveFT – IaaS

Benefit to DOI: Team IBM will build upon successful experience delivering cloud-based solutions.

IBM offers PaaS-based software stacks that run on the IaaS foundation. The PaaS stacks are also provided as a monthly subscription fee service with bursting capability to support spikes in workload demand. We offer these standard software stacks but will also allow users to load their own software in that environment. Along with IaaS and PaaS cloud offerings, IBM offers various software applications as SaaS. Popular choices include e-mail, development and testing tools, middleware to support a hosted application/website, and application with seasonal or significantly varying compute needs. In summary, IBM has the complete experience to help DOI achieve your Phase 1 and Phase 2 goals as outlined in the DOI Request for Information dated March 2, 2012, with minimum risk.

Figure 5.2-1: IBM's Service Model Approach

IBM's successful service model maps and adjusts resource requirement based on demand, risk evaluation, attributes, and work loads.

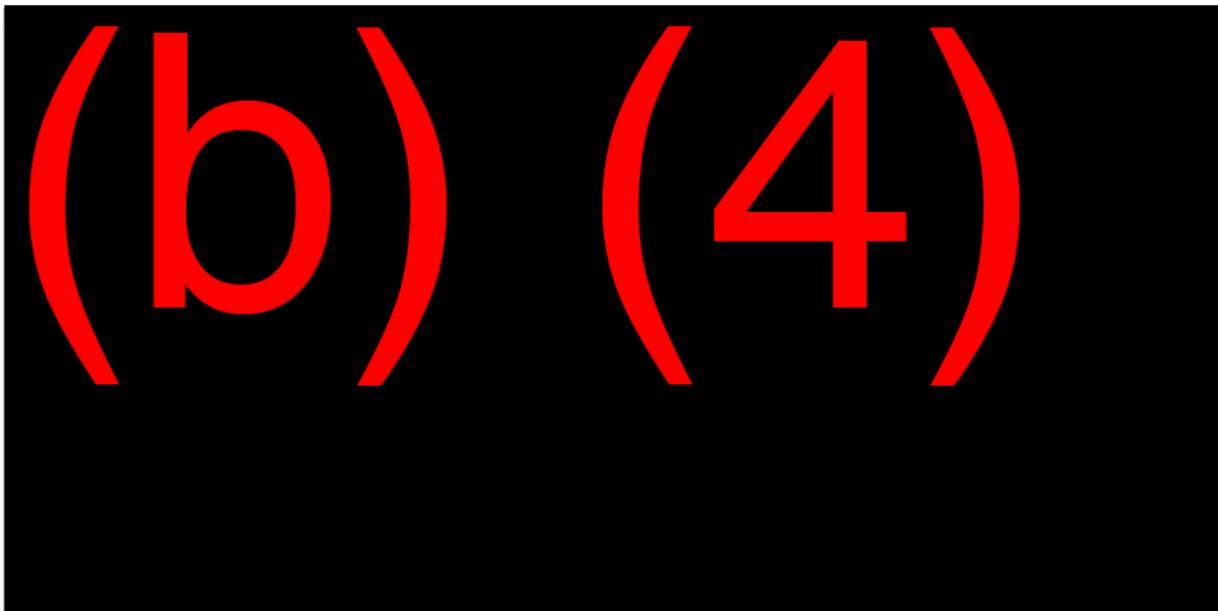
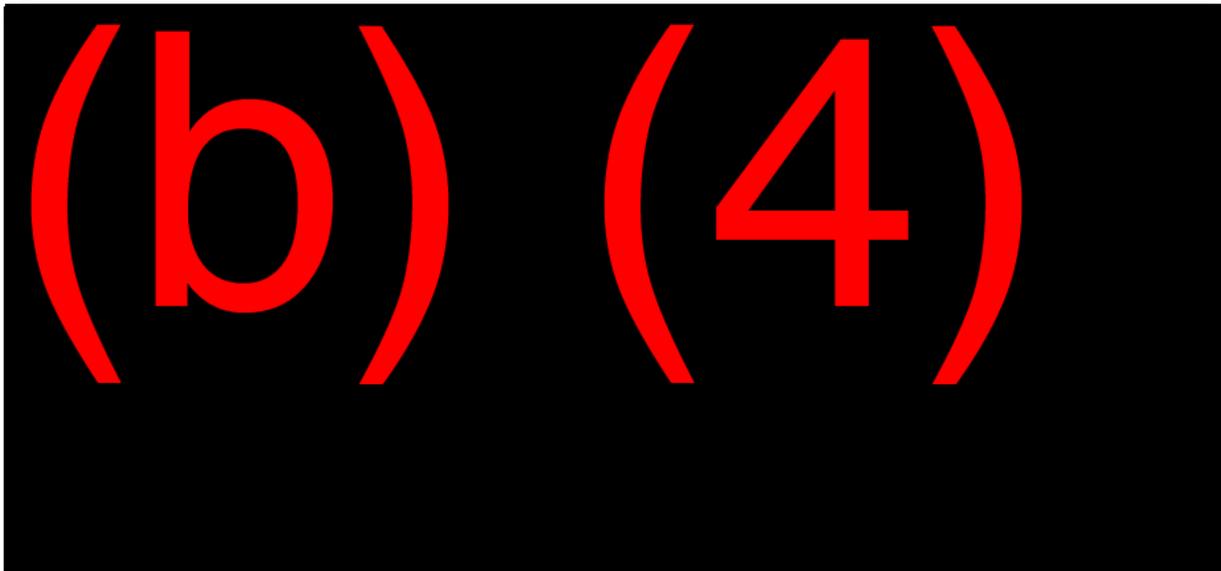


Figure 5.2-2 provides a typical approach we take when working with customers to migrate their application workloads to the cloud environment.

Figure 5.2-2: IBM's Migration Approach

Migration services for cloud help clients quickly realize the benefits of cloud by leveraging IBM analytics, automation, leading tools and unique assets in a global factory model.



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

which is built on a strong understanding of DOI's applications, business goals, and culture. These factors, and others, will be used to develop the proper schedule, which creates the smooth spend line over the term of the contract. A properly created service delivery model should have a significant impact on first years of the contract.

5.3 Certifications

IBM has achieved the highest industry standards with respect to organizational, as well as individual certifications including ISO 9000, ITIL, and CMMI certifications as explained in Section 6.1, below.

In regards to individual professional certifications, IBM has one of the most highly educated workforces in the world – more than 200,000 college graduates, nearly 54,000 with post-graduate degrees. We encourage our employees to obtain appropriate technical (both internal and third-party products) and professional certification prior to attaining specific job levels and in most careers an industry, e.g., CompTIA A+, HDI, Microsoft Certified, CISSP, PMI PMP, ITIL V3 practitioner, and/or IBM certification is required.

Proof Points

- IBM invests \$750M annually on skills development program. IBM has been rated the #1 company by Training Magazine several times in the past decade due to the effectiveness of our training and leader development programs.

Benefit to DOI: Retention of highly skilled staff on DOI FCHS.

We provide certification training for IBM and non-IBM technologies to support the professional development and professional certifications of our practitioners, as well as in areas such as project management, security, ITIL, application development and maintenance. Our long-standing practice is to enable employees to be properly educated, trained and qualified for the services they perform. To support professional certifications and staying up to date on technology and services, we provide our staff with training and education opportunities in nearly

every discipline related to IT hardware, software and services. Training is both Web and classroom based. Refresher courses also help staff stay current on knowledge and skills.

IBM has robust competency centers and Centers of Excellence (COEs) in a number of areas with dedicated experts who are responsible for maintaining corporate level certifications, as well as individual support, training and mentorship. For example, IBM's Project Management Center of Excellence (PMCOE) is aligned with PMI; however, it also has internal layered certifications for those individuals having interest in PM career. Other IBM COEs pertinent to this scope of work are: Process Standards (IT service delivery); Infrastructure; High Availability; SAP; Oracle; Testing; Integration; Analytics, and Accessibility.

Because of the size of IBM and the depth of certified staff of our subcontractors, in the event a task order requires staff either with a unique certification or in a quantity not readily available, we will either provide training if time permits, hire the required certified skill and/or add additional subcontractors.

5.4 Licenses

IBM's software license management service is a key component of managed services contracts and we can support individual task order requirements via our standard processes. For example, in addition to managing compliance, the practice of software license management oversees a company's licensed software as a valuable business asset. When permitted by the end-user license agreement (EULA), when a license is no longer in use, it can be reclaimed and redeployed elsewhere in the business as long as the new use is also in compliance with the EULA. The reuse of assets results in significant cost savings. IBM will work with DOI to identify optimal licensing options to meet the business needs. IBM will also take into consideration that cloud pricing models use a different software licensing approach than traditional models. Cloud services are evaluated to determine licensing requirements and determine if existing customer licenses can be used.

5.5 Permits

IBM has in-depth experience in getting permits supporting our business including those for constructing, modifying, consolidating and operating data centers and associated IT systems.

6 Contractor "Best Practices" (RFP L-14.1 (k))

Team IBM offers a mature and proven management approach, built on CMMI Level 3, ISO 20000 standards and ITIL best practices, enabling a higher level of performance throughout the DOI enterprise. Our thorough management approach is rooted in 100 years of experience providing quality IT services to the Government and public sectors. With industry best practices for engineering, service delivery, and quality assurance (QA), we are capable of delivering these services addressed in the FCHS SOW, in a spirit of partnership with unparalleled dedication to the DOI mission. Our approach provides the foundation for DOI to economically and efficiently improve IT support service objectives in three key ways:

- **Functionally** – By tailoring an organization of highly skilled personnel with intimate knowledge and experience in cost optimization, innovation and proven performance management through data-driven decision-making, Team IBM is aligned with DOI's desire to continue improving their infrastructure, tools and processes. Team IBM understands the challenges, risks, and responsibilities the DOI face as the demand for services grow and funds are reduced. We are committed to leveraging our in-depth resources, skills, and

knowledge from our many support programs for FCHS opportunities to improve operational efficiency, enhance workforce productivity, and deliver measurable business value.

- **Process-Driven** – The experienced Team IBM utilizing best practices, concepts and methodologies from PMI’s PMBOK, CMMI Level 3 and ITIL, will partner with DOI to assess, understand and evolve during the Maintain phase; plan, recommend and implement during the Grow phase; and collaboratively Innovate the tools, services, and infrastructure of DOI during the Transform phase reducing cost and increasing efficiency.
- **Strategically** – To facilitate the alignment of the IT and User community, our organization uses an Innovation Steering Committee comprised of experts in IT, DOI missions, and research from Team IBM that will support strategic thought leadership.

Team IBM brings deep technical capability across many relevant domains. These technical capabilities will be employed by Team IBM in the delivery of the FCHS. We highlight these capabilities in **Table 6-1**.

Table 6-1: Team IBM Relevant Technical Capabilities

Capabilities	Comments
IBM SAP Tiger Team	The IBM SAP Tiger Team provides subject matter expertise at various stages of an SAP program. Most recently, the IBM SAP Tiger Team provided input into upgrade and deployment planning.
Lean Six Sigma (LSS)	IBM has a long history working with LSS initiatives for DoD and other Federal agencies. With more than 250 Black Belts and Master Black Belts, IBM has incorporated LSS in our processes for quality, measurement, and improvement of our services. As a general course of action, we also apply our LSS capabilities to improve our clients’ processes. Our DOI staffing includes LSS certified personnel with reach back to our deep bench of certified LSS expertise.
IBM Center of Excellence	The IBM Center of Excellence provides continuous improvement of our approaches, tools, and accelerators, which enable repeatable processes and intellectual capital to spur efficiencies and improved product quality. For DOI FCHS, this means constant access to the latest thinking in the area of SAP sustainment solutions.
Software Engineering Institute (SEI)/ Capability Maturity Model	IBM is one of a very few companies that have attained Level 5 status in the Software Capability Maturity Model (CMM), Capability Maturity Model Integration (CMMI), and People Capability Maturity Model (PCMM) standards. More than 90 percent of our Delivery Centers are CMMI Level 4 or higher, including the Allegany Ballistics Laboratory (ABL), our Rocket Center, WV Delivery Center, which is part of our FOC.
Project Management Institute (PMI)	IBM Project Managers work with the PMI to obtain PMP certification as part of their career advancement. This provides DOI with personnel who are well versed in the best practices of project management.
IBM Global SDF	IBM Global Software Delivery and Fulfillment (SDF) incorporates and packages best practices harvested at our existing onsite outsourcing customers and regional and global network of delivery centers. Our experience determined that a one-size-fits-all solution is not viable. Our framework provides the methods for supporting small to very large applications. These methods are tailored for effective and efficient use within the Client’s environment. We currently use this framework at our more than 340 SAP application management support clients. As DOI FCHS moves into a full sustainment mode, the SDF will facilitate this smooth transition.
Team IBM’s Executive Advisory Board (EAB)	We also leverage Team IBM’s EAB that regularly identifies new technologies to save cost, improve schedule, or enhance performance in the DOI FCHS solution. This is a forward looking body, at no cost to the program that anticipates technology advances.

IBM has achieved the highest industry standards of organizational and individual certifications, including ISO 9000 and CMMI certifications, as described in Sections 6.1 and 6.2.

6.1 Organizational Certifications

Quality: IBM's Quality Management System has a Global ISO 9001:2008 registration (Certificate Number 82346) from third-party registrar, Bureau Veritas Quality International (BVQi), initially issued in 2001 and recertified in June 2010.

IBM will continue to maintain ISO certification coverage using our standard processes through the Foundation Cloud Hosting Services performance period. Our certified Quality Management System is structured in a Global Quality Framework that engages worldwide IBM organizations to develop, market, and produce hardware, software, services, and solutions using IBM corporate processes. Our tiered approach sets responsibility for quality policy and direction at the corporate level, while development and implementation of specific quality and environmental programs is at the business unit, i.e., group and location level.

Service Delivery: In addition to ISO 9001, IBM has obtained Corporate certifications for ISO 14001 (environmental system) and OHSAS 18001 (occupational health and safety) standards, and some Business unit certifications for ISO 20000 (IT services management), ISO 27001 (information security management system), ISO 13485 (medical devices), ISO/TS 16949 (automotive) and ESD s20.20 (electrostatic discharge) standards.

The following URL links provide additional information on ISO certifications obtained by IBM:

- ISO 20000 certification: http://www-935.ibm.com/services/us/en/it-services/iso_20000_a1031825.html
- ISO 27000 certification: http://www-935.ibm.com/services/us/en/it-services/iso_27001_a1031826.html

Organizational Maturity: IBM's U.S. Public Sector has two CMMI-compliant organizations. The Solutions Development Group (SDG) was reassessed to be CMMI Maturity Level 3-compliant five times via successful SCAMPI A appraisals conducted from October 2003 through June 2010. The SDG's latest appraisal was against CMMI-DEV, version 1.2 and the next, scheduled for April 2013, will be against version 1.3. The CMMI Maturity Level 3 SCAMPI appraisal information is contained on the SEI website at:

http://sas.sei.cmu.edu/pars/pars_detail.aspx?a=14956.

The other U.S. Public Sector group, Advanced Solutions Group (ASG), was reappraised on November 11, 2011 at CMMI-DEV v1.3 Maturity Level 5, the highest level of compliance within CMMI that an organization can achieve. The appraisal was conducted using the SEI SCAMPI v1.3. A methodology and the appraisal information are contained on the SEI website at http://sas.sei.cmu.edu/pars/pars_detail.aspx?a=17509.

PM Maturity Assessment: First released in 1998, our Project Management Progress Maturity Guide (PMPMG) – Organization and Project level PM Maturity assessment and improvement framework was developed and is maintained by the IBM Project Management Center of Excellence (PM/COE).

6.2 Individual Certifications

Project Management: IBM has over 16,000 certified Project Management Professional (PMP) team members. However, IBM has a very rigorous Project Management certification process. Having PMP certification is a pre-requisite in getting IBM PM certification, which includes a



Proof Points

- IBM's Global Quality Framework ISO 9001-certified
- 10 ISO 20000 IT Services Management certificates worldwide
- 20 published CMMI appraisals worldwide
- Member of ITIL Advisory Group for ITIL v3

combination of training, industry experience, mentoring and continued education. Today IBM's PM practices have been recognized as a model for other organizations to follow.

Security: More than 75 percent of our IT Security consultants hold one or more IT Security certifications, and are conversant with standards such as FISMA, HIPAA, and FERPA.

Technology Certification: Over 8,000 staff members with ITIL Certification, the majority are credentialed in IT Service Management Version 2, and Version 3. IBM has membership on the ITIL Advisory Group. In addition, IBM technical staff has qualified in the following areas:

- More than 5,000 with skills and experience in Oracle database and supporting infrastructure technologies such as Oracle Fusion Middleware, average Oracle experience is 7+ years
- Experience from more than 340 active SAP application support programs around the world; 43 percent combine complex finance and supply chain functionality in scope. IBM is the world's largest SAP service provider with more than 22,500 dedicated practitioners located in our 23 Global Delivery Centers (GDCs). These GDCs consistently use the corporate-provided processes, assets, tools, and education. IBM has implemented SAP for more than 5,000 clients and is providing application support services for more than 340 clients. IBM is consistently ranked as a leader for SAP implementations by Gartner and Forrester and has won more SAP awards around the world than any other SAP implementation partner.
- The IBM Microsoft practice has a staff of over 2,500 Microsoft certified (MCSD, MCSE, MCT and MCP) professionals around the globe.
- IBM is an active member of the Computing Technology Industry Association (CompTIA) and we encourage our employees to earn either an A+ certification and/or an operating system certification prior to attaining specific job levels. The exams applicable to this certification cover a broad range of hardware and software to include Microsoft, Cisco, Dell, Hewlett-Packard, Novell, and Linux.



7 SF 33 and SF 30s (RFP L-14.1 (a))

SOLICITATION, OFFER AND AWARD			1. THIS CONTRACT IS A RATED ORDER UNDER DPAS (15 CFR 700)		RATING		PAGE OF PAGES 1 1	
2. CONTRACT NUMBER			3. SOLICITATION NUMBER D12PS00316		4. TYPE OF SOLICITATION <input type="checkbox"/> SEALED BID (IFB) <input checked="" type="checkbox"/> NEGOTIATED (RFP)		5. DATE ISSUED 07/18/2012	
7. ISSUED BY DOI, National Business Center, AOD Division 2 /Branch 3 381 Elden St Suite 4000 Herndon VA 20170			8. ADDRESS OFFER TO (if other than item 7) See Section L for additional details					
NOTE: In sealed bid solicitations "offer" and "offeror" mean "bid" and "bidder".								
SOLICITATION								
9. Sealed offers in original and _____ copies for furnishing the supplies or services in the Schedule will be received at the place specified in item 6, or if hand carried, in the depository located in _____ D00 _____ until _____ 1400 ET _____ local time _____ 09/06/2012 _____ (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 Rob Stoltz			B. TELEPHONE (NO COLLECT CALLS) AREA CODE NUMBER EXT. 703 964-3624			C. E-MAIL ADDRESS Rob_Stoltz@nbc.gov		
11. TABLE OF CONTENTS								
(X)	SEC.	DESCRIPTION	PAGE(S)	(X)	SEC.	DESCRIPTION	PAGE(S)	
PART I - THE SCHEDULE				PART II - CONTRACT CLAUSES				
<input checked="" type="checkbox"/>	A	SOLICITATION/CONTRACT FORM	1	<input checked="" type="checkbox"/>	I	CONTRACT CLAUSES	8	
<input checked="" type="checkbox"/>	B	SUPPLIES OR SERVICES AND PRICES/COSTS	3	PART III - LIST OF DOCUMENTS, EXHIBITS AND OTHER ATTACH.				
<input checked="" type="checkbox"/>	C	DESCRIPTION/SPECS /WORK STATEMENT	48	<input checked="" type="checkbox"/>	J	LIST OF ATTACHMENTS	690	
<input checked="" type="checkbox"/>	D	PACKAGING AND MARKING	1	PART IV - REPRESENTATIONS AND INSTRUCTIONS				
<input checked="" type="checkbox"/>	E	INSPECTION AND ACCEPTANCE	2	<input checked="" type="checkbox"/>	K	REPRESENTATIONS, CERTIFICATIONS AND OTHER STATEMENTS OF OFFERORS	4	
<input checked="" type="checkbox"/>	F	DELIVERIES OR PERFORMANCE	4	<input checked="" type="checkbox"/>	L	INSTRS., CONDS., AND NOTICES TO OFFERORS	33	
<input checked="" type="checkbox"/>	G	CONTRACT ADMINISTRATION DATA	9	<input checked="" type="checkbox"/>	M	EVALUATION FACTORS FOR AWARD	10	
<input checked="" type="checkbox"/>	H	SPECIAL CONTRACT REQUIREMENTS	9					
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 _____ 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)			10 CALENDAR DAYS (%)		20 CALENDAR DAYS (%)		30 CALENDAR DAYS (%)	
14. ACKNOWLEDGEMENT OF AMENDMENTS (The offeror acknowledges receipt of amendments to the SOLICITATION for offers and related documents numbered and dated):								
15A. NAME AND ADDRESS OF OFFEROR			CODE		FACILITY		16. NAME AND TITLE OF PERSON AUTHORIZED TO SIGN OFFER (Type or print)	
IBM U.S. Federal 6710 Rockledge Drive Bethesda, MD 20817							H. J. Nardone III Senior Contracts & Negotiations Manager	
15B. TELEPHONE NUMBER			15C. CHECK IF REMITTANCE ADDRESS IS DIFFERENT FROM ABOVE - ENTER SUCH ADDRESS IN SCHEDULE.			17. SIGNATURE		18. OFFER DATE
AREA CODE NUMBER EXT. 301 240-3523			<input checked="" type="checkbox"/>			<i>H. J. Nardone III</i>		11/19/2012
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 (4 copies unless otherwise specified)		ITEM			
24. ADMINISTERED BY (if other than item 7)			25. PAYMENT WILL BE MADE BY		CODE			
26. NAME OF CONTRACTING OFFICER (Type or print) Nancy Moreno			27. UNITED STATES OF AMERICA <i>Nancy L. Moreno</i> (Signature of Contracting Officer)		28. AWARD DATE 7/18/12			
IMPORTANT - Award will be made on this Form, or on Standard Form 28, or by other authorized official written notice.								
AUTHORIZED FOR LOCAL REPRODUCTION Previous edition is unusable								
STANDARD FORM 33 (Rev. 9-97) Prescribed by GSA - FAR (48 CFR) 53.214(c)								



AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT				1. CONTRACT ID CODE	PAGE OF PAGES 1 1
2. AMENDMENT/MODIFICATION NO. 001	3. EFFECTIVE DATE 08/26/2012	4. REQUISITION/PURCHASE REQ. NO.	5. PROJECT NO. (If applicable)		
6. ISSUED BY Department of the Interior, National Business Center Acquisition Services Directorate, 381 Elden Street, Herndon, Virginia 20170	CODE 00004	7. ADMINISTERED BY (if other than item 6) Same as block 6 Attn: Nancy Moreno, Nancy L. Moreno@nbc.gov 703-964-3562		CODE	
8. NAME AND ADDRESS OF CONTRACTOR (No. Street, county, State and ZIP Code) To all prospective offerors				(4)	9A. AMENDMENT OF SOLICITATION NO. D12PS00316
				X	9B. DATED (SEE ITEM 11) 07/18/2012
					10A. MODIFICATION OF CONTRACT/ORDER NO.
					10B. DATED (SEE ITEM 13)
CODE	FACILITY CODE				

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 Offers is extended, is not extended.

Offers 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 one (1) copy 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 DATA 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 data 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.

(4)	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 data, 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 1 copies to the issuing office with proposal submission.

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

The Government received 474 questions relating to the Request for Proposal (RFP) identified in block 9A above. Amendments addressing the questions will be forthcoming and posted in several increments. This amendment hereby extends the proposal due date to on or before September 27, 2012, 2:00 pm Eastern Time.

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) <i>Neg. mgr.</i> A.J. Nardone III, Sr. Contracts &	16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print) Nancy L. Moreno
15B. CONTRACTOR/OFFEROR <i>A.J. Nardone III</i> (Signature of person authorized to sign)	15C. DATE SIGNED 8/19/2012
15D. UNITED STATES OF AMERICA	16B. DATE SIGNED 8/27/12
BY <i>Nancy L. Moreno</i> (Signature of Contracting Officer)	

NSN 7540-01-152-6070
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FAR (48 CFR) 53.243

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AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT				1. CONTRACT ID CODE	PAGE OF PAGES 1 192
2. AMENDMENT/MODIFICATION NO. 002	3. EFFECTIVE DATE 08/30/2012	4. REQUISITION/PURCHASE REQ. NO.	5. PROJECT NO. (if applicable)		
6. ISSUED BY Department of the Interior, National Business Center Acquisition Services Directorate, 381 Elden Street, Herndon, Virginia 20170	CODE 00004	7. ADMINISTERED BY (if other than Item 6) Same as block 6 Attn: Nancy Moreno, Nancy.L.Moreno@nbc.gov 703-964-3562		CODE	
8. NAME AND ADDRESS OF CONTRACTOR (No. Street, county, State and ZIP Code) To all prospective offerors				(4)	9A. AMENDMENT OF SOLICITATION NO. D12PS00316
				X	9B. DATED (SEE ITEM 11) 07/18/2012
					10A. MODIFICATION OF CONTRACT/ORDER NO.
					10B. DATED (SEE ITEM 13)
CODE	FACILITY CODE				

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 Offers is extended, is not extended. Offers 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 one (1) copy 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 DATA 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 data 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.

(4)	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(c).
	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 1 copies to the issuing office with proposal submission.

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

The Government received 477 questions relating to the Request for Proposal (RFP) identified in block 9A above. This amendment hereby provides the first set of vendor clarification questions, 1 through 82, and responses as attached. This amendment hereby makes changes to the RFP. Some of those changes are as a result of the clarification questions and are as indicated in the attached Question and Answer table. The shade method has been used to identify the lines of text/data that has changed. Some sections, and/or pages, are being replaced in their entirety due to a shift in text only and may not reflect shading on those pages which do not have changes.

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) <i>Neg. mgr.</i> H.J. Nardone III, Sr. Contracts &	16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print) Nancy L. Moreno
15B. CONTRACTOR/OFFEROR <i>H.J. Nardone III</i> (Signature of person authorized to sign)	15C. DATE SIGNED 11/19/2012
16B. UNITED STATES OF AMERICA BY <i>Nancy L. Moreno</i> (Signature of Contracting Officer)	16C. DATE SIGNED 8/30/12

NSN 7540-01-152-8070
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AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT			1. CONTRACT ID CODE	PAGE OF PAGES
				1 188
2. AMENDMENT/MODIFICATION NO. 003	3. EFFECTIVE DATE 09/13/2012	4. REQUISITION/PURCHASE REQ. NO.	5. PROJECT NO. (if applicable)	
6. ISSUED BY Department of the Interior, National Business Center Acquisition Services Directorate, 381 Elden Street, Herndon, Virginia 20170	CODE 00004	7. ADMINISTERED BY (if other than item 6) Same as block 6 Attn: Nancy Moreno, Nancy.L.Moreno@nbc.gov 703-964-3562		CODE
8. NAME AND ADDRESS OF CONTRACTOR (No. Street, county, State and ZIP. Code) To all prospective offerors			(4)	9A. AMENDMENT OF SOLICITATION NO. D12PS00316
			X	9B. DATED (SEE ITEM 11) 07/18/2012
				10A. MODIFICATION OF CONTRACT/ORDER NO.
				10B. DATED (SEE ITEM 13)
CODE	FACILITY CODE			

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 Offers is extended, is not extended. Offers 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 one (1) copy 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 DATA 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 data 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.

(4) 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 1 copies to the issuing office with proposal submission.

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

This amendment hereby provides the second set of vendor clarification questions, 83 through 459, as attached. Also, this amendment hereby makes changes to the RFP. Some of those changes are as a result of the clarification questions and are as indicated in the attached Question and Answer table. The shade method has been used to identify the lines of text/data that have changed. Some sections, and/or pages, are being replaced in their entirety due to a shift in text only and may not reflect shading on those pages which do not have changes.

Also, this amendment hereby extends the due date for submission of proposals to October 11, 2012, as stated in Section L.13. Deadline for Submission of Proposals.

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) <i>H.J. Nardone III, Sr. Contracts &</i>	16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print) Nancy L. Moreno
15B. CONTRACTOR/OFFEROR <i>H.J. Nardone III</i> (Signature of person authorized to sign)	16B. UNITED STATES OF AMERICA BY <i>Nancy L. Moreno</i> (Signature of Contracting Officer)
15C. DATE SIGNED 11/19/2012	16C. DATE SIGNED 9/13/12

NSN 7540-01-152-8070
PREVIOUS EDITION UNUSABLE

30-105
Computer Generated

STANDARD FORM 30 (REV. 10-83)
Prescribed by GSA
FAR (48 CFR) 53.243

This page contains trade secrets or confidential commercial and financial information that the offeror believes to be exempt from disclosure under the Freedom of Information Act, and which is subject to the legend contained on the cover page of this proposal.



AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT			1. CONTRACT ID CODE	PAGE OF PAGES 1 151
2. AMENDMENT/MODIFICATION NO. 004	3. EFFECTIVE DATE 09/28/2012	4. REQUISITION/PURCHASE REQ. NO.	5. PROJECT NO. (If applicable)	
6. ISSUED BY Department of the Interior, National Business Center Acquisition Services Directorate, 381 Elden Street, Herndon, Virginia 20170	CODE 00004	7. ADMINISTERED BY (If other than Item 6) Same as block 6 Attn: Nancy Moreno, <u>Nancy L. Moreno@nbc.gov</u> 703-964-3562		CODE
8. NAME AND ADDRESS OF CONTRACTOR (No. Street, county, State and ZIP Code) To all prospective offerors			(4)	9A. AMENDMENT OF SOLICITATION NO. D12PS00316
			X	9B. DATED (SEE ITEM 11) 07/18/2012
				10A. MODIFICATION OF CONTRACT/ORDER NO.
				10B. DATED (SEE ITEM 11)
CODE	FACILITY CODE			

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 Offers is extended, is not extended.
 Offers 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 one (1) copy 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 DATA 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 data 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.

(4) 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 1 copies to the issuing office with proposal submission.

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

This amendment hereby provides the final set of vendor clarification questions, as attached. Also, this amendment hereby makes changes to the RFP. Some of those changes are as a result of the clarification questions and are as indicated in the attached Question and Answer table. The shade method has been used to identify the lines of text/data that have changed. Some sections, and/or pages, are being replaced in their entirety due to a shift in text only and may not reflect shading on those pages which do not have changes.

Also, this amendment hereby extends the due date for submission of proposals to October 17, 2012, as stated in Section L.13, Deadline for Submission of Proposals.

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) <u>H. J. Nardone III, Sr. Contracts &</u>	<u>Neg. Mgr.</u>	16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print) Nancy L. Moreno
15B. CONTRACTOR/OFFEROR <u>H. J. Nardone III</u> (Signature of person authorized to sign)	15C. DATE SIGNED <u>11/19/2012</u>	16B. UNITED STATES OF AMERICA BY <u>Nancy L. Moreno</u> (Signature of Contracting Officer)
		16C. DATE SIGNED <u>9/28/12</u>

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AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT				1. CONTRACT ID CODE	PAGE OF PAGES
					1 7
2. AMENDMENT/MODIFICATION NO. 005	3. EFFECTIVE DATE 10/03/2012	4. REQUISITION/PURCHASE REQ. NO.		5. PROJECT NO. (If applicable)	
6. ISSUED BY Department of the Interior, National Business Center Acquisition Services Directorate, 381 Elden Street, Herndon, Virginia 20170		7. ADMINISTERED BY (If other than item 6) Same as block 6 Attn: Nancy Moreno, Nancy.L.Moreno@nbc.gov 703-964-3562		CODE	
8. NAME AND ADDRESS OF CONTRACTOR (No. Street, county, State and ZIP Code)				(4)	9A. AMENDMENT OF SOLICITATION NO. D12PS00316
To all prospective offerors				X	9B. DATED (SEE ITEM 11) 07/18/2012
					10A. MODIFICATION OF CONTRACT/ORDER NO.
					10B. DATED (SEE ITEM 13)
CODE	FACILITY CODE				

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 Offers is extended, is not extended. Offers 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 one (1) copy 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 DATA 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 data 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.

(4)	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 1 copies to the issuing office with proposal submission.

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

This Amendment hereby provides responses that were inadvertently omitted in Amendment 004 to vendor clarification questions, as attached. Also, this amendment hereby makes a change to Section C, Table 7 of the RFP. This change was a result of the clarification questions and is indicated in the attached Question and Answer table. The shade method has been used to identify the text that has changed. The partnering/teaming list has also been updated to incorporate additional contact information for vendors who have expressed interest in partnering/teaming (Please refer to www.aqd.nbc.gov/business/openmarket.aspx)

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) <i>H.J. Nardone III, Sr. Contracts &</i>	16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print) Nancy L. Moreno
15B. CONTRACTOR/OFFEROR <i>H.J. Nardone III</i> (Signature of person authorized to sign)	16B. UNITED STATES OF AMERICA BY <i>Nancy L. Moreno</i> (Signature of Contracting Officer)
15C. DATE SIGNED 11/19/2012	16C. DATE SIGNED 10/3/12

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This page contains trade secrets or confidential commercial and financial information that the offeror believes to be exempt from disclosure under the Freedom of Information Act, and which is subject to the legend contained on the cover page of this proposal.



AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT				1. CONTRACT ID CODE	PAGE OF PAGES 1 2
2. AMENDMENT/MODIFICATION NO. 006	3. EFFECTIVE DATE 10/11/2012	4. REQUISITION/PURCHASE REQ. NO.	5. PROJECT NO. (if applicable)		
6. ISSUED BY Department of the Interior, National Business Center Acquisition Services Directorate, 381 Elden Street, Herndon, Virginia 20170		CODE 00004	7. ADMINISTERED BY (if other than item 6) Same as block 6 Attn: Nancy Moreno, Nancy.L.Moreno@nbc.gov 703-964-3562		CODE
8. NAME AND ADDRESS OF CONTRACTOR (No. Street, county, State and ZIP Code) To all prospective offerors				(4)	9A. AMENDMENT OF SOLICITATION NO. D12PS00316
				X	9B. DATED (SEE ITEM 11) 07/18/2012
					10A. MODIFICATION OF CONTRACT/ORDER NO.
					10B. DATED (SEE ITEM 13)
CODE	FACILITY CODE				

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 Offers is extended, is not extended. Offers 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 one (1) copy 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 DATA 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 data 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.

(4) 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 data, 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 1 copies to the issuing office with proposal submission.

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

This amendment hereby extends the due date for submission of proposals to October 31, 2012, as stated in Section L.13, Deadline for Submission of Proposals. The shade method has been used to identify the lines of text/data that have changed. Also, this amendment hereby changes the requirement pertaining to the proposal delivery locations and required number of hard copies and CDs. Remove and replace page L-7.

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) <i>Neg. Mgr.</i> <i>H.J. Nardone Jr., Sr. Contracts &</i>	16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print) Terric L. Callahan
15B. CONTRACTOR/OFFEROR <i>H.J. Nardone Jr.</i> (Signature of person authorized to sign)	15C. DATE SIGNED 11/19/2012
16B. UNITED STATES OF AMERICA BY <i>Terric L. Callahan</i> (Signature of Contracting Officer)	16C. DATE SIGNED 10/11/12

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AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT			1. CONTRACT ID CODE	PAGE OF PAGES 1 2
2. AMENDMENT/MODIFICATION NO. 007	3. EFFECTIVE DATE 10/12/2012	4. REQUISITION/PURCHASE REQ. NO.	5. PROJECT NO. (if applicable)	
6. ISSUED BY Department of the Interior, National Business Center Acquisition Services Directorate, 381 Elden Street, Herndon, Virginia 20170	CODE 00004	7. ADMINISTERED BY (If other than Item 6) Same as block 6 Attn: Nancy Moreno, Nancy L. Moreno@nbc.gov 703-964-3562		CODE
8. NAME AND ADDRESS OF CONTRACTOR (No. Street, county, State and ZIP Code) To all prospective offerors			(4)	9A. AMENDMENT OF SOLICITATION NO. D12PS00316
			X	9B. DATED (SEE ITEM 11) 07/18/2012
				10A. MODIFICATION OF CONTRACT/ORDER NO.
				10B. DATED (SEE ITEM 13)
CODE	FACILITY CODE			

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 Offers is extended, is not extended.
 Offers 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 one (1) copy 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 DATA 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 data 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.

(4) 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 data, 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 1 copies to the issuing office with proposal submission.

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

This amendment hereby extends the due date for submission of proposals to November 19, 2012, as stated in Section L.13, Deadline for Submission of Proposals. The shade method has been used to identify the lines of text/data that have changed. Remove and replace page L-7.

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) Neg. Mgr. H.J. Nardone II, Sr. Contracts &	16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print) Terrie L. Callahan
15B. CONTRACTOR/OFFEROR H.J. Nardone II (Signature of person authorized to sign)	15C. DATE SIGNED 11/19/2012
15D. UNITED STATES OF AMERICA	16B. UNITED STATES OF AMERICA
	16C. DATE SIGNED 10/12/12
	BY Terrie L. Callahan (Signature of Contracting Officer)

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AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT			1. CONTRACT ID CODE	PAGE OF PAGES 1 11
2. AMENDMENT/MODIFICATION NO. 008	3. EFFECTIVE DATE 11/01/2012	4. REQUISITION/PURCHASE REQ. NO.	5. PROJECT NO. (If applicable)	
6. ISSUED BY Department of the Interior, National Business Center Acquisition Services Directorate, 381 Elden Street, Herndon, Virginia 20170	CODE 00004	7. ADMINISTERED BY (If other than Item 6) Same as block 6 Attn: Nancy Moreno, Nancy.L.Moreno@nbc.gov 703-964-3562	CODE	
8. NAME AND ADDRESS OF CONTRACTOR (No. Street, county, State and ZIP Code) To all prospective offerors			(4)	9A. AMENDMENT OF SOLICITATION NO. D12PS00316
			X	9B. DATED (SEE ITEM 11) 07/18/2012
				10A. MODIFICATION OF CONTRACT/ORDER NO.
				10B. DATED (SEE ITEM 13)
CODE	FACILITY CODE			

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 Offers is extended. is not extended. Offers 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 one (1) copy 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.

(4) 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 1 copies to the issuing office with proposal submission.

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

This amendment hereby changes the period of performance, as stated in Section B.3, Pricing Schedules and Section F.2, Term of the Contract. The Amendment also hereby removes language, as identified in Section 1.1 of Attachment 45, Draft Ordering Guide. Section I has also been revised to remove inapplicable clauses. The shade method has been used to identify the lines of text/data that have changed. Remove and replace pages B-2, B-3, F-1, I-1, I-3, I-4, H-9, M-1, and page 1 of Attachment 45.

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) <i>Neg. Mgr.</i> H.J. Nardone III, Sr. Contracts &	16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print) Nancy L. Moreno
15B. CONTRACTOR/OFFEROR <i>H.J. Nardone III</i> (Signature of person authorized to sign)	15C. DATE SIGNED 11/19/2012
16B. UNITED STATES OF AMERICA BY <i>Nancy L. Moreno</i> (Signature of Contracting Officer)	16C. DATE SIGNED 11/1/12

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8 Past Performance (Ref L-14.1 (g))

1.1 Introduction

IBM brings extensive knowledge, capabilities, and experience leading and managing complex IT transformations. We provide secure cloud hosting environments, data center consolidation, and application migration services, with low risk transition. IBM successfully delivers hosting environments using industry leading software suites, tools, methodologies, lessons learned, best practices, and core industry experience. We manage over 400 data centers with 1,100 mainframes and 200,000 midrange servers and own 238 data centers, including FISMA-compliant energy-efficient “green” data centers and 10 call centers.

Team IBM’s Depth of Experience Equates to Low Performance Risk

- Low-Cost Best Value Solution
- Responsive to Client Needs
- DOI FBMS Program Success
- Elastic Capacity to meet Unpredictable Demands
- The Most Sophisticated Security, Disaster Preparedness and Recovery Technology
- Unmatched Innovation: Thousands of IBM researchers working on breakthroughs in cloud services and security in 13 IBM Cloud Development Labs around the world.

8.1 Track Record of Success Leading Large IT Transformations

We have led numerous large Federal transformation efforts including the U.S. Air Force, USDA Forest Service, DHS Citizenship and Immigration Service, DHS Customs and Border Protection, and Department of Defense Business Transformation Agency. We have also managed large infrastructure transformations for multiple Fortune 50 companies including Dow Chemical and Toyota.

As part of our own consolidation, IBM dramatically reduced the number and cost of resources, systems, and applications required to manage daily operations between 1997 and 2002 by creating an internal cloud environment.

Our FCHS solution builds upon the success of these experiences and leverages our established processes and proven technologies to provide the DOI with a low-cost, low-risk, scalable environment that is easily integrated with existing DOI and external systems.

8.2 IBM’s Cloud-Related Capabilities

IBM owns and operates three industry-leading Federal Data Centers and is highly experienced in providing hosting solutions for a wide variety of software suites and applications. We are a full-service cloud provider without dependencies on other contractors for management, support and operations. We have the experience of managing private, hybrid, and public cloud scenarios that deliver quality IT services. Other highlights of IBM Cloud experience include:

- More than 4,000 successful cloud engagements in 2011
- One million enterprise application users working on the IBM cloud
- 4.5 million transactions managed per business day on the IBM cloud
- 300,000+ trading entities connected to the IBM cloud
- More than 20 million end-user customers worldwide, making IBM one of the world’s largest providers of (SaaS)
- Analysis of more than \$100B in commerce transactions per year in the cloud
- 50 percent of Fortune 10 and Fortune 50 companies working with IBM on private clouds
- Protecting IBM cloud assets, IBM’s Managed Security Services (MSS) successfully responds to more than 13 billion security events for 4,000 customers per day



8.3 Successful Partnership with DOI

Since 2006, IBM has been working with DOI to implement SAP Enterprise Resource Planning (ERP) as part of the Financial and Business Management System (FBMS), including new deployments to the Bureaus. IBM has been working closely with the DOI to successfully implement five deployments in a year period while instituting an implementation methodology and project management controls processes. For example, the Earned Value Management (EVM) process implemented by IBM has won praise from the Office of Management and Budget (OMB) that highlighted this process as one of the red flag weaknesses with the previous System Integrator engagement. The IBM FBMS Team has received exceptional ratings in all of the service delivery categories over the last two Task Orders 4 through 6 Contractor Performance Assessment Reports (CPARs).

8.4 Experience with DOI Functional and Technical Requirements

IBM has also enlisted the capabilities of a highly-specialized team of companies provided in **Table 8.5-1**. These companies have experience supporting DOI and expertise related to FCHS. This depth provides Team IBM the ability to hit the ground running, understanding DOI mission goals and readily absorbing and addressing evolving requirements.

Table 8.5-1: Team IBM Companies

Company	Contribution	DOI Experience	DOI Orgs Supported	Business Type
A-sa-ma-di Smart Business Solutions (ABS)	Offers business process improvement consulting services	8 Years	BLM, BIA	WOSDB, 8a, TERO Certified, Total Small Business, 100 percent Native American SDB
Cherokee Services Group, LLC (CSG)	Provides IT staff augmentation services	13 Years	FWS, USGS, OHTA	SDB – Native American
Environmental Systems Research Institute, Inc. (Esri)	Provides consulting services related to Esri and GIS-related products	15 years	BLM, NPS, BOR, NBC, USGS, BIA, BOEM, FWS, OSM, OSEC, OHTA, OIG, SOL, BSEE, ONRR, OWF	Large
Kelly Anderson & Associates, Inc.	Offers strategic management consulting services	15 years	OSEC, BLM	SB
Microsoft (MS)	Specific expertise in putting Microsoft OS and application technologies into a cloud environment	15 Years	BLM, NPS, BOR, NBC, USGS, BIA, BOEM, FWS, OSM, OSEC, OHTA, OIG, SOL, BSEE, ONRR, OWF	Large
Mindbank (MB)	Provides IT and HR staff augmentation services	15 Years	FWS, BIA, BLM, NPS, OSH	SDVOSB
New Tech Solutions Inc. (NTS)	Brings application development services	14 Years	OWF, FWS	SDB
Oxford Consulting Group, Inc. (OCG)	Brings wildland fire cache and ecommerce services	8 Years	BLM, NPS, BIA, NPS, OWF	WOSDB

This page contains trade secrets or confidential commercial and financial information that the offeror believes to be exempt from disclosure under the Freedom of Information Act, and which is subject to the legend contained on the cover page of this proposal.



Company	Contribution	DOI Experience	DOI Orgs Supported	Business Type
SAP Public Services, Inc.	Provides software and services for ERP	10 Years	BLM, NPS, NBC, USGS, BIA, BOEM, FWS, OSM, OSEC	Large
Xentity	Brings GIS Cloud hosting expertise	10 Years	BOR, NBC, BLM, BOEM, USGS, OWF	8(a)

In the following sections, Team IBM provides 27 past performance references for DOI’s evaluation of our ability to deliver transformative, cost-saving solutions in support of FCHS requirements. **Table 8.5-2** provides a more detailed summary of Team IBM’s past performance relevancy to the FCHS scope, complexity, and RFP requirements.

Table 8.5-2: Team IBM’s Past Performance Relevancy

Company – Project	General Relevance			Technical Service Lines					Associated Support Services													
	Successful Performance	Department of Interior	Federal Government	Hosting	Data Center Consolidation	SAP/ERP	Program Management	IT Transformation	SAP App. Services	Dev Test Evn. Hosting Svcs.	Web Hosting Services	Storage Services	Virtual Machine Services	DB Hosting Services	Planning Services	Engineering Services	Migration/Transition Services	Application Mgmt. Svcs.	Interface Design and Integration	Testing – Section 508 Compliance	Training Services	Security Services
(b) (4)	✓			✓	✓	✓	✓	✓	✓	✓		✓		✓	✓	✓	✓	✓	✓	✓	✓	✓
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Company – Project	General Relevance						Technical Service Lines						Associated Support Services									
	Successful Performance	Department of Interior	Federal Government	Hosting	Data Center Consolidation	SAP/ERP	Program Management	IT Transformation	SAP App. Services	Dev Test Evn. Hosting Svcs.	Web Hosting Services	Storage Services	Virtual Machine Services	DB Hosting Services	Planning Services	Engineering Services	Migration/Transition Services	Application Mgmt. Svcs.	Interface Design and Integration	Testing – Section 508 Compliance	Training Services	Security Services
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8.5 IBM – DOI Financial and Business Management System (FBMS) Implementation

1. Complete name of Government agency, commercial firm, or other organization: U.S. Department of Interior (DOI)	
2. Complete address: 1849 C Street, NW, Washington, DC 20240	
3. Contract number or other reference: 1406-0406-CT-60485	4. Date of contract: 2/2006 4b. Type of contract: Fixed Price
5. Date work was begun: 2/2006	6. Date work was completed: 2/28/2014
7. Estimated contract price: (b) (4)	8. Final amount invoiced or amount invoiced to date: \$163M
9a. Technical point of contact (name, title, address, telephone no. and email address): Stacey Diamond, COTR 13461 Sunrise Valley Drive, Suite 140 Herndon, VA 20171 703-793-5552 Stacey_Diamond@fbms.doi.gov	9b. Contracting or purchasing point of contact (name, title, address, telephone no. and email address): Terrie L. Callahan, Contract Officer 381 Elden Street, Mail Stop 2500 Herndon, VA 20170-4817 703-964-3596 terrie.callahan@aqd.nbc.gov
10. Location of work (country, state or province, county, city): Herndon, VA and Denver, CO 10b. Key Personnel: N/A	
11. Description of contract work: IBM provides complete support for the DOI implementation of FBMS, performing the full range of integration and implementation services for this complex project consisting of 12+ SAP modules, 65+ interfaces, two project locations, and 10 bureaus. Scope includes system design, development, implementation, testing, integration, transition, migration, program management, application management business process redesign, organizational change management, training, knowledge transfer, and data conversion. We have been performing on this program since February 2006 when DOI replaced its system integrator (SI) and awarded IBM a contract to assist with the new solution, replacing 80 outdated systems with a fully integrated SAP ERP solution. IBM successfully transitioned FBMS from the	



previous SI after two years of work, one deployment of the eGrants (non-SAP) system, and the imminent deployment of another release.

We have chosen to include this past performance reference because it demonstrates our successful execution of a large complex program at DOI with its bureaus. The scope of work is also highly relevant to the Associated Support Services outlined in the RFP. Lastly, our experience with the specific DOI instance of these SAP modules clearly makes IBM the lowest risk solution provider to migrate this complex application to the cloud.

SAP Implementation Support

IBM worked with DOI and deployed the initial release (D2) of the SAP solution in less than nine months after contract award. We have completed five successful deployments of the FBMS solution at the DOI. IBM manages new deployments to DOI bureaus. We are currently working with DOI on the final preparation phase of Deployment 7 which focuses on Indian Affairs (IA) and National Park Service (NPS). Additionally, we are in the blueprint phase for Deployment 8 focusing on the Bureau of Reclamation (BOR), which is the last bureau to be implemented in FBMS.

Associated Support Services

IBM acquired the work February 28, 2006 and started on-site with DOI on March 1, 2006, with the SAP deployment on November 13, 2006. The transition did not hinder our ability to meet an aggressive implementation schedule.

Migration Services: IBM successfully transitioned ongoing deployment operations and maintenance support of the FBMS production solution to the DOI, emphasizing knowledge transfer and a mechanism for ongoing communication and reach back to assist with resolution of operations issues as necessary. Key to the success of the FBMS implementation has been to harmonize the solution with standardized processes across the bureaus that compose the DOI, while preserving essential unique functionality. The FBMS design accommodates changes in Federal laws and regulations regarding financial and business management processes. We continually work with the DOI to develop effective mitigation processes and controls and perform monitoring of the active risks.

Application Management Services: While the National Business Center supports the hardware, network and databases for the FBMS solution, the IBM FBMS project team also is responsible for the SAP and non-SAP applications (i.e., PRISM and Open Text) that make up the FBMS technical infrastructure environment. The FBMS and NBC teams work closely together configuring, upgrading, and patching the underlying systems that support FBMS. We work with DOI and SAP to maintain the technology and applications to the current levels by upgrading or implementing enhancement packs aligned with major deployments to minimize impacts to production while keeping up with technology updates. These services were transitioned to the DOI after Deployment 5.

Testing/Security Services: IBM led Integration and User Acceptance Testing, with participation from the deployed and deploying bureaus that consisted of the development of business scenarios, validation of results, and fixes to any scenarios that did not achieve the expected results. IBM was also responsible for supporting the security of the system prior to deployment. This included development of the certification and accreditation documentation and handling the initial user setup, as well as controlling user access in the development environments. Security services were transitioned to the DOI after Deployment 5.

Interface Design and Integration Services: The FBMS solution is integrated with external systems and other DOI systems including bureau-specific applications, travel, procurement, grants, and payroll. In Deployment 3, IBM integrated PRISM acquisition and Open Text application into the FBMS solution. IBM has developed solutions to handle several complex integration scenarios in FBMS. In each case, the objects are developed so that they are reusable and maintainable to ease the management of these interfaces. IBM has also used new technology such as Web Services, where applicable. FBMS uses Intermediate Documents (IDOCs) and Business Application Programming Interfaces (BAPIs) to access SAP data using XI/PI as the integration broker.

Training Services: IBM manages the FBMS end-user training activities that include curriculum development for computer based training (CBT), instructor led training (ILT), and knowledge transfer (KT) training. IBM also conducts pilot, ILT, and KT training. During the past five deployments, we have trained over 5,200 end-users across the deployed bureaus situated in multiple locations. In Deployment 7, the combined IBM/DOI Training Teams are anticipated to train 5,000+ end-users at IA and NPS bureaus in multiple locations.

Our approach to implementing FBMS is based on AscendantSAP and aligned with Project



Management Body of Knowledge (PMBOK) and Information Technology Infrastructure Library (ITIL). The FBMS project has achieved Capability Maturity Model Integration (CMMI) Level 3 through an independent appraisal. Team IBM consists of IBM employees, and a number of selected subcontractors. FBMS is a performance-based contract that holds IBM accountable for the delivery of results with our Quality Assurance Surveillance Plan (QASP). There have not been any performance problems or conflicts with the customer in our support of this project.

11a) Producing high quality reports and other deliverables; Staying on schedule and within budget:

IBM has emphasized quality deliverables. We provide comprehensive PMO support that includes delivery of required reports on time per contract requirements. The deployments have been delivered within contract timelines and met DOI desired functionality requirements. IBM has worked extremely hard to ensure that overall quality assurance factors are met on the project. Since 2006, IBM has been working closely with the DOI to successfully implement five deployments. Since Deployment 5, Team IBM has successfully passed 22 consecutive unqualified milestone gate reviews. IBM FBMS Team has received exceptional ratings in all of the service delivery categories in its Task Order 4 through 6 CPAR.

11b) Quality of cooperation within your organization and performance between your organization and its customers:

Since 2008, the IBM and DOI FBMS Teams have vastly improved the overall quality of cooperation that has resulted in a one team approach. Team IBM has proactively brought in subject matter specialist to address key client concerns such as, screen usability, training delivery, system performance, Personal Identifiable Information (PII) data handling, audit logging, and internal controls. The IBM Project Team has also provided staff from various organizations within IBM to deliver the FBMS solution such as Maximo integration and Rational customizations. The FBMS technical infrastructure is hosted by the National Business Center (NBC). The FBMS project team is responsible for the SAP and non-SAP applications that make up the FBMS technical infrastructure environment. NBC supports the hardware, network and databases for the FBMS systems. The FBMS and NBC teams work closely together configuring, upgrading, and patching the underlying systems that support FBMS.

11c) Approach to implementing performance measures and for improving system effectiveness over time:

Beginning in 2006, the FBMS Project Team has consistently identified lessons learned after each deployment and instituted corrective actions as part of the planning effort for the future deployments. This ongoing process improvement has greatly advanced the overall quality of our deployments as measured by the lower rework counts on project documentation and the trend in fewer defect counts found in integration testing.

In Deployment 6, the IBM and DOI FBMS Team have worked closely to implement an integrated Continuous Process Improvement and Risk Management (CPIR) process. This process has been a great success on the FBMS Project. Project risks, issues, corrective actions, improvement actions, and lessons learned are managed by this process. As a result, project team members are more proactive in identifying risks, lessons learned and corrective actions. The project management team has been able to better manage these activities in an integrated manner.

IBM FBMS Team has received exceptional ratings in all of the service delivery categories in the Task Order 4 through 6 CPAR.

11d) Responsiveness to requests, both scheduled and ad-hoc, for services, data, analysis, and additional tasks in a timely and appropriate manner:

We work with DOI and SAP to maintain the technology and applications to the current levels by upgrading or implementing enhancement packs aligned with major deployments to minimize impacts to production while keeping up with technology updates. The FBMS Project Team has been very consistent in responding to the client's requests and providing the requested services, analysis and other tasks in a timely manner. In the majority of cases, these activities have been very well received by the client, and in some cases have received praise from others outside the client's organization.

12. Current status of contract:

Work continuing on schedule.



8.6 IBM – (b) (4)

1. Complete name of Government agency, commercial firm, or other organization: (b) (4)	
2. Complete address: (b) (4)	
3. Contract number or other reference: N/A	4. Date of contract: 1/2011 4b. Type of contract: Time and Material
5. Date work was begun: 1/2011	6. Date work was completed: (end date of contract): 10/2011
7. Estimated contract price: (b) (4)	8. Final amount invoiced or amount invoiced to: (b) (4)
9a. Technical point of contact (name, title, address, telephone no. and email address): (b) (4)	9b. Contracting or purchasing point of contact (name, title, address, telephone no. and email address): (b) (4)
10. Location of work (country, state or province, county, city): San Jose, CA 10b: Key Personnel: N/A	
11. Description of contract work: Employing more than 9,000 people, (b) (4) provides tools and services that enable its customers to create groundbreaking digital content and deploy it across media and devices such as tablets and smart phones. Increasingly (b) (4) requires very fast response to new trends, which in turn generate demand for new business services that the IT department must satisfy as rapidly and cost-effectively as possible. (b) (4) runs its business and general management processes using SAP® ERP applications. Underlying the SAP software was a traditional server architecture, which over time had led to a proliferation of physical machines. With multiple instances of SAP applications, each one with production development and test servers, (b) (4) was running more than 120 machines. (b) (4) asked IBM to help it gain the agility to respond to the demands of business growth and its changing business model. As part of (b) (4) larger IT Transformation program, IBM assisted (b) (4) with its move from a traditional server environment to a fully virtualized environment, with private cloud capabilities providing Infrastructure as a Service (IaaS) based on IBM pSeries servers and virtualization technology. (b) (4)	



(b) (4)

(b) (4) estimated total project savings and cost avoidance in physical systems, license fees, maintenance costs, and energy from its IaaS Project will come to \$60 million over five years, and the IBM and SAP portion has greatly contributed to that number.

11a) Producing high quality reports and other deliverables; Staying on schedule and within budget:

IBM managed the project using our World Wide Project Management Methodology (WWPMM) which is aligned with the Project Management Institute's (PMI) Project Management Body of Knowledge® (PMBOK). We provided timely reports and other deliverables including project plan and documentation related to migration tools, metrics, process expertise, and other IBM standards. IBM met all schedule and budget requirements for the project.

11b) Quality of cooperation within your organization and performance between your organization and its customers:

Multiple practice areas within IBM worked together to coordinate (b) (4) migration support including the IBM Systems Technology Group, Software Group, and the IBM Migration Factory, which is a specialized competency in the Application Management Services area of Global Business Services. (b) (4)

(b) (4)

11c) Approach to implementing performance measures and for improving system effectiveness:

IBM implemented an optimized infrastructure and simplified landscape, which has made the system easier and more cost-effective to manage. The servers that previously took weeks to procure and set up are now enabled in a matter of hours, greatly speeding the time to market for new offerings. The former servers were typically utilized between 10 to 15 percent, and although the total processing capacity was high (b) (4) was unable to use it effectively. In the virtualized server environment, the total compute capacity (b) (4) be more accurately sized to meet the average maximum requirements, with processor utilization in the high 80 percent range. Additionally, with fewer processors, (b) (4) operating system and database license fees have been cut dramatically, by approximately 40 percent.

(b) (4)

11d) Responsiveness to requests, both scheduled and ad-hoc, for services, data, analysis, and additional tasks in a timely and appropriate manner:

(b) (4)

12. Current status of contract:

Work completed, no further action pending or underway.



8.7 IBM – (b) (4)

1. Complete name of Government agency, commercial firm, or other organization: (b) (4)	
2. Complete address: 200 Lothrop St., Pittsburgh, PA 15213-2582	
3. Contract number or other reference: CFT7N7M	4. Date of contract: 06/2005 4b. Type of contract: Fixed Price (FP) w/Performance-Based Penalties
5. Date work was begun: 2005	6. Date work was completed: June 2013
7. Estimated contract price: (b) (4)	8. Final amount invoiced or amount invoiced to date: \$402M
9a. Technical point of contact (name, title, address, telephone no. and email address): (b) (4)	9b. Contracting or purchasing point of contact (name, title, address, telephone no. and email address): (b) (4)
10. Location of work (country, state or province, county, city): Pittsburgh, PA 10b. Key Personnel: N/A	
11. Description of contract work: Widely recognized for its innovations in patient care, research, technology, and healthcare management, (b) (4) is an integrated global health enterprise and one of the leading nonprofit health systems in the United States. It is also the region's largest employer, with around 55,000 employees and nearly \$10B in annual revenue. (b) (4) sought to lower the cost and complexity of its IT infrastructure in order to maximize investment in next-generation clinical systems and to lay the foundation for optimizing patient care. We chose (b) (4) program as a past performance reference because it demonstrates IBM's innovative program management on a complex enterprise IT transformation system project. The key to this successful IBM/Client partnership is investment in a long term relationship, solid performance on the core requirement for infrastructure modernization, and ongoing innovation sessions through which new solutions are explored to meet emerging business needs. IT Transformation/Data Center Consolidation: Working in close cooperation with (b) (4) IBM designed a strategy that used focused on server consolidation, standardization and – most importantly – virtualization. The redesigned architecture includes modernized mainframe, mid-range server, Blade, and storage technology. When completed, the (b) (4) system will have been consolidated from more than a thousand servers to only 20, optimizing performance and significantly reducing operational costs. Associated Support Services: IBM performs a wide range of relevant services on this program including requirements analysis, infrastructure systems engineering, data migration, test and evaluation, installation and configuration, network planning, program management, IT infrastructure relocation, data cleansing/harmonization, risk assessment, architecture validation, disaster recovery, critical infrastructure continuity and contingency planning, operational support, software maintenance and upgrades, infrastructure management services, configuration management, help desk/IT support, backup and recovery management, training, continual service improvement, and IT infrastructure optimization. (b) (4) has worked with IBM to implement architectural changes that allowed the organization to fully integrate their environment in a holistic manner. We implemented a common toolset based on IBM Tivoli software that enables (b) (4) to centrally and efficiently manage the infrastructure. We designed and implemented an advanced Integrated Operations Center to provide 7x24 monitoring of all systems. As a result, system resources are dynamically re-allocated to meet user demands with complete transparency. IBM has leveraged agile project methodologies as part of project planning and execution, and defined	



and designed multiple IT services that positioned (b) (4) as an IT services-centric operating model (an IT industry best practice). We successfully implemented ITIL managed services including incident, change and configuration management.

Successful Performance: The (b) (4) and IBM collaboration has met the original expectations and, in many instances, exceeded them. The IBM virtualization effort has also enabled (b) (4) to accelerate the implementation of its electronic health record system across its extensive network while developing more-powerful clinical tools to enhance patient care.

Specific indicators of the project's success include the difference between (b) (4) actual IT capital and operating costs, up till the present and those that would have been incurred had it taken no action, as well as changes in computational capacity. These indicators include:

- \$80M in cost reductions from inception to date through virtualization-driven efficiencies
- Over 220 percent increase in processing capacity without an increase in support staff
- Significant reduction in IT infrastructure floor space requirements
- 83 percent reduction in number of AIX servers
- Expected increase in average utilization per server from three percent to nearly 80 percent

There have not been any performance problems or conflicts with the customer in our support of this project.

11a) Producing high quality reports and other deliverables; Staying on schedule and within budget:

(b) (4)

11b) Quality of cooperation within your organization and performance between your organization and its customers:

Support for the (b) (4) IT Transformation has involved a great deal of coordination and cooperation within IBM. Some of the groups/practice areas involved include:

- IBM Global Services – Global Business Services (GBS), GBS Strategy and Technology Strategy;
- Global Technology Services (GTS) – Integrated Technology Services (ITS): GTS ITS IT Strategy & Design: Service Management Strategy & Design; GTS ITS Storage & Data: Storage Optimized & Integration Services; GTS ITS Systems Management Consulting: Detail Design/Development; GTS ITS Systems Management Consulting: Strategy/Assessment; GTS Data Center Services
- Healthcare (HC): HC: Provider Transformation
- IBM Software Group and IBM Systems Technology Group (HW)
- IBM Global Financing: IGF: IT Financing (HW SW Services)
- Industry Solutions

IBM's business and management relationship with (b) (4) is strong. (b) (4) sees the IBM executive and program management team as a critical part of their team, relying heavily on IBM for the shared success of the program. Customer satisfaction is high, as evidenced by the most recent PMR, where the (b) (4) VP of Transformation and ITSTP Project Director gave an overall rating of **10 on a scale of 10**.

11c) Approach to implementing performance measures and for improving system effectiveness over time:

As part of its growth strategy, (b) (4) also acquired several hospitals (now numbering 20) along with numerous other kinds of care facilities. While such acquisitions strengthened both the clinical breadth and depth of the (b) (4) network, they also tended to complicate the IT picture by adding to the heterogeneity – and overall complexity – of its infrastructure, as each new acquisition brought its own set of applications. Moreover, because it made integration inherently more difficult, this reality conflicted directly with (b) (4) vision of leveraging information from across its entire network for the benefit of its patients. IBM met this challenge by developing a high-level comprehensive architecture, but postponing detailed plans of each site's consolidation until closer to the actual migration target date for the facility. This allowed the project to get started without waiting for a detailed architectural analysis to be completed, and demonstrate the project's successes in its important early stages.



11d) Responsiveness to requests, both scheduled and ad-hoc, for services, data, analysis, and additional tasks in a timely and appropriate manner:

IBM manages the staffing of resources and minimizes attrition by the selection of highly skilled resources and their placement to matched-skilled positions through an internal employee personnel database with tens of thousands of IBM Global Services resources. Also, IBM is partnered with more than 100 IT companies with Master Subcontract Agreements in place. This provides quick access to find qualified personnel when replacements or surges occur.

12. Current status of contract:

Work continuing on schedule.



8.8 ABS – DOI BLM Business Process Management Activities

1. Complete name of Government agency, commercial firm, or other organization: United States Department of the Interior, Bureau of Land Management	
2. Complete address: Denver Federal Center, Building 50, Denver, CO 80225-0047	
3. Contract number or other reference: L09PA00325	4. Date of contract: 1/16/2010 4b. Type of contract: Time and Material
5. Date work was begun: 1/16/2010	6. Date work was completed: 5/31/2011
7. Estimated contract price: (b) (4)	8. Final amount invoiced or amount invoiced to date: \$250K
9a. Technical point of contact (name, title, address, telephone no. and email address): (b) (4)	9b. Contracting or purchasing point of contact (name, title, address, telephone no. and email address): (b) (4)
10. Location of work (country, state or province, county, city): Denver, CO 10b. Key Personnel: N/A	
11. Description of contract work: A-sa-ma-di Business Solutions (ABS) provided business process management skills and technical support for G&B's prime contract with BLM National Operations Center (NOC) Program Management Office. ABS used BLM's Business Process Improvement Methodology to map current processes, analyze opportunities for improvement, prioritize value added steps, and map the future state to enable BLM to transition to, and monitor the implementation of, improved processes. ABS adhered to the current DOI and Federal Enterprise Architecture frameworks and guidelines. Documentation produced for BPI activities included the following: <ul style="list-style-type: none"> • As-Is Process Models and supporting documentation • To-Be Process Models and supporting documentation • Recommendations for process improvement and prioritization of value added steps • Recommendations for implementation, monitoring and reporting strategies for continual improvement • Written comments/reviews of processes, guidelines, and standards • Status reports and management briefings to BLM COR/management as requested • Written bi-weekly status reports submitted to the G&B Program Manager There were no performance problems or conflicts with the customer in our support of this project.	
11a) Producing high quality reports and other deliverables; Staying on schedule and within budget: Producing effective, comprehensive (but compact) Business Process Assessment reports within established schedules and cost as part of the Pilot Program for establishing the Business Process Improvement resource center was instrumental in establishing the program and extending Asamadi's contract.	
11b) Quality of cooperation within your organization and performance between your organization and its customers: Working on-site with BLM, Asamadi worked in conjunction with the BLM Project Management Office to establish a mechanism for managing projects and supporting BLM business owners as part of the establishment of the Business Process Improvement resource center. The word A-sa-ma-di is from the Cherokee language and means "smart" or clever – and that's what our solutions are. Our methodology is based on the native American tradition of unity and involvement, driving our collaborative approach infused throughout our organization to delivering quality service.	



11c) Approach to implementing performance measures and for improving system effectiveness over time:

Asamadi implemented changes to BLM's Business Process Reengineering methodology to establish and formalize a more rigorous performance measurement collection and analysis phase and establish a mechanism for post-implementation continuous process improvement reviews.

11d) Responsiveness to requests, both scheduled and ad-hoc, for services, data, analysis, and additional tasks in a timely and appropriate manner:

Paramount to the success of the Business Process Improvement project was the cooperative approach that included: collocation with the BLM Project Management staff; establishment of regular status and planning meetings; and prioritization of support requirements on a daily basis.

12. Current status of contract:

Work completed and no further action is pending or underway.



8.9 ABS – (b) (4) IT Services Support

1. Complete name of Government agency, commercial firm, or other organization: (b) (4)	
2. Complete address: (b) (4)	
3. Contract number or other reference: N/A	4. Date of contract: 9/27/2010 4b. Type of contract: Time and Material
5. Date work was begun: 9/27/2010	6. Date work was completed: 5/31/2012
7. Estimated contract price: (b) (4)	8. Final amount invoiced or amount invoiced to date: \$250K
9a. Technical point of contact (name, title, address, telephone no. and email address): (b) (4)	9b. Contracting or purchasing point of contact (name, title, address, telephone no. and email address): (b) (4)
10. Location of work (country, state or province, county, city): Denver, CO 10b. Key Personnel: N/A	
11. Description of contract work: <p>ABS provided organizational effectiveness, business transformation, systems analysis and documentation, and infrastructure analysis services to (b) (4) since September 2010. This included support to migrate their existing billing system to a state-of-the-art billing solution. ABS supported this effort as the prime contractor by developing business and IT requirements documentation (e.g., use cases, business and systems requirements documents, physical infrastructure documentation) for several key business areas.</p> <p>ABS personnel documented the post-migration infrastructure environment, including internal and external systems and software; security and communication paths; and the physical and virtual server environment that provides “cloud” like access to the (b) (4) primary customer service application used in their remote Customer Service Centers. ABS developed Functional Overview documents for Commercial Operations, Order Management, and Pay-per-View/Video on Demand business areas. The successful performance included the following:</p> <ul style="list-style-type: none"> • Increased efficiencies in new staff orientation by consolidating and aligning functional areas • Identified improvement opportunities by analyzing 70 different applications to identify inefficiencies • Charted the technical architecture of 200+ applications/systems • Engaged 28 vendors while migrating a \$1.5B annual sales billing system, supporting 40M+ subscribers <p>ABS currently supports the development of functional and system requirements for a new Point-of-Sale system that will be deployed to approximately 800 DISH/Blockbuster stores utilizing cloud technology for full real-time Internet-based connectivity between the stores and DISH back-end systems. There were no performance problems or conflicts with the customer in our support of this project.</p>	
11a) Producing high quality reports and other deliverables; Staying on schedule and within budget: <p>Asamadi supported (b) (4) CIO Magazine Innovation Award winning Business Transformation effort by producing effective Business/IT requirements deliverables (e.g., use cases, business and systems requirements documents) for several key business areas that had previously not been documented. We met all schedule and budget requirements for this project.</p>	



11b) Quality of cooperation within your organization and performance between your organization and its customers:

Working on-site with (b) Asamadi works seamlessly with all levels of the (b) (4) organization to ensure that timely and accurate information is collected and disseminated between Asamadi personnel and the client.

The word A-sa-ma-di is from the Cherokee language and means “smart” or clever – and that’s what our solutions are. Our methodology is based on the native American tradition of unity and involvement, driving our collaborative approach infused throughout our organization to delivering quality service.

11c) Approach to implementing performance measures and for improving system effectiveness over time:

Asamadi documents business performance objectives with (b) business representatives, elicits requirements, documents corresponding performance measures and metrics, and works as part of an integrated Information Technology team to implement and monitor the ongoing effectiveness of the solutions.

11d) Responsiveness to requests, both scheduled and ad-hoc, for services, data, analysis, and additional tasks in a timely and appropriate manner:

Asamadi holds daily “scrum” type sessions with the client to review accomplishments, identify and prioritize upcoming activities, and ensure current deliverables are on track and any additional support requirements are identified.

12. Current status of contract:

Work completed, no further action pending or underway.



8.10 ABS – DOI BLS Transformation Strategy

1. Complete name of Government agency, commercial firm, or other organization: U.S. Department of Labor, Bureau of Labor and Statistics	
2. Complete address: JFK Building, E-310, Boston, MA 02203	
3. Contract number or other reference: DOLQ079J25996	4. Date of contract: 10/1/2011 4b. Type of contract: Time and Material
5. Date work was begun: 10/17/2011	6. Date work was completed: 03/01/2013
7. Estimated contract price: (b) (4)	8. Final amount invoiced or amount invoiced to date: \$210K
9a. Technical point of contact (name, title, address, telephone no. and email address): (b) (4)	9b. Contracting or purchasing point of contact (name, title, address, telephone no. and email address): (b) (4)
10. Location of work (country, state or province, county, city): Boston, MA 10b. Key Personnel: N/A	
11. Description of contract work: ABS supported the prime in the development of the infrastructure transformation strategy and implementation plan for all aspects of data center and network transformation to support Federal initiatives such as OMB's "25-point Implementation Plan to Reform Federal Information Technology Management" and BLS operational objectives. The team gained consensus from 12 separate, independently operating stakeholders for implementation plan approval. Our implementation efforts decreased data center space by 50 percent, doubled rack density and increased available power circuits by 15 percent. The effort also led to operational support efficiencies due to a better organized technical environment and improvements in associated standard operating procedures. There have not been any performance problems or conflicts with the customer in our support of this project.	
11a) Producing high quality reports and other deliverables; Staying on schedule and within budget: Asamadi supported the prime in the development of the infrastructure transformation strategy and implementation plan for all aspects of data center and network transformation to support federal initiatives such as OMB's "25-point Implementation Plan to Reform Federal Information Technology Management" and BLS operational objectives. We met all schedule and budget requirements for this project.	
11b) Quality of cooperation within your organization and performance between your organization and its customers: Working on-site at BLS, Asamadi works seamlessly with all levels of the BLS organization to ensure that timely and accurate information is collected and disseminated between Asamadi personnel and the client. The word A-sa-ma-di is from the Cherokee language and means "smart" or clever – and that's what our solutions are. Our methodology is based on the native American tradition of unity and involvement, driving our collaborative approach infused throughout our organization to delivering quality service.	



11c) Approach to implementing performance measures and for improving system effectiveness over time:

As previously stated our implementation efforts decreased data center space by 50 percent, doubled rack density and increased available power circuits by 15 percent. The effort also led to operational support efficiencies due to a better organized technical environment and improvements in associated standard operating procedures.

11d) Responsiveness to requests, both scheduled and ad-hoc, for services, data, analysis, and additional tasks in a timely and appropriate manner:

There have not been any performance problems or conflicts with the customer in our support of this project.

12. Current status of contract:

Work continuing on schedule.



8.11 CSG – DOI USGS FORT Technical Support

1. Complete name of Government agency, commercial firm, or other organization: Department of the Interior (DOI), United States Geological Survey (USGS), Fort Collins Science Center (FORT)	
2. Complete address: 2150 Centre Ave., Bldg C, Fort Collins, CO 80526	
3. Contract number or other reference: G11PC00019	4. Date of contract: 05/01/2011 4b. Type of contract: IDIQ
5. Date work was begun: 05/01/2011	6. Date work was completed: 04/30/2016
7. Estimated contract price: (b) (4)	8. Amount invoiced to date: \$7,700,000
9a. Technical point of contact (name, title, address, telephone no. and email address): Cindy Seebhom, COR USGS Fort Collins Science Center 2150 Centre Ave., Bldg C Fort Collins, CO 80526 970.226.9426 seebohmc@usgs.gov	9b. Contracting or purchasing point of contact (name, title, address, telephone no. and email address): Maureen Corbett USGS OAG Denver Acquisition Branch PO Box 25046 204 Federal Center Denver, CO 80225-0046 303.236.9317 mcorbett@usgs.gov
10. Location of work (country, state or province, county, city): Fort Collins, CO; Dededo, GU (Guam) 10b: Key Personnel: N/A	
11. Description of contract work: In order to continue its efforts to address user-identified resource management problems, the FORT requires a wide variety of technical support services. CSG's team of 45 professionals is located at USGS offices in Fort Collins, Colorado, and Dededo, Guam. We provide technical support services including administrative (Payroll, Travel, and Credit Card Management) and clerical support; research support; information management; computer systems administration (Desktop and Server Hardware and Software Management), operations and maintenance; geospatial applications, modeling and associated technologies; and web development and database applications support.	
11a) Producing high quality reports and other deliverables; Staying on schedule and within budget: The CSG staff utilizes various mechanisms for delivering reports and deliverables to USGS. Monthly, each employee completes a matrix form (developed by CSG and approved by USGS) which tracks the status of every deliverable on the Task Order. The CSG Program Manager reviews the report with each Task Order Manager prior to delivery to the USGS Contract Officer's Representative (COR). This review ensures task deadlines, accomplishments, and items to be completed are represented correctly. In addition, reports are electronically stored and easily recalled by any Task Order Manager or COR for reference. Reports, deliverables and presentations are produced on various Microsoft applications including Excel, Word, PowerPoint, and Visio.	
11b) Quality of cooperation within your organization and performance between your organization and its customers: By being located on-site at the USGS facility the CSG Program Manager is in constant daily contact with the USGS customers. Twice weekly meeting are held with the USGS Contract Officer's Representative (COR) to review the contract status and address any ongoing questions or issues. In addition, at least monthly meetings are held with each USGS Task Order Manager to review Task order status and resolve any concerns. Once each year a Customer Satisfaction Survey is sent to each Task Order Manager to review our performance and provide us with feedback on how we are doing.	



11c) Approach to implementing performance measures and for improving system effectiveness over time:

At the USGS Fort Collins Science Center (FORT) CSG is contracted to provide Technical Services Support. CSG performs Quality Control in several different ways. (b) (4)

(b) (4)

(b) (4) These tickets are assigned to CSG employees detailing a task that needs to be completed or a problem that needs to be solved, and establishes due dates for each ticket. Bi-monthly Sprint meetings are held with USGS Project Managers and project team members to review project status's, project priorities, and project due dates. In addition, there are daily stand up meetings that the CSG Program Manager participates in along with the project team members used to monitor each project's status and individual assignments. The Program Manager reviews the (b) (4) at the end of each month, on an employee by employee basis, to ensure that each employee's individual work tickets are being updated with timely comments reflecting the status of each ticket. This system has improved the quality of our production Web Development by increasing communication and reducing the amount of time it takes to identify, address, and solve problems.

(b) (4)

11d) Responsiveness to requests, both scheduled and ad-hoc, for services, data, analysis, and additional tasks in a timely and appropriate manner:

By being located on-site at the USGS facility the CSG Program Manager is in constant daily contact with the USGS customers. The Program Manager has weekly meetings with each Task Order Manager and COR and is readily available for any ad-hoc requests which happens frequently. Any Management request is processed immediately and/or according to the needs of the requester. In addition, the CSG Program Control Analyst is on-site and is available for any Task or financial analysis that is being requested.

12. Current status of contract:

Work continuing on schedule.



8.12 CSG – DOI FWS Environmental Conservation Online System (ECOS)

1. Complete name of Government agency, commercial firm, or other organization: Department of the Interior (DOI), Fish and Wildlife Service (FWS)	
2. Complete address: Fort Collins Science Center, 2150 Centre Avenue, Bldg. C Fort, Collins, CO 80526	
3. Contract number or other reference: F12PC00125	4. Date of contract: 07/02/2012 4b. Type of contract: Time & Material Labor Hour
5. Date work was begun: 07/02/2012	6. Date work was completed: 06/30/2017
7. Estimated contract price: (b) (4)	8. Final amount invoiced or amount invoiced to date: \$626,613
9a. Technical point of contact (name, title, address, telephone no. and email address): (b) (4)	9b. Contracting or purchasing point of contact (name, title, address, telephone no. and email address): William Fluharty FWS, Division of Contracts 4301 North Fairfax Drive Room 7118 Arlington, VA 22203-1610 703.358.2631 william_fluharty@fws.gov
10. Location of work (country, state or province, county, city): Fort Collins, CO 10b: Key Personnel: N/A	
11. Description of contract work: CNT, a CSG company, provides ongoing operations and maintenance of the ECOS system including full-time system administration and database administration; ECOS User support; security, certification and accreditation; hardware installation, repair, and maintenance; software version updates, patches, licensing; GIS support; Application development support; Project and program management; and Help Desk support. CNT maintains, develops, and improves ECOS, including all the applications of which it is comprised and all the data it manages, maintains, or provides. Our projects include (but are not limited to) the improvement of ECOS existing modules and sub-modules, ECOS redesign and integration, technology update and refresh, and development of new applications. We provide additional support for end-of-year performance reporting and other data calls, system administration, user support and assistance, and technical writing.	
11a) Producing high quality reports and other deliverables; Staying on schedule and within budget: CNT is producing monthly deliverable reports for our Fish and Wildlife customer with 100 percent on time performance. Trip reports are submitted within 5 days of returning home and Weekly status reports are delivered in person by each team lead to the on-site Program Manager.	
11b) Quality of cooperation within your organization and performance between your organization and its customers: Cooperation within the teams is extremely high with a weekly technical meeting where different individuals present new technologies each week. This gives our team members valuable presentation experience and distributes new technical information to other team members. Our FWS customer is extremely happy with our communication between the different development teams and their customers. Quarterly production meetings between CNT Development teams and FWS are typically held at the Fort Collins site with occasional trips to Washington DC.	
11c) Approach to implementing performance measures and for improving system effectiveness over time: Development teams follow and agile development methodology with daily stand up meetings and two week sprint cycles. Sprint cycles are evaluated by the team leads and changes are incorporated into the next Sprint cycle. Currently Team Leads are scheduled for training and certification as Agile Development ScrumMasters.	



11d) Responsiveness to requests, both scheduled and ad-hoc, for services, data, analysis, and additional tasks in a timely and appropriate manner:

CNT staff has been very effective at responding to user requests for both information and support. An on-site help desk is staffed from 6:00AM to 5:00PM M-F (MT) for user support requests and Team Leaders are available through a variety of communication mediums including phone, e-mail, and WebEx meetings. Additional tasks are evaluated as to their impact to current development scope of work, and if necessary, recommendations made for modification to the current Task Order.

12. Current status of contract:

Work continuing on schedule.



8.13 CSG – DOC NOAA IT Support

1. Complete name of Government agency, commercial firm, or other organization: Department of Commerce (DOC), National Oceanic and Atmospheric Administration (NOAA)	
2. Complete address: 325 Broadway, Boulder, CO 80305	
3. Contract number or other reference: RA-133R-12-NC-0279	4. Date of contract: 08/23/2009 4b. Type of contract: Time & Materials
5. Date work was begun: 08/23/2009	6. Date work was completed: 06/30/2012
7. Estimated contract price: (b) (4) (b) (4)	8. Final amount invoiced or amount invoiced to date: \$ 14,391,780 (Note, this contract continues under a new award as of July 2012 – with CSG as a sub)
9a. Technical point of contact (name, title, address, telephone no. and email address): Phyllis Gunn, COTR 325 Broadway Boulder, CO 80305 (303) 497-6625 phyllis.gunn@noaa.gov	9b. Contracting or purchasing point of contact (name, title, address, telephone no. and email address): Chad Hepp, CO 325 Broadway Boulder, CO 80305 (301) 713-1024 chad.m.hepp@noaa.gov
10. Location of work (country, state or province, county, city): Boulder, CO; Princeton, NJ; and Oak Ridge, TN 10b: Key Personnel: N/A	
11. Description of contract work: CSG provided IT support at all levels, from desktop and helpdesk support to system administration and architecture, to enable NOAA to meet the key missions described. CSG maintained high level technical staff held to the highest standards to support a large array of processors, data-storage and communication facilities for acquiring and processing a large variety of real-time meteorological data for use by researchers around the country and the world who conduct advanced data analysis, developing prediction models and producing data displays for advanced forecasting workstations. CSG provided complex scientific IT support including systems and network administration, engineering, and architecture; network security; computer facility and operations equipment monitoring; Tier 1-3 support; database management; network engineering; and other IT-related tasks in support of more than 1000 NOAA staff, with products available to the international community of researchers as well as the public at large, millions of whom refer to the weather and climate information provided by NOAA.	
11a) Producing high quality reports and other deliverables; Staying on schedule and within budget: CSG met and surpassed all deliverable schedules, including providing IT project status reports and custom reporting to each NOAA group including the Earth System Research Laboratory (ESRL), each of the ESRL divisions including Global Systems Division (GSD), Physical Sciences Division (PSD), and Global Monitoring Division (GMD), as well as the Boulder Network Operation Center (BNOC), and the National Weather Service. Each group received Monthly Project Status Reports providing technical reporting tailored to the needs of each group, In addition, special reports were provided as needed. The Scientific Communications Specialist proved over 500 documents, posters, website updates and other communications over the course of the contract, on time and at or above requirements. CSG provided all services on time and well within budget. One example of a cost-efficiency developed by CSG was an expansion of the role of the System Support Group. Originally a narrowly defined group of Computer Operators providing basic IT systems monitoring to prevent and respond IT facility issues and emergencies, the position responsibilities were upgraded and no new cost to NOAA. They received Linux RedHat, SANS security training, and desktop systems training. The enhanced team became the System Support Group, made up of System Support Technicians having junior system administration capabilities and responsibilities. allowing them to function as a true Help Desk, as well as expanding	

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their responsibilities to directly provide RedHat and other server OS patching, routine server support, and supplemental desktop support. They were also able to personally assist end-users during the recent transition to a new e-mail system. This resulted in the delegation of system administration duties such as security patching and response to Help Desk tickets. Response time to customer generated helpdesk tickets improved by over 50 percent, and the delegated tasking freed up time for System Administrators to spend less time on routine tasks and focus more on high level tasks, and allowing them to perform projects ahead of schedule.

Overall, the tasks for the entire NOAA contract were performed at almost 10 percent below the contract estimated cost, saving the Government over \$1.5M.

11b) Quality of cooperation within your organization and performance between your organization and its customers:

CSG maintained frequent, high-quality communication with both its customers and its staff. NOAA customers and staff prided themselves in working as a group of interlocking teams, unconstrained by obstacles that might otherwise be created by working for more than one organization, while maintain the required professional boundaries necessary when members of different companies work together closely. This approach contributed to the efficient use of resources reflected in the costs savings shown. In addition to regular contact from the onsite Program Manager, the President of CSG, as well as the Human Resources Director and other CSG key managers, initiated and responded to customer and employee communications as appropriate. The onsite Program Manager met with the NOAA COTR several times a week and responded quickly to concerns, questions, and identified needs. CSG received the highest level of positive customer reviews for our responsiveness and initiative.

11c) Approach to implementing performance measures and for improving system effectiveness over time:

CSG used Project Management Institute (PMI) methodologies to manage and review performance of projects. Four of the CSG contract staff onsite, and three of the offsite executive managers, were certified PMPs (Project Management Professionals). CSG reviewed projects and analyzed the situation to determine the lessons learned, implementing improvements based on these analyses to continuously improve project management and customer support.

11d) Responsiveness to requests, both scheduled and ad-hoc, for services, data, analysis, and additional tasks in a timely and appropriate manner:

CSG commitment to customer service is born out by response times that meet or surpass NOAA customer requirements more than 95 percent of the time. IT support staff, including system administrators and helpdesk personnel, handle over a hundred ad hoc service requests each day. Scheduled services such as security patching, data backup, OS and software upgrades, HWSW database updates, password management, and related services are scheduled in coordination in close coordination with NOAA Task Managers, and initiated, monitored, reviewed, modified and rescheduled or terminated as indicated by NOAA IT policies. Data analyses initiated by customer requests are performed intelligently and on time, providing the most relevant information in carefully designed reports that provide the information in useful formats. CSG has received consistently high marks for NOAA evaluators for quality and timeliness of customer response.

12. Current status of contract:

Work continuing on schedule.

(Note, this contract continues under a new award as of July 2012 – with CSG as a subcontractor.)



8.14 Esri – DOI Landscape Decision Tool

1. Complete name of Government agency, commercial firm, or other organization: The Morris K. and Stewart L. Udall Foundation/U.S. Institute for Environmental Conflict Resolution	
2. Complete address: 130 S. Scott Ave., Tucson, AZ 85701	
3. Contract number or other reference: Contracts 1921 & 1955	4. Date of contract: IDIQ executed 12/21/11 4b: Type of contract: FIRM FIXED PRICE
5. Date work was begun: 12/21/2011	6. Date work was completed: 07/2013
7. Estimated contract price: (b) (4)	8. Final amount invoiced or amount invoiced to date: Nearly \$125K
9a. Technical point of contact (name, title, address, telephone no. and email address): Udall Technical POC: Raquel Goodrich, Program Associate 130 S. Scott Avenue Tucson, AZ 85701 (520) 901-8514 Goodrich@ecr.gov DOI Project Manager: Larry Sugarbaker, Senior Advisor 12201 Sunrise Valley Drive, Mail Stop 810 Reston, VA 20192-0002 (703) 648-5741 lsugarbaker@usgs.gov	9b. Contracting or purchasing point of contact (name, title, address, telephone no. and email address): Phil Lemanski, Deputy Executive Director for Finance & Education 130 S. Scott Avenue Tucson, AZ 85701 (520) 901-8560 lemanski@udall.gov
10. Location of work (country, state or province, county, city): Most work is performed out of Esri Redlands location at 380 New York Street, Redlands, CA 92373. 10b. Key Personnel: N/A	
11. Description of contract work: The United States Department of the Interior (DOI) collectively manages more than 25 percent of the land mass of the United States. Management of this land has been divided into traditional silos: National Parks, National Wildlife Refuges, Bureau of Indian Affairs Tribal Lands, Bureau of Land Management, etc. Recognizing that landscapes don't end at the boundaries of a single department's responsibilities, DOI contracted with Esri to develop a prototype cloud-based (b) (4) to assist executive decision makers in transforming how the Government approaches management of its land resources. Esri is involved in all phases of platform development and implementation. The tool is being implemented as a platform to: <ul style="list-style-type: none"> • Improve collaboration across bureau lines by sharing data, maps, ideas, and innovations • Integrate data from multiple bureaus and display it on maps using intuitive web tools that support the information needs of both executives and technical staff • Configure and present data-driven dashboards that enable executives to monitor progress and status of bureau activities by means of reports, maps, charts, and graphs • Empower field workers with mobile access to the same information and maps they use in the office and enable them to add new information to those maps from the field • Enable visualization of tabular data on a map with "drag and drop" ease • Engage in a dialog with citizens using social media and web mapping – soliciting input on places they care about, with the convenience of tools they are comfortable with • Collaborate with partners and share data and knowledge to achieve real results on local Landscapes • Integrate the DOI's significant existing investments in geospatial technology and data with geospatial information resources and capabilities available via the cloud 	



(b) (4) (b) (4) (b) (4) capabilities enable users to store, manage, and host mapping services; easily publish geographic content; and off-load selected processing activities from existing DOI data centers. In addition, it will significantly reduce the technical and workload obstacles for content publishing that currently constrain GIS professionals from sharing and publishing their applications, maps, and data.

The Platform Capabilities include:

Content Management: Thousands of analysts within DOI bureaus use Esri's (b) (4) desktop tools to manage and integrate maps as well as to perform advanced analysis of geographic relationships and trends. The new platform enables GIS professionals to create and share their maps, data, and GIS services easily through a web browser, mobile device, or custom GIS application. Once shared, the maps, data, and services are discoverable and usable by other web mapping applications without additional programming or web hosting.

Mobile Access: Mobile users will be able to access the platform using the free (b) (4) App for Smartphones and Tablets, which can be downloaded from the Apple App Store, Android Market, or Windows Marketplace. With these devices, users can find and share maps and mobile applications from the platform; use tools to search, identify, measure, and query; and collect, edit, and update GIS features and attributes.

Executive Access: Dashboards that are easily configurable using applications such as Microsoft SharePoint provide intuitive and easy-to-use methods for managers to quickly find maps and information they need and define map and analysis requests that can be routed to the DOI bureaus for fulfillment.

Public Access: The platform supports creation and publishing of public web maps through the use of application templates. DOI application developers will be able to create DOI-specific templates that will be available to approved users. Published applications will be available as complete web applications and can be embedded in DOI websites.

Collaboration and Workflow Management: DOI users and managers can use the platform to collaborate on requests for analysis and compare the results of different analysis using web maps. They can also take advantage of standard collaboration tools available from SharePoint.

Catalog/Data Discovery: DOI users can register and share their online content and existing DOI web services within the platform. They will then be able to share their registered content with specific user groups (communities) within the system. Once a user has shared content within the catalog, search tools will help other users to find and use that content.

Hosted Web Services: The platform hosts user-generated web services and applications as well as provides access to the extensive library of hosted web services available in AGOL.

ArcGIS Online Web Services: The platform will leverage a large and growing volume of web services information in AGOL.

There have not been any performance problems or conflicts with the customer in our support of this project.

11a) Producing high quality reports and other deliverables; Staying on schedule and within budget:

Esri has delivered the application within a period of 6 months during which all lifecycles of software development (requirements, design, development, testing, and acceptance) have been completed. The project has followed a dynamic and iterative design approach where, after some weeks of development, the direction of the application was changed, and design work restarted to account for this change.

The project was delivered within the FFP budget.

Esri has a successful record of accomplishment assisting Government, commercial, and other types of organizations with their GIS projects and each year Esri's Professional Services conducts several hundred projects supporting a diverse group of these organizations. Over the years, Esri has received numerous awards and widespread recognition with local, state, and Federal Government agencies acknowledging Esri as a key provider of critical resources in support of many high-profile events.

11b) Quality of cooperation within your organization and performance between your organization and its customers:

Esri has worked closely both with DOI on establishing requirements, acquiring data sources, and designing and implementing information products. During the project several demonstrations have been given to executives at DOI.



Esri has performed this project in collaboration with a team of landscape conservation institutes such as NatureServe, the Trust for Public Land, and Conservation Biology Institute. Esri also subcontracted some of the application development to Blue Raster.

Esri is organized into a number of departments including software products, sales, marketing, educational services, customer service, Professional Services, and many others. The organization is designed to be agile to meet the ever changing and increasing software and services expectations of our users.

11c) Approach to implementing performance measures and for improving system effectiveness over time:

One of the main goals of the [REDACTED] is to provide timely, accurate, and useful information regarding the implementation and realization of the DOI Strategic Plan goals and objectives. This goal was realized through an initial set of information products that were defined during the project execution. Based on [REDACTED] has been architected to allow for extending its content and capabilities with additional information products.

11d) Responsiveness to requests, both scheduled and ad-hoc, for services, data, analysis, and additional tasks in a timely and appropriate manner:

The project work has been performed using a dynamic and iterative development approach. The mid-project demonstrations to DOI leadership have had direct influence on the direction of the project and were accommodated for without affecting the overall budget.

12. Current status of contract:

Work continuing on schedule.



8.15 Esri – USDA FNS SNAP Deployment

1. Complete name of Government agency, commercial firm, or other organization: U.S. Department of Agriculture Food and Nutrition Service (FNS)	
2. Complete address: 1400 Independence Ave., S.W., Washington, DC 20250	
3. Contract number or other reference: C.14177.A.4110	4. Date of contract: 4/2012 4b. Type of contract: Firm Fixed Price
5. Date work was begun: 05/2012	6. Date work was completed: 08/2013
7. Estimated contract price: (b) (4)	8. Final amount invoiced or amount invoiced to date: Nearly \$185K
9a. Technical point of contact (name, title, address, telephone no. and email address): Jonathan Benett, Program Manager SNAP Retailer Locator and Signage 3101 Park Center Drive Alexandria, VA 22302 (703) 305-2795 jonathan.benett@fns.usda.gov	9b. Contracting or purchasing point of contact (name, title, address, telephone no. and email address): David W. Lum, Contracting Officer/Team Lead 3101 Park Center Drive, Room 228 Alexandria, VA 22302 (703) 305-2991 david.lum@fns.usda.gov
10. Location of work (country, state or province, county, city): Work performed from Regional Esri Office at 8615 Westwood Center Drive, Vienna, VA 22182. 10b. Key Personnel: N/A	
11. Description of contract work: Each month, more than 47 million people in the United States receive benefits from the Supplemental Nutrition Assistance Program (SNAP) (formerly the Food Stamp Program). In May 2010, the USDA Food and Nutrition Service launched a dynamic web application to help SNAP recipients find local stores that accept this nutrition assistance benefit. The SNAP Retailer Locator is a user-friendly web application that provides easy access to the location of the nearest SNAP-authorized stores. The SNAP Retailer Locator is hosted by Amazon Web Services in the cloud under an agreement with Esri. Esri Managed Services supported the rapid deployment of the SNAP Retailer Locator to the cloud, providing USDA with a scalable, cost-effective alternative to hosting the application internally. Esri Professional Services developed the basic SNAP map viewer using ArcGIS Server and the Flex API and also uploaded existing FNS data, including approximately 230,000 points representing retail stores that accept SNAP benefits. The application uses base maps and geocoding services provided by ArcGIS Online. We provided a query service that allows users to search for nearby SNAP-authorized retailers by typing an address and specifying a maximum drive time. Results are viewable in the map viewer or in a table. The SNAP Retailer Locator was officially launched on May 19, 2010. You can access it at http://www.fns.usda.gov/snap/retailerlocator.htm . This locator was the first Federal geospatial application hosted in the Amazon cloud. On February 18, 2011, SNAP released the next version of the SNAP Retailer Locator. This release includes a Spanish language version, allows users to download data by state, and provides users with driving directions to retail locations. In addition, a consumable web service, also accessible through www.data.gov , has been added to automatically link updated SNAP retailer data into other existing geospatial applications. More information about this project is available at: http://video.Esri.com/watch/161/cloud-computing-meets-usdas-business-needs- There have not been any performance problems or conflicts with the customer in our support of this project.	
11a) Producing high quality reports and other deliverables; Staying on schedule and within budget: Esri provides usage reporting to USDA on a monthly basis which provides them with statistics such as number of hits, visits, unique visitors, page views, where end-users are located, etc. This data can be used to help USDA FNS determine how popular the site is and visualize growth in usage over time. Esri	



has offered a service level of 95 percent under this contract, which is the system availability target uptime percentage. The project is on schedule and within budget.

Esri has a successful record of accomplishment assisting Government, commercial, and other types of organizations with their GIS projects and each year Esri's Professional Services conducts several hundred projects supporting a diverse group of these organizations. Over the years, Esri has received numerous awards and widespread recognition with local, state, and Federal Government agencies acknowledging Esri as a key provider of critical resources in support of many high-profile events.

11b) Quality of cooperation within your organization and performance between your organization and its customers:

Esri provides USDA FNS with the option to update their retail store location data in the SNAP Retail Locator application every two months. Esri works directly with USDA to test their data and deploy. Esri also supplies USDA with monthly usage reporting as well as interacts closely with FNS in the event that there are any issues associated with system availability or performance.

Esri works with USDA FNS on other projects, and also interacts with other agencies within USDA providing a similar type of support.

Esri is organized into a number of departments including software products, sales, marketing, educational services, customer service, Professional Services, and many others. The organization is designed to be agile to meet the ever changing and increasing software and services expectations of our users.

11c) Approach to implementing performance measures and for improving system effectiveness over time:

Esri Managed Services is continuously exploring ways to improve system effectiveness and gain operational efficiencies over time. This includes exploring new cloud platforms, defining and refining processes and procedures, researching new ways to improve reporting, monitoring, security and system support.

11d) Responsiveness to requests, both scheduled and ad-hoc, for services, data, analysis, and additional tasks in a timely and appropriate manner:

The type of requests that would come from USDA would include requests to apply new application and data updates, requests for proposals for new work, etc. All requests are reviewed and assessed by a project manager and technical lead to identify any risks associated with carrying out the request. If the request requires making a change to the hosting environment, Esri would follow its standard change management procedures. This includes verifying all changes in a staging environment before applying updates and modifications to the production hosting environment. All types of requests are handled in a timely manner and assessed by the project manager before they are carried out.

12. Current status of contract:

Work continuing on schedule.



8.16 Esri – (b) (4) IT Services Support

1. Complete name of Government agency, commercial firm, or other organization: (b) (4)	
2. Complete address: 14325 Willard Road, Suite 200, Chantilly, VA 20151-2110	
3. Contract number or other reference: OMB-2011-A0062-01	4. Date of contract: 8/30/2011 4b. Type of contract: Time and Materials
5. Date work was begun: 08/31/2011	6. Date work was completed: 12/2012
7. Estimated contract price: (b) (4)	8. Final amount invoiced or amount invoiced to date: \$495K
9a. Technical point of contact (name, title, address, telephone no. and email address): Chris Musialek, Chief Software Architect – Data.gov Office of Citizen Services and Innovative Technologies, U.S. General Services Administration (GSA) 1275 First Street NE, Rm. 1181D Washington, DC 20417 (202) 999-0915 christopher.musialek@gsa.gov	9b. Contracting or purchasing point of contact (name, title, address, telephone no. and email address): (b) (4)
10. Location of work (country, state or province, county, city): Remote consulting performed from Esri offices: 380 New York Street, Redlands, CA 92373 (and) 880 Blue Gentian Road, Suite 200, St. Paul, MN 55121 10b. Key Personnel: N/A	
11. Description of contract work: After eight years of operation, the Geospatial One-Stop Portal has been retired. During the last years of operation, the Federal Government has defined the Geospatial Platform as program to more effectively provide place-based products and services to the American public. The Geospatial Platform will be a managed portfolio of common geospatial data, services, and applications contributed and administered by authoritative sources and hosted on a shared infrastructure, for use by Government agencies and partners to meet their mission needs and the broader needs of the Nation. As a priority Open Government Initiative for President Obama's administration, Data.gov increases the ability of the public to easily find, download, and use datasets that are generated and held by the Federal Government. Geospatial One-Stop has provided a web service to Data.gov that gave access to some 400,000 geospatial datasets. The aligning goals of both the Geospatial Platform and Data.gov resulted in the decision to migrate the Geospatial One-Stop Portal into the Data.gov environment, resulting in Geo.Data.gov. Another result was the decision to host the new Geospatial Platform website in the same cloud infrastructure. Finally, the Geo.Data.gov and Geoplatform.gov systems will be tightly integrated. Esri has been contracted by (b) (4) prime system integrator for GSA in support of Data.gov, to support the migration of Geodata.gov to Geo.Data.gov, develop the new Geoplatform.gov website, and provide continued support to further enhance the two new websites and integrate them in other parts of Data.gov. The new Geo.Data.gov and Geoplatform.gov are based on the Portal for ArcGIS product and the open source Esri Geoportal Server product. Esri Professional Services designed the new websites, configured the products, and supported the creation of the cloud environment that will host these websites. Esri also provides thought leadership on the further extension of the Geospatial Platform and the use of geospatial information in the broader Data.gov context. There have not been any performance problems or conflicts with the customer in our support of this project.	



11a) Producing high quality reports and other deliverables; Staying on schedule and within budget:

For all work performed to-date, Esri has delivered all deliverable artifacts on-time and within schedule and budget. Esri has a successful record of accomplishment assisting government, commercial, and other types of organizations with their GIS projects and each year Esri's Professional Services conducts several hundred projects supporting a diverse group of these organizations. Over the years, Esri has received numerous awards and widespread recognition with local, state, and federal government agencies acknowledging Esri as a key provider of critical resources in support of many high-profile events.

11b) Quality of cooperation within your organization and performance between your organization and its customers:

Esri keeps in routine contact jointly with the prime contractor and the Government to maintain close collaboration and coordination on project work. Esri is organized into a number of departments including software products, sales, marketing, educational services, customer service, Professional Services, and many others. The organization is designed to be agile to meet the ever changing and increasing software and services expectations of our users.

11c) Approach to implementing performance measures and for improving system effectiveness over time:

Esri worked with REI Systems and Government to provide advice on optimal system architecture to address performance and reliability goals. Esri supported configuration and analysis of system logs to identify and solve performance issues.

11d) Responsiveness to requests, both scheduled and ad-hoc, for services, data, analysis, and additional tasks in a timely and appropriate manner:

Esri made staff available at very flexible times, including outside of normal business hours, to ensure on-time delivery of project milestones and support for time-critical ad-hoc issues.

12. Current status of contract:

Work continuing on schedule.



8.17 Microsoft – [REDACTED] Cloud Project

1. Complete name of Government agency, commercial firm, or other organization: (b) (4)	
2. Complete address: 785 North Mary Avenue, Suite 200 Sunnyvale CA 94085	
3. Contract number or other reference: Microsoft Azure Cloud Project	4. Date of contract: 2011 4b. Type of contract: Confidential
5. Date work was begun: 2011	6. Date work was completed: Present
7. Estimated contract price: Confidential	8. Final amount invoiced or amount invoiced to date: Confidential
9a. Technical point of contact (name, title, address, telephone no. and email address): (b) (4)	9b. Contracting or purchasing point of contact (name, title, address, telephone no. and email address): (b) (4)
10. Location of work (country, state or province, county, city): Sunnyvale, CA	
10b. Key Personnel: Confidential.	
<p>11. Description of contract work: (b) (4) is a security software and services provider that delivers integrated solutions that centrally coordinate and audit access to cross-platform systems, mobile devices. Over 4000 organizations rely on (b) (4) identity and privilege management solutions to reduce IT expenses, strengthen security and meet compliance requirements for their on-premise and cloud-based resources. Built on a common architecture that leverages a customer's existing Active Directory infrastructure, the (b) (4) delivers secure authentication and single sign-on, role-based access control, privileged identity management, mobile security management, user-level auditing, server isolation and encryption of data-in-motion for the industry's broadest set of heterogeneous systems, mobile devices and applications. Historically (b) (4) has focused on delivering its solution as on-premise software offerings. As the industry embraces mobility and the cloud (including deploying IaaS, PaaS and SaaS) (b) (4) wanted to be able to extend the (b) (4) identity capability to devices, systems and applications that are off-premise, i.e., in the cloud. (b) (4) wanted to deliver mobile device management and also wanted to extend their Active Directory-based single sign-on ("SSO") capability to applications running in the cloud including popular SaaS apps such as Office365, WebEx, Salesforce, Zendesk, Concur, ADP, etc.</p> <p>To enable this new mobile and cloud security capabilities, (b) (4) needed to build and deliver a multi-tenanted, on-demand cloud offering that could tie together a customer's on-premise Active Directory and communicate and secure devices and applications that are off-premise, i.e. in the cloud. This cloud offering needed to be highly available and scalable, as customers would rely on this cloud offering as the secure identity gateway for their users to log into and access 1. (b) (4) IaaS applications as well as managing all the mobile devices inside a customer's organization. (b) (4) elected Windows Azure as its platform for its new cloud offering.</p>	
<p>11a) Producing high quality reports and other deliverables; Staying on schedule and within budget: (b) (4) has asked for more Azure training and have also asked for several feature requests. MS has been very responsive, and (b) (4) reports it has been very happy thus far. In addition, (b) (4) has made a couple of key Azure feature requests that were critical to its deployment with customers. (b) (4) personnel and the DPE team from Microsoft were receptive, understanding and successfully delivered the commitments in a timely manner to resolve the feature requests.</p>	



11b) Quality of cooperation within your organization and performance between your organization and its customers: (b) (4) has worked with a number of (b) (4) support staff that have provided invaluable support services. Centrifly has also received on site customized training, and also attended the (b) (4)

11c) Approach to implementing performance measures and for improving system effectiveness over time: (b) (4) needs a highly scalable and highly available underlying cloud service. So far with its use of (b) (4) the results have been positive. In addition, (b) (4) requires a partner that can spend the time to understand its use of an underlying cloud platform and make key enhancements that are required, and (b) (4) reports those results to date have been positive with (b) (4) being its cloud platform partner and provider.

11d) Responsiveness to requests, both scheduled and ad-hoc, for services, data, analysis, and additional tasks in a timely and appropriate manner (b) (4) has asked for more (b) (4) training and have also asked for several feature requests, MS has been very responsive, and (b) (4) reports it has been very happy thus far. In addition (b) (4) has made a couple of key Azure feature requests that were critical to its deployment with customers. (b) (4) personnel and the DPE team from Microsoft were receptive, understanding and successfully delivered the commitments in a timely manner to resolve the feature requests.

12. Current status of contract:

Work continuing on schedule.



8.18 Microsoft – Esri [REDACTED] Program

1. Complete name of Government agency, commercial firm, or other organization: ESRI	
2. Complete address: (b) (4)	
89629497	4. Date of contract: 9/2011 4b. Type of contract: Confidential
5. Date work was begun: 9/2011	6. Date work was completed: Present
7. Estimated contract price: (b) (4)	8. Final amount invoiced or amount invoiced to date: Confidential
9a. Technical point of contact (name, title, address, telephone no. and email address): (b) (4)	9b. Contracting or purchasing point of contact (name, title, address, telephone no. and email address): (b) (4)
10. Location of work (country, state or province) Redlands, CA 10b. Key Personnel: Confidential.	
11. Description of contract work: Esri is the leading Geographic Information System (GIS) software provider in the world, supporting more than 350,000 organizations worldwide with millions of end-users. Esri selected the Microsoft Corporation (Microsoft) Windows Azure cloud service as the platform to develop its new ArcGIS Online offering that was released concurrently with ArcGIS 10.1. Released for commercial use in May 2012, ArcGIS Online is an open data platform for maps and geographic information. The system consists of subscription-based services that run on the Windows Azure cloud, providing public institutions, private businesses, governments and citizens with a central, secure location for accessing, designing, managing, and sharing geographic information. The Microsoft Windows Azure commercial cloud service provided Esri with Internet-scale hosting (Azure Compute), a relational database service (SQL Azure), a Windows .NET framework (AppFabric), and data storage (Azure Storage). Esri selected Windows Azure to support core ArcGIS Online cloud technologies based on the vast Microsoft experience Esri developers already possessed. Microsoft provided Esri with the support needed to develop the ArcGIS Online product with minimum difficulties and risk. Microsoft delivered architectural guidance to optimize ArcGIS Online for the Windows Azure platform. Microsoft also provided marketing assistance to promote the Esri's ArcGIS Online services and accelerate the adoption of this new GIS service.	
11a) Producing high quality reports and other deliverables; Staying on schedule and within budget: Esri is a consumer of the commercial public Windows Azure cloud service. There was no Program Management Plan or Program Schedule in place between Microsoft and Esri during the development of ArcGIS Online product enhancement.	
11b) Quality of cooperation within your organization and performance between your organization and its customers: Esri's decision to use Windows Azure as the infrastructure to upgrade its flagship ArcGIS product stemmed from the success experienced when the company migrated its MapIt product to the cloud. MapIt was initially introduced in 2009 as a software solution that customers can deploy in their on-premises IT environment. When Esri decided to create a cloud-based version, they turned to the Microsoft Windows Azure platform for its short ramp-up time and familiar technologies that customers were accustomed to working with in their own IT environments. The cloud deployment of MapIt used Windows Azure, Microsoft SQL Azure, Microsoft SQL Server 2008, Microsoft SharePoint Server 2010,	



Microsoft Office SharePoint Server 2007, Microsoft Silverlight, Windows Azure Platform, Microsoft .NET Framework 3.5, Windows Presentation Foundation, Cloud Services and Software + Services. Esri released MapIt for deployment as a service with Windows Azure in September 2011.

11c) Approach to implementing performance measures and for improving system effectiveness over time:

Microsoft has met or exceeded all SLAs for the Esri customer. Microsoft has provided better than 99.95% uptime for external connectivity; 99.9% detection of process inactivity and corrective action; 99.9% success for storage add, update, read, and delete requests; and 99.9% availability for SQL databases. This performance includes the period from ArcGIS Online introduction in September 2011 to Present.

11d) Responsiveness to requests, both scheduled and ad-hoc, for services, data, analysis, and additional tasks in a timely and appropriate manner:

Microsoft Data Centers use best business practices for environmentally sustainable data centers as recommended by Microsoft's Global Foundation Services (GFS) Infrastructure Services team. This team's background includes expertise in server and chip development, Data Center electrical and mechanical engineering, power and cooling architecture and design, research and development, and business operations and administration. The best practices include:

- Providing incentives to Data Center managers to improve the efficiency of their operations for Power Usage Effectiveness (PUE), not solely on Data Center uptime. The current global PUE average for the data centers that Microsoft owns is 1.53. By comparison, most conventional data centers operate at 2.0, while the theoretical ideal PUE is 1.0.
- Microsoft has invested in bolstering its hardware engineering and performance analysis expertise within its organization. This credible and competent in-house expertise is used to properly evaluate new hardware, optimize Request for Proposal (RFP) processes for server hardware, experiment with new technologies, and provide meaningful feedback to vendors.
- A major initiative in Microsoft Data Centers to "right-size the platform." Microsoft works closely with server manufacturers to optimize their designs and remove unused items, such as more memory slots and input/output (I/O) slots than what Microsoft Data Centers call for, and focus on high efficiency power supplies and advanced power management features.
- Always using energy consumption (PUE) in the Total Cost of Ownership (TCO) calculation.

12. Current status of contract:

Work continuing on schedule.



8.19 Microsoft – (b) (4)

1. Complete name of Government agency, commercial firm, or other organization: (b) (4)	
2. Complete address: 1301 Fifth Avenue, Suite 3800, Seattle, WA 98101	
3. Contract number or other reference: 81549674	4. Date of contract: 04/2010 4b. Type of contract: FFP
5. Date work was begun: 04/2010	6. Date work was completed: Present
7. Estimated contract price: (b) (4)	8. Final amount invoiced or amount invoiced to date: Confidential
9a. Technical point of contact (name, title, address): (b) (4)	9b. Contracting or purchasing point of contact (name, title, address, telephone no. and email address): (b) (4)
10. Location of work (country, state or province, county, city): Seattle, WA 98101	
10b. Key Personnel: Confidential.	
11. Description of contract work: (b) (4) actuarial modeling software, is used by more than 2,000 insurance company actuaries and (b) (4) consultants worldwide (b) (4) recognized for providing market-leading modeling capabilities. As the use of actuarial models has grown and evolved, insurers have placed an increased focus on several key challenges for the modeling environment in which (b) (4) operates. (b) (4) looked to Microsoft to provide a solution that addressed: <ul style="list-style-type: none"> • Capacity. Stochastic models are computationally intense. Providing sufficient computing capacity is a significant challenge for most insurers. • Scalability. As more computing resources are added, the challenge to use these resources efficiently to achieve runtime reductions becomes more difficult. • Accessibility. Often the model users are in multiple locations, but all need to access common computing resources. • Efficiency. While the analysis is critical, budgets and timelines are still tight, so companies must get as much value from their tools and infrastructure as possible. (b) (4) is able to provide greater benefit to customers through new solutions and services enabled by Windows Azure: <ul style="list-style-type: none"> • Infrastructure-as-a-Service (IaaS) offerings • Integrated, total solution including software and infrastructure support. In summary, (b) (4) has been able to be more efficient and productive in development. (b) (4) as accessed new markets, provided new solutions, and found better answers to existing problems by leveraging Microsoft technology.	
11a) Producing high quality reports and other deliverables; Staying on schedule and within budget: By using Microsoft Windows Azure, (b) (4) gains scalable, on-demand compute and storage without the requirement for IT investment and physical hosting. These are delivered through the cloud and are backed by Microsoft SLAs. With this promise of high availability service for performance and capacity, these SLAs allow high-demand, business critical applications to be hosted within the Windows Azure public cloud without introducing undue risk to corporate activities.	



11b) Quality of cooperation within your organization and performance between your organization and its customers:

To deliver practical answers for the promises of:

- Theoretically infinite capacity for even the largest peak demands
- On-demand resources to exactly match the resource need
- Marginal cost, so companies only pay for what they need

Performance history demonstrates a proactive and highly effective approach to providing energy efficient cloud computing infrastructure in a modular based form factor.

Microsoft Data Centers use best business practices for environmentally sustainable data centers as recommended by Microsoft's Global Foundation Services (GFS) Infrastructure Services team. This team's background includes expertise in server and chip development, Data Center electrical and mechanical engineering, power and cooling architecture and design, research and development, and business operations and administration. The best practices include:

Data Center managers are incentivized for improved efficiency of their operations for Power Usage Effectiveness (PUE), not solely on Data Center uptime. The current global PUE average for the data centers that Microsoft owns is 1.53. By comparison, most conventional data centers operate at 2.0, while the theoretical ideal PUE is 1.0

Microsoft has invested in building up its hardware engineering and performance analysis expertise within its organization. This credible and competent in-house expertise is used to properly evaluate new hardware, optimize Request for Proposal (RFP) processes for server hardware, experiment with new technologies, and provide meaningful feedback to its vendors.

A major initiative in Microsoft Data Centers to "right-size the platform." Microsoft works closely with server manufacturers to optimize their designs and remove unused items, such as more memory slots and input/output (I/O) slots than what Microsoft Data Centers call for, and focus on high efficiency power supplies and advanced power management features.

Always using energy consumption (PUE) in the Total Cost of Ownership (TCO) calculation.

11c) Approach to implementing performance measures and for improving system effectiveness over time:

Microsoft has continued to evolve our pricing and capacity management. For the largest, mission critical runs, capacity is guaranteed through reservations and planning. Ahead, the reservation process is evolving to be automated and online.

11d) Responsiveness to requests, both scheduled and ad-hoc, for services, data, analysis, and additional tasks in a timely and appropriate manner:

(b) (4) as able to rely on Microsoft to deliver on its promises during a key competition that resulted in a strategic Win for (b) (4) against strong competition. Microsoft delivered on all milestones prior to and after this competition.

The biggest Microsoft supported win in (b) (4) history was the Solvency II project with Phoenix, a UK-based firm. The project involved a full transformation of (b) (4) modeling environment to support Solvency II. The project was coveted in the actuarial software market due to the transformative, visionary goals of the client, as well as the size of the project.

12. Current status of contract:

Work continuing on schedule.



8.20 Mindbank – DOI FWS Information Resource and Technology Management (IRTM)

1. Complete name of Government agency, commercial firm, or other organization: U.S. Department of Interior (DOI) U.S. Fish and Wildlife Service (FWS)	
2. Complete address: 755 Parfet Street, Suite 349, Lakewood, CO 80215	
3. Contract number or other reference: F11PC00222/IT Support Services – Mindbank	4. Date of contract: 5/11/2011 4b. Type of Contract: Firm Fixed Price
5. Date work was begun: 05/11/2011	6. Date work was completed: 05/10/2016
7. Estimated contract price: (b) (4)	8. Final amount invoiced or amount invoiced to date: \$22.5M
9a. Technical point of contact (name, title, address, telephone no. and email address): Debra L. Brown, COTR 4401 N. Fairfax Drive, Suite 340 Arlington, VA 22203-1610 703-358-1729; 703-981-8795 (cell) debra_brown@fws.gov	9b. Contracting or purchasing point of contact (name, title, address, telephone no. and email address): Michael Coghill, Team A – Supervisory Contract Specialist Division of Contracting & Facilities Management, Branch of Acquisition Operations 4401 N. Fairfax Drive, MS7118-43 Arlington, VA 22203 703-358-2288 Michael_Coghill@fws.gov
10. Location of work (country, state or province, county, city): Denver, CO and Arlington, VA 10.b. Key Personnel: Randy Bohannon, Mindbank, Program Manager-ITIL Todd Steffens, Mindbank, Program Manager	
11. Description of contract work: Mindbank has supported complex projects for the FWS and DOI over the past decade involving the consolidation of IT services, capital planning support, and the merger of business functions. During this time, Mindbank has met all customer goals and objectives while adhering to DOI directives. In 2011, Mindbank was awarded its third re-compete as a prime contractor from FWS to provide IT technical services and resources. Mindbank currently employs 46 full-time contract IT resources on this IT GSA Task Order. Support includes following: Mindbank supports the upgrade of the USFWS SWAN of 160 Frame Relay and ATM circuits, software development services to clients within USFWS and DOI, including enterprise wide web-based software applications and conversion from major legacy software applications supported include CMT (Corporate Master Table), FMIS (Fire Management Information System, FLERS (Firefighter and Law Enforcement Retirement System), DEAR (DOI Enterprise Architecture Repository) and many others. Mindbank IT resources also develop end-to-end enterprise wide FWS J2EE web applications, and provide database, application and website administration support. Mindbank also provides desktop support, which includes a variety of adjunct tasks oriented toward securing mission critical data across all technology platforms we service. These activities include supporting and implementing the Symantec Endpoint Protection and Data at Rest (DAR) security initiatives and maintaining Windows and Linux operating systems with application of security patches as released by the manufacturers. Mindbank personnel currently perform manual antivirus scans of desktop/laptops after malicious incident notifications and notify FWS of any unresolved user problems, outstanding trouble calls, or other areas of concern. We also develop and maintain system and user documentation to assist the engineering teams with the task or researching solutions presenting issues and capturing our lessons learned in troubleshooting documentation for the help desk. Mindbank coordinates and directs team efforts; identifying weaknesses in existing documentation; collecting necessary security data and related information; and developing the SWAN's Asset Valuation, Risk Assessment, System Security Plan and Contingency Plan to comply with DOI	



standards for general support systems. These documents were well received by Information Resources Technology Management and are critical to maintaining continuity of SWAN operation supporting the FWS mission.

Mindbank helps FWS to consolidate the Lakewood CO, Branch Communication Technology (BCT) Enterprise Technical Support Center (TSC) with Arlington VA, Branch of Technical Solutions (BTS) into a single point of contact (SPOC) Enterprise Service Desk (ESD) for all FWS IRTM service. The service desk will interface directly with all service teams such as tier 3, infrastructure and security, providing updates, relaying information, processing change requests and serve as an enterprise level information hub services.

Other recent project successes in support of FWS include the following:

1.) Arlington Local Area Network and Telephone System Replacement – Completed Dec. 2010

Mindbank helped FWS create a new IP infrastructure routing design as part of the Switch Upgrade and VoIP Installation project for the FWS Arlington office. This was not in the original scope of the project, however the re-design provided for optimized performance of the new switch and VoIP infrastructure. The new design was created based on internal knowledge of the network, then refined based on input from outside sources, to facilitate best design and security practices were met for this office. As this project is seen as the model that will be used for further VoIP implementations in the service. The new switch and routing Implementation were done in a very condensed timeframe with minimal problems and impact to end-users.

2.) FDCC renamed USGCB: completed April. 2010

Mindbank developed and implemented standard desktop security templates for the Service. As a result, the Service was one of the first DOI bureaus to achieve Office of Management and Budget (OMB)-mandated Federal Desktop Core Configuration (FDCC) compliancy for Microsoft XP SP2 and Windows 7 (now renamed to United States Government Configuration Baseline or USGCB). These USGCB configurations are currently being evaluated as a baseline for the standard USGCB configuration of Windows 7 for all DOI bureaus.

Additionally, the team implemented the principle of “least privilege” or “Least User Access (LUA)” to user accounts and system services throughout the Service. The guiding principle of LUA requires that a user or service be granted only the minimum level of access necessary to perform a particular job or function. The Mindbank team’s implementation of LUA continues to be one of the most innovative and comprehensive solutions to desktop administration within all bureaus of DOI, and has helped increase security, reduce costs, and accelerate the adoption of new technologies, while creating a more managed desktop environment.

3.) Branch of Communication Technology (BCT), Data Center Move: Completed October 2009

Mindbank supported a data center move for Information Resources and Technology Management, BCT, which managed and maintained a data center at 755 Parfet St. Suite 349, Lakewood, CO. This data center supported the infrastructure necessary to facilitate Web and Intranet application hosting, directory services, enterprise Messaging and other network services for the Bureau enterprise network. Based on projected growth, the facility that supported this data center could no longer provide the primary/secondary power requirements and HVAC requirements necessary to maintain uptime for enterprise services. Approximately 150 hardware components were moved to the Enterprise Hosting Center (West) on the Denver Federal Center during a 48 hour window of scheduled downtime. All enterprise services were back on-line with no disruptions upon resumption of normal business on Monday, October 24, 2009. The new data center provides adequate space, power, and HVAC to support the Service’s network for the foreseeable future.

4.) Backup and SAN Implementation: Completed June 2009

The Mindbank Operations staff and FWS evaluated the BCT tape backup and storage environment and determined that the current infrastructure no longer met the needs of the Service. The team designed and implemented a new storage area network and tape backup solution that provides data storage and backup of critical data files for Active Directory, Enterprise messaging (e-mail), Intranet, Internet and all hosted applications. The new tape backup system and Storage Area Network have improved data integrity and availability of critical data files. The new environment offers significantly more storage capacity and backup performance. Savings is realized by cost avoidance (i.e., the tangible and intangible cost of replacing lost data or the cost of forensic recovery of data as a result of failed backup processes.



There have not been any performance problems or conflicts with the customer in our support of this contract.

11a) Producing high quality reports and other deliverables; Staying on schedule and within budget: Mindbank provides monthly reports in compliance with FBMS IPP U.S. Fish & Wildlife online invoicing. Reports include Mindbank staff by name, labor category, hourly rate, approved hours by FWS management and location on designated projects plus aggregate billing for the Subcontract/task order in effect and funds remaining on the TO. Additionally, per USFWS IT Support Services SOW; Mindbank notifies the Government when seventy-five percent (75%) of the budgeted amount has been spent. As part of this process, Mindbank performs monthly review of task order participation with the customer and invoicing to ensure limits are adhered to per the SOW. Any adjustments are discussed with the COTR and actions taken as needed to ensure contracting values are in compliance with the contract. Any other performance issues that arise are documented and a corrective action process is discussed, agreed to and documented. Mindbank's PM is accountable for following up on any quality issues to ensure issue close out. Mindbank has met all schedule and budget requirements for this project.

11b) Quality of cooperation within your organization and performance between your organization and its customers: Mindbank has worked cooperatively providing FWS IRTM support services since 1999 by:

- Managing various technical resources during project performance using a good understanding of customizations and business needs
 - Taking responsibility for change (scope) management of technical changes
 - Support of and facilitating meetings with the project team to discuss requirements, design, develop, and issues
 - Suggesting alternate solution as required to ensure that the technical activities are completed on schedule
 - Working closely with functional and business to ensure the FWS mission requirement are met
- Mindbank's process for problem identification and resolution is a team approach inside a defined internal structure. We strive to provide uninterrupted support to our customers, with the very best quality and service levels. When problems occur, we recognize them and resolve them immediately. Our account management approach serves to delegate responsibility and authority to appropriate organizational elements. This approach ensures a fully integrated management team responsive to task performance with the flexibility to adjust processes and resources to maximize performance. To support FWS, we use our WEBPAS database management tool to automate and streamline our recruiting, staffing, and placement process. Our interview techniques include customized, client-specific questions, our own skills assessment questions, skills verification testing software, "Skill Click," and candidate suitability interviews (behavioral interview questioning). Quality expectations are set with candidates and consultants are asked to sign our Professional Rules of Conduct. Our PM queries FWS on timeliness, actual compared to expected skill level, quality/accuracy of work, and attendance among other factors. If performance is not sufficient, we initiate a contingency plan. We work with FWS to assess other contingent resources from task orders for the right skills to fill a gap, if needed. During transition, our PM works with FWS management and COTR to decide tasks the non-performer can achieve while replacement preparations are made.

11c) Approach to implementing performance measures and for improving system effectiveness over time:

Mindbank has been able to maintain a knowledge base of employee's still supporting FWS today, dating back to original contract award in 1999. The result is a team with functional and technical understanding, proven reliability, demonstrated responsiveness, and a commitment to service excellence that USF&W Service expects and deserves of its IRTM supplier. As an ATO (Accredited Training Organization) Mindbank has facilitated ITIL v3 Foundations certifications for our employee's supporting FWS.

Mindbank continues to provide solutions to FWS that encompass providing a variety of resources to several different projects due to the flexibility of the Mindbank staff and their creative approach to customer satisfaction in providing a top notch level of service.

Equitable and industry-competitive salaries and benefits offerings are required to attract, motivate, and retain essential personnel. To minimize turnover, Mindbank offers all-inclusive benefit packages that



are industry competitive. Extensive training, an education reimbursement program, and career development opportunities are also key components of our employment packages. These investments in people have continually improved our ability to hire and retain a quality workforce.

11d) Responsiveness to requests, both scheduled and ad-hoc, for services, data, analysis, and additional tasks in a timely and appropriate manner:

Performance Tracking: Mindbank maintains an effective communications plan with FWS IRTM The plan consists of several elements:

(1) Monthly Report – Mindbank produces a monthly detailed written status report which is dated the last day of the month and delivered to FWS IRTM on or before the fifth day of each month.

- Detail on the status of work performed during the reporting period
- List of deliverables submitted during the reporting period (including submission date)
- Detail of current and planned work projects (and risk items) for the next reporting period
- List of personnel planned time off (more than one day) forecast for the next three months

2) Monthly Management Meeting – During the first Wednesday of each month there is a management meeting to include the Mindbank program manager, FWS branch chiefs and the COTR. The group reviews the monthly report and discusses current and near term needs and tasks.

(3) Ad Hoc Availability – The Mindbank program manager is readily available for ad-hoc communications and meetings at any time as the needs arise.

Mindbank also works with FWS management to incorporate any additional reporting requirements requested by the Government.

12. Current status of contract:

Work continuing on schedule.



8.21 Mindbank – DOI OHS Safety Management Information System (SMIS)

1. Complete name of Government agency, commercial firm, or other organization: United States Department of Interior (DOI) Safety and Occupational Health Manager, Office of Occupational Health and Safety (OHS)	
2. Complete address: 755 Parfet Street, Suite 364, Lakewood, CO 80215	
3. Contract number or other reference: GSA logical follow-on Task Order D11PD18786 /Database Manager	4. Date of contract: 04/01/2011 4b. Type of contract Firm Fixed Price
5. Date work was begun: 04/01/2011	6. Date work was completed: 03/31/2005
7. Estimated contract price: (b) (4)	8. Final amount invoiced or amount invoiced to date: \$166.9K
9a. Technical point of contact (name, title, address, telephone no. and email address): Marcy Rogers, Office Manager U.S. Department of the Interior, Occupational Health P.O. Box 25007 (D-115) Denver, CO 80225 303-236-7128 ext. 236 – Office, 303-236-7336 marcy_rogers@ios.doi.gov	9b. Contracting or purchasing point of contact (name, title, address, telephone no. and email address): Leonard A. Nadybal, Contracting Officer /Team Lead 941 Elden St. Herndon, VA, 20170 703-964-3627 – Office leonard_nadybal@ios.doi.gov
10. Location of work (country, state or province, county, city): 755 Parfet Street, Lakewood, CO 80215	
10. b. Key Personnel: Todd Steffens, Mindbank Program Manager	
11. Description of contract work: Mindbank provides IT support services for the Safety Management Information System (SMIS) a collection of computer programs that assist safety managers and DOI employees in managing the safety risks associated with employment in the DOI. Additionally, SMIS serves as a conduit for employees injured on the job to file claims for compensation and enables compensation coordinators to track, review, and monitor the Workers' compensation program. Mindbank support of this program demonstrates our understanding of the need for disciplined safeguarding processes for data management, documentation and reporting within overall framework DOI policy/procedures. Mindbank understands the interrelationships of DOI systems and how to maximize them to reduce cost, risk, and performance issues. Mindbank provides data management and testing support to maintain SMIS including reviewing EDI transactions for accuracy, making the necessary corrections, initiating and monitoring the transmission of the EDI data to DOI – twice daily. We also conduct biweekly FPPS and monthly OWCP data download, import the data into the SMIS database and monitor the import process and perform and monitor the quarterly import process. Mindbank also updates SMIS database tables on an ad hoc basis to meet constituent client needs, resolves data errors and discrepancies within SMIS and develop procedures to prevent errors from re-occurring, and develops, maintains and implements ongoing procedures to ensure data accuracy on an ongoing basis. Mindbank provides data modeling, design and implementation support for data warehousing, tests new versions of SMIS application and report/fix anomalies and reports and documents bugs, and communicates modification and enhancement requests to appropriate application development team. Mindbank also assists in the preparation and the compilation of the Annual Department Safety and Compensation Reports for the Secretary of the Interior. Those reports are then distributed to the DASHOs, Bureau Safety Managers and to the Department of Labor. Mindbank also provides daily user, reports, and documentation support to SMIS including: <ul style="list-style-type: none"> • Performs access control functions such as user adds, user deletes, password maintenance, access modifications • Records and tracks user requests for enhancements and/or changes 	



- Reports and documents requests for software modifications and enhancements
- Provides help desk support to SMIS users at all levels
- Conducts training on data entry, data query and report creation in Excel and Access

The SMIS application is comprised of; Windows 2000/2003 networking & administration, Microsoft IIS, Cold Fusion MX-8 programming, HTML/DHTML programming, JavaScript and AJAX programming, Microsoft SQL Server administration, SQL programming, and EDI; X-12 data transactions.

There have not been any performance problems or conflicts with the customer in our support of this project.

11a) Producing high quality reports and other deliverables; Staying on schedule and within budget:

Mindbank provides monthly reports in compliance with FBMS IPP U.S. Department of the Interior Office of Safety and Occupational Health on-line invoicing. Reports include Mindbank staff by name, labor category, hourly rate, approved hours by FWS management and location on designated projects plus aggregate billing for the Subcontract/task order in effect and funds remaining on the TO. Mindbank has met all schedule and budget requirements for this project.

11b) Quality of cooperation within your organization and performance between your organization and its customers:

Mindbank has in place quality assurance processes (QAP) that are tested and proven through years of implementation on contracts serving OHS. The following elements of these processes are key to high levels of cooperation within our organization and with our customer:

Key Elements of QAP:

- Organized to Deliver
- Right Roles and Responsibilities
- Quality Control Mechanisms
- Issue Tracking
- Employee Retention
- Performance tracking and measurement
- Escalation Process

When quality issues arise, we follow the defined process for issue identification, tracking and corrective action as outlined above. When quality impacting events occur, they are recorded, examined, reported, corrected, and closed out. Mindbank has been successful in supporting OHS since our first award September 1, 1999.

11c) Approach to implementing performance measures and for improving system effectiveness over time:

Mindbank provides the following data management and testing support to improve system effectiveness and maintain SMIS:

- Reviews the Electronic Data Interchange (EDI) transactions for accuracy, make the necessary corrections, initiate and monitor the transmission of the EDI data to DOI – twice daily
- Conducts biweekly FPPS data download, import the data into the SMIS database and monitor the import process.
- Conducts the monthly download of the OWCP data, import the data into the SMIS data base and monitor the import process.
- Conducts quarterly data verification and corrections before and after the import of the OWCP Chargeback Data to ensure the maintenance of the referential integrity of the data between the various SMIS tables. Perform and monitor the quarterly import process.
- Updates SMIS database tables on an ad-hoc basis to meet constituent client needs. Respond to special requests for SMIS data. (ongoing)
- Resolves data errors and discrepancies within SMIS and develop procedures to prevent errors from re-occurring. (daily)
- Develops, maintains and implements ongoing procedures to ensure data accuracy on an ongoing basis.(daily)
- Assists in the design and implementation for data warehousing and assist in data modeling work required by the SMIS development team. (intermittent)
- Updates SMIS help documentation as needed. (intermittent)



- Tests new versions of SMIS application and report/fix anomalies. (ongoing)
- Reports and documents software bugs. (ongoing)
- Communicates all bugs, modification and enhancement requests to appropriate application development team. (ongoing)

11d) Responsiveness to requests, both scheduled and ad-hoc, for services, data, analysis, and additional tasks in a timely and appropriate manner:

Mindbank's process for problem identification and resolution is a team approach inside a defined structure. We strive to provide uninterrupted support to our customers, with the very best quality and service levels. When problems occur, we recognize them and resolve them immediately. This is followed up by a structured process for monitoring and assuring that problems are not repeated. We classify problems into three categories: 1) Minor; 2) Significant; 3) Significant Major

Minor – A small development that does not materially impact contract performance or obligations but does suggest an improvement in process. The PM is to address such minor problems internally with staff and notify QA department.

Significant – A problem identified internally resulting in ineffective performance. Such problems are immediately reported to the Contractor Manager. Appropriate staff members are included in the problem debrief, analysis, resolution, and corrective action plan.

Significant Major– A problem that is brought to our attention by the COTR that represents a failure to perform. The PM immediately reports and assesses such problems to the QA Department. The PM requests either a conference call or meeting with the COTR to address the problem. The PM assembles a team to resolve the problem and develop a procedure to prevent reoccurrence. An internal incident report is documented.

12. Current status of contract:

Work continuing on schedule.



8.22 Mindbank – (b) (4) Help Desk Support Services

Government agency, commercial firm, or other organization: (b) (4)	
2. Complete address: 7115 Colshire Drive, McLean, VA 22102	
3. Contract number or other reference: Project No. 01AAV10B-MA/Purchase Order: 88963	4. Date of contract: Subcontracting Agreement 88963 Period of Performance: Base Year 1: 04/01/11 – 03/31/2012 Option Year 1: 04/01/12 – 03/31/2013 Option Year 2: 04/01/13 – 03/31/2014 Option Year 3: 04/01/14 – 03/31/2015 Option Year 4: 04/01/15 – 03/31/2016 4b. Type of contract: Time and Materials
5. Date work was begun: 5/9/2011 (current contract) 11/16/2007 (original contract)	6. Date work was completed: 3/31/2016
7. Estimated contract price: (b) (4)	8. Final amount invoiced or amount invoiced to date: \$250K
9a. Technical point of contact (name, title, address, telephone no. and email address): N/A	9b. Contracting or purchasing point of contact (name, title, address, telephone no. and email address): Rebecca Bowen, Deputy Technology Manager Center for Connected Government IT Services Rappahannock Building 1550 West Branch Drive McLean, VA 22102 703-983-3296 rbowen@mitre.org
10. Location of work (country, state or province, county, city): McLean VA	
10b. Key Personnel: N/A	
11. Description of contract work: Mindbank provides help desk support services in support of Wireless/Mobility/Desktop Support (Task Order 1) and Linux/Windows System Administrator (Task Order 2). Wireless/mobility support to CEM, Center for Enterprise Management includes: <ul style="list-style-type: none"> • Blackberry, cell phones and EVDO card order processing, tracking and receiving • Maintaining Blackberry and cell phone accessory inventory Direct end-user mobility support including: <ul style="list-style-type: none"> • Activations and number transfers, as well as new device deployment • Support for configuration of Blackberries and cell phones • Scheduled interactive Blackberry training sessions for CEM end-users • FAQ development and published “how to” for Blackberry use and configurations • Device and VPN testing in conjunction with (b) (4) Corporate Mobility Product Managers • Participation and support in V930’s Desktop Technology Management processes and services Mindbank provided Linux/Windows System Administration including Linux and Windows system implementation, support and maintenance, asset processing, tracking and receiving. Mindbank also provided desktop technical support to Center for Connected Government (CCG), Strategic Operations Department within (b) (4) IRS FFRDC. This support included: <ul style="list-style-type: none"> • Participation and support in K903’s Desktop Technology Management processes and services • Windows and Apple products and OS triage • Mobile device familiarity – Droid, iPhone, iPad, EVDO and Blackberry • Maintaining mobile device accessory inventory 	



<p>There have not been any performance problems or conflicts with the customer in our support of this project.</p>
<p>11a) Producing high quality reports and other deliverables; Staying on schedule and within budget: Mindbank provided employee status and task reporting on a monthly and ad-hoc basis to (b) (4). Additionally, utilizing Mindbank's Documentation Development Process, Mindbank provided draft and final deliverables for each task. The Mindbank Team maintained a secure Knowledge Management System that serves as a collaborative repository for all documentation. While final review and modifications are in process, the Mindbank Team will release all documentation in draft form for immediate use when high priority or critical needs dictate. The Mindbank Team provided monthly technical status reports of task activities that occurred during the previous month.</p>
<p>11b) Quality of cooperation within your organization and performance between your organization and its customers: The Mindbank Team understands the absolute need for open and transparent communications between its customers and its partners in delivering the agreed upon services. The Mindbank Team developed a detailed communications plan outlining roles and responsibilities, escalation procedures and methods of communications with (b) (4). This ensured a high quality relationship has been maintained during the past eight years of performance. Mindbank achieves quality performance by integrating contract personnel within the project organization team. Integration promotes informal interaction and verbal reporting of work accomplishments and potential problems by personnel. Through informal interactions, status meetings, and formal progress reporting, personnel will have the opportunity to gain recognition for accomplishments and to raise potential problem areas to the AM. The AM monitors technical, financial, and schedule performance and alerts the contracts department and customer to any potential or actual problems. Mindbank has met all schedule and budget requirements for this project.</p>
<p>11c) Approach to implementing performance measures and for improving system effectiveness over time: The Mindbank Team is familiar and has executed many Federal IT programs under a service level management approach leveraging Service Level Agreements (SLAs) and Operational Level Agreements (OLAs) to guide performance and serve as a means to continually improve operations. Mindbank worked in partnership with (b) (4) Corporation and in collaboration with core process team to meet and exceed service level requirements. Mindbank provides the following to improve system effectiveness:</p> <ul style="list-style-type: none">• Provides an SLA report and cumulative performance report in the form of a Performance Management Scorecard (PMSC). Our PMSC includes performance metrics and demonstrates actual performance against these service levels from a monthly and cumulative perspective for each defined metric.• Ensures that reported metrics conform to (b) (4) requirements per the contract. A list of problems with the date, time, level, brief description, turnaround time, and reason for the problem is provided. The monthly report is a cumulative report to show trend information. A quality review is conducted with (b) (4) to demonstrate SLA compliance.• Generate an Ad-Hoc Exception Report with (b) (4) approval. This report provides written details on significant problems or outages at the request of the (b) (4) management team. Reports are submitted in accordance to deliverable schedules.
<p>11d) Responsiveness to requests, both scheduled and ad-hoc, for services, data, analysis, and additional tasks in a timely and appropriate manner.</p>
<p>12. Current status of contract: Work continuing on schedule.</p>



8.23 (b) (4)

1. Complete name of Government agency, commercial firm, or other organization: (b) (4)	
2. Complete address: (b) (4)	
3. Contract number or other reference: N/A	4. Date of contract: December 2011 4b. Type of contract: T&M
5. Date work was begun: December 2011	6. Date work was completed: (end date of contract): Ongoing, multi-year deployment
7. Estimated contract price: (b) (4) (b) (4)	8. Final amount invoiced or amount invoiced to date: Existing contract will be extended as additional SAP modules are deployed.
9a. Technical point of contact (name, title, address, telephone no. and email address): (b) (5) Manager of Storage (b) (4)	9b. Contracting or purchasing point of contact (name, title, address, telephone no. and email address): (b) (4) Manager of Storage (b) (4)
10. Location of work (country, state or province, county, city): (b) (4) Cleveland, OH, USA	
10b: Key Personnel: NetApp Personnel: <ul style="list-style-type: none"> • (b) (4) SAP Storage Management Expert • (b) (4) DB2 Storage Management Expert • (b) (4) Storage SE 	
11. Description of contract work: Scope of Work: <ul style="list-style-type: none"> • Configure SnapManager for DB2 to support SAP landscapes • Configure SAP landscapes to support existing CRM production environment • Move existing SAP CRM production environments from IBM storage to (b) (4) • Setup operational utilities, backups, etc., on (b) (4) • Configure SAP landscapes to support deployment of additional SAP applications 	
11a) Producing high quality reports and other deliverables; Staying on schedule and within budget: (b) (4) professional services management conducts weekly status calls with the customer to ensure timely delivery of quality deliverables. In addition, the sales team meets with the customer monthly to review any issues that need the attention of (b) (4) management.	
11b) Quality of cooperation within your organization and performance between your organization and its customers: <ul style="list-style-type: none"> • (b) (4) relationship with customer is excellent. Customer is providing a press release for the launch of (b) (4) 32XX product line and has presented at VMWare and other conferences on (b) (4) behalf • Relationship with value-added reseller (Datalink) is also excellent 	
11c) Approach to implementing performance metrics and for improving system effectiveness over time: Key Customer reasons for purchasing (b) (4) <ul style="list-style-type: none"> • FlexClones to accelerate SAP deployment schedules and to reduce the amount of storage needed for non-production environments • Ability to scale out in Clustered Data ONTAP non-disruptively is key element of this solution 	
11d) Responsiveness to requests, both scheduled and ad-hoc, for services, data, analysis, and additional tasks in a timely and appropriate manner: Relationship is excellent with the customer; rarely have any issues that need to be raised to (b) (4) management.	
12. Current status of contract (choose one): <ul style="list-style-type: none"> • Scope of work is a multi-year deployment of SAP • Work is ongoing and will continue for the duration of the deployment of SAP (at least 2 more years as we deploy more applications and move them to Clustered ONTAP) 	



8.24

(b) (4)

1. Complete name of Government agency, commercial firm, or other organization: (b) (4)	
2. Complete address: (b) (4)	
3. Contract number or other reference: (b) (4) has been a (b) (4) customer and partner for over 10 years and has invested triple digit millions of dollars over that timeframe.	4. Date of contract: Between 2003 and 2012 (b) (4) installed base at SAP has grown to over 32PB 4b. Type of contract: Most contracts were firm fixed price apart from a 4 year managed service offering with Fujitsu.
5. Date work was begun: See above.	6. Date work was completed: (end date of contract): Ongoing relationship.
7. Estimated contract price: See block 3 above.	8. Final amount invoiced or amount invoiced to date: See block 3 above.
9a. Technical point of contact (name, title, address, telephone no. and email address): (b) (4) VP Cloud Services (b) (4)	9b. Contracting or purchasing point of contact (name, title, address, telephone no. and email address): (b) (4) (b) (4)
10a. Location of work (country, state or province, county, city): (b) (4) is deployed at SAP in over 30 countries. The main hubs are Germany, USA east Coast and Singapore. Cloud services are hosted from Germany and various locations in the US 10b: Key Personnel: N/A (b) (4) have a dedicated team covering SAP in Germany and have virtual resources covering SAP globally. The account team works closely with SAP subject matter experts from the NetApp competence center for SAP based in Walldorf, Germany.	
11. Description of contract work: (b) (4) is deployed in many divisions, with differing architectures and differing applications. Major areas of deployment are SAP SW production, VMWARE private clouds and external SAP Software as a service cloud offerings.	
11a) Proven ability to deliver high quality reports and other deliverables; Staying on schedule and within budget: (b) (4) has been proven to be quick to implement.	
11b) Quality of cooperation within your organization and performance between your organization and its customers: (b) (4) are very closely integrated within SAP at sales, support and development levels.	
11c) Approach to implementing performance measures and for improving system effectiveness over time: (b) (4) storage efficiencies have been deployed at SAP for roughly 4 years and has vastly improved our utilization. Performance features such as FlashCache has helped to achieve efficiencies without performance degradation.	
11d) Responsiveness to requests, both scheduled and ad-hoc, for services, data, analysis, and additional tasks in a timely and appropriate manner: The (b) (4) onsite team is very responsive to this type of request and is seen as part of the SAP team. Over the years the (b) (4) alliance team has co-developed several integration features fro SAP such as adaptive computing for which they received the SAP Pinnacle award. Currently SAP deploy HANA appliances which feature (b) (4) SAP's Virtualization landscape manager product was developed on (b) (4) and all initial beta customers used NetApp.	
12. Current status of contract (choose one): Work continuing, on schedule – ongoing relationship and partnership between (b) (4) and SAP.	



8.25 NTS – DOI Safety Management Information System (SMIS)

1. Complete name of Government agency, commercial firm, or other organization: United States Department of the Interior	
2. Complete address: 1849 C Street, NW MS 5558, Washington, DC 20240	
3. Contract number or other reference: D11PD18889	4. Date of contract: 7/2010 to Current 4b. Type of contract: Time and Materials
5. Date work was begun: 4/2011	6. Date work was completed: current 4/2016
7. Estimated contract price: (b) (4)	8. Final amount invoiced or amount invoiced to date: \$184K
9a. Technical point of contact (name, title, address, telephone no. and email address): Armando Galindo, Jr. MPH, Assistant Director (Acting), Office of Emergency Management (OEM) SMIS Program Manager (OSH), Office of the Secretary U.S. Department of the Interior 1849 C Street, NW, Room 3420 Washington, DC 20240 (202) 208-5673, cell: (202) 904-0008 Armando_Galindo@ios.doi.gov	9b. Contracting or purchasing point of contact (name, title, address, telephone no. and email address): Barry Noll, Contracting Officer 1849 C Street, NW MS 5558 Washington, DC 20240 (202) 208-7702 Barry_Noll@ios.doi.gov
10. Location of work (country, state or province, county, city): Lakewood, CO USA 10b. Key Personnel: N/A	
11. Description of contract work: NTS supports the DOI Safety Management Information System (SMIS) for application update and operations and maintenance support. This is DOI-wide critical application which records all safety-related incidents. SMIS is an automated system for reporting accidents which involve DOI employees, volunteers, contractors or visitors to DOI facilities. The application can only be used by authorized DOI employees, supervisors and safety managers. The support is provided at the DOI Lakewood center as a direct contract with DOI. The system is hosted at NBC, and we are providing programming support to make modification to the user interface. In addition, we are also providing help desk support for the SMIS system. There have not been any performance problems or conflicts with the customer in our support of this project.	
11a) Producing high quality reports and other deliverables; Staying on schedule and within budget: NTS develops new and maintains existing web functionality for DOI's Safety Management Information System (SMIS) website, including: <ul style="list-style-type: none"> • Database and site development for a new Exposure Assessment addition to SMIS. Certain risks are inherent in tasks performed by staff at various facilities operated by different DOI bureaus, such as the National Park Service and Bureau of Land Management. DOI seeks to catalog and present those risks in a cohesive format. • Reformatting an existing poorly conceived and developed Inspection and Abatement system written by and for the USGS to a professional system for use by all DOI bureaus. Tasks include normalization of an underlying database of over 500 tables, simplification of vastly overcomplicated stored procedures, custom functions and website code, and translation of the site from Visual Basic 6 to ColdFusion 9. The new sites are being built in ColdFusion and CFAJAX, with an underlying SQL Server 2008 database. All the tasks have been performed on schedule and on target cost.	



11b) Quality of cooperation within your organization and performance between your organization and its customers:

NTS resources work with the DOI staff in the development and support of the SMIS system. We work in close cooperation and progress and reporting visible to the Government team. Our success is due to the close cooperation and relationship and integration with the Government team members.

11c) Approach to implementing performance measures and for improving system effectiveness over time:

Our development work and customer service support work is monitored on a monthly basis with reports provided to the Government team members. We constantly review our work, review suggestions for improving system effectiveness and jointly work towards implementing the approved requirements.

11d) Responsiveness to requests, both scheduled and ad-hoc, for services, data, analysis, and additional tasks in a timely and appropriate manner:

The NTS team performs development and customer service tasks under the contract which requires responding to all technical and support requests on a continuous basis. NTS team members provide such support and work closely with the DOI members in supporting their mission. NTS has met and exceeded all such schedule and ad-hoc request for both technical tasks and for customer service related tasks – all performed on a timely basis and meeting the high customer expectation resulting in a high customer satisfaction.

12. Current status of contract :

Work continuing on schedule.



8.26 NTS (Sub to IBM) – USDA FS Fire Program Analysis (FPA) and Wildland Decision Support Programs (WFDSS)

1. Complete name of Government agency, commercial firm, or other organization: IBM	
2. Complete address: 6300 Diagonal Highway, Boulder, CO 80302	
3. Contract number or other reference: IBM Subcontract: 5004136064 and 5004025139 For work done to support Forest Service Contract to IBM – AG-24B-C-10-0015	4. Date of contract: 9/2008
5. Date work was begun: 9/2008	4b. Type of contract: Time and Materials
6. Date work was completed: 9/2015	
7. Estimated contract price: (b) (4)	8. Final amount invoiced or amount invoiced to date: \$212K
9a. Technical point of contact (name, title, address, telephone no. and email address): (b) (4) Project Executive IBM, 6300 Diagonal Hwy Boulder CO 80302 (b) (4) (b) (4)	9b. Contracting or purchasing point of contact (name, title, address, telephone no. and email address): (b) (4) Procurement 6300 Diagonal Hwy Boulder, CO 80302 (b) (4) (b) (4)
10. Location of work (country, state or province, county, city): Boulder, CO USA 10b: Key Personnel: N/A	
11 Description of contract work: (b) (4) has provided programming services, GIS, and Fire subject matter consultant, and SharePoint support on several USDA Forest Service programs under contract to IBM. Fire programs – under the Fire Program Analysis (FPA) program and the Wild land Decision Support programs (WFDSS) NTS currently provides Geographical Information Service (GIS) programming skill. The FPA project is a software development project to create a web-based application to support the strategic fire budget for the USDA Forest Service and DOI agencies. This enterprise application uses simulation models to support the strategic fire budget development for the coming fiscal years. The simulation models support the preparedness, prevention, initial attack, large fire support and fuels planning simulation for the fire budget development. NTS provides the GIS programming on this project and Fire Subject Matter Expertise as needed. The WFDSS application system is a decision support system that re-engineers the existing Wildland Fire Situation Analysis (WFDS) and Wildland Fire Implementation Plan (WFIP) process and supporting applications. The WFDSS project has created a web-based, GIS extension Java think client application that utilizes fire behavior models of FSPro, FlamMap, Minimum Travel Time, and behave created by the Forest Service Fire Sciences Lab in Missoula, weather and geo-spatial inputs from multiple data sources to provide decision alternatives during active wild land fire events. NTS supports the WFDSS development with GIS programming resource as needed for development tasks. The WFDSS application is used by both the Forest Service and DOI firefighting resources. NTS has also supported the IBM project in support of the Forest Service SharePoint architecture and development efforts. Our architect worked with the Team IBM in collaboration with the Forest Service in SharePoint implementation efforts. The above work demonstrates our knowledge of the Fire applications, and GIS, and SharePoint knowledge which is similar to DOI needs. There have not been any performance problems or conflicts with the customer in our support of this project.	
11a) Producing high quality reports and other deliverables; Staying on schedule and within budget: We have generated all the GIS and programming deliverables on schedule working in the Agile process. Our deliverables are tied to the incremental development iterations which prioritize the	



requirements and develop the application code/modification deliverables. We work as part of the integrated product team in coordinating our work and deliverables.

All the tasks have been performed on schedule and on target cost.

11b) Quality of cooperation within your organization and performance between your organization and its customers:

NTS resources work as an integral part of the IBM performance team in supporting the Forest Service customers. We work as a integrated project team, with programming and technical tasks, associated with the project schedule in the project performance. We maintain excellent communication and work relationships with the team members and the customers.

We maintain excellent communication and work relationships with the team members and the customers. We meet via telecon weekly as part of the team with the client to review progress, define requirements for the next iteration, and discuss issues to provide situational awareness on the work being performed.

11c) Approach to implementing performance measures and for improving system effectiveness over time:

NTS resources work in an Agile process for implementing the programming and technical ask under Team IBM. We work in an integrated team approach with clear incremental iterative development process, and direct performance and reporting as a member of the larger team.

11d) Responsiveness to requests, both scheduled and ad-hoc, for services, data, analysis, and additional tasks in a timely and appropriate manner:

Our GIS programming tasks consist of doing GIS analysis, requirement definition, software development, test, integration, and operational implementation. All task have been performed on schedule and with quality deliverables.

12. Current status of contract:

Work continuing on schedule.



8.27 OCG – USDA Forest Service (Managing Agency) in conjunction with BLM Incident Support

1. Complete name of Government agency, commercial firm, or other organization: USDA Forest Service (Managing Agency) in conjunction with BLM	
2. Complete address: 3833 Development Ave. Boise ID 83705	
3. Contract number or other reference: ICBS AG-024B-S-11-0007	4. Date of contract: 10/2012 4b. Type of contract: Fixed Fee + Software Maintenance and Support
5. Date work was begun: 10/1012	6. Date work was completed: Ongoing
7. Estimated contract price: (b) (4)	8. Final amount invoiced or amount invoiced to date: Contract inception 10/2012
9a. Technical point of contact (name, title, address, telephone no. and email address): (b) (4) Project Manager (b) (4) (b) (4)	9b. Contracting or purchasing point of contact (name, title, address, telephone no. and email address): (b) (4) Contracting Officer (b) (4) Please coordinate communication through (b) (4)
10. Location of work (country, state or province, county, city): The USFS and BLM have 13 warehouses through the U.S. The project office is in Denver, Colorado. The contracting office is in Boise, ID. All of our resources work remotely from home or travel to the various government offices throughout the U.S. 10b: Key Personnel: N/A	
11. Description of contract work: The U.S. Forest Service/BLM and state agencies maintain a network of 13 national caches and many local area support caches that support response to incidents (natural and manmade). The IBM/Sterling Order Management and Warehouse Management suite serves as the backbone of the cache operations. OCG serves as the prime for ongoing development and maintenance of the IBM products. OCG has been awarded and will be starting the development soon for a few BLM specific projects including: Interface with Pay.gov and the Treasury for accepting credit card payment Interface with Agile Ship/Pierbridge for parcel, LTL, and air freight integration	
11a) Producing high quality reports and other deliverables; Staying on schedule and within budget: Oxford and the USFS hold regularly scheduled project management meetings to set new project and objectives and to review hours utilized to date. Oxford provides regular utilization usage ('burn') reports to manage the projects.	
11b) Quality of cooperation within your organization and performance between your organization and its customers: Oxford and USFS personnel maintain an excellent working relationship to schedule and execute against project schedules and deliverables.	
11c) Approach to implementing performance measures and for improving system effectiveness over time: USFS looks to Oxford as recognized subject matters experts to recommend best practices and areas for process improvement in the supply chain area.	
11d) Responsiveness to requests, both scheduled and ad-hoc, for services, data, analysis, and additional tasks in a timely and appropriate manner: Oxford maintains service levels necessary to allow the USFS to meet commitments to their end customers and respond in a timely manner. Oxford routinely makes resources available on holidays, weekends and outside of regular business hours to make certain USFS is able to meet their commitments.	
12. Current status of contract: Work continuing on schedule.	



8.28 OCG - (b) (4)

1. Complete name of Government agency, commercial firm, or other organization: (b) (4)	
2. Complete address: (b) (4)	
3. Contract number or other reference: N/A	4. Date of contract: 9/21/2010 (original contract) 4b. Type of contract: Time and Materials
5. Date work was begun: 0/16/2010	6. Date work was completed: (end date of contract): Contract and work ongoing. Extended through 3/30/2013
7. Estimated contract price: (b) (4)	8. Final amount invoiced or amount invoiced to date: \$220,000 to date
9a. Technical point of contact (name, title, address, telephone no. and email address): (b) (4) Director of IT (b) (4)	9b. Contracting or purchasing point of contact (name, title, address, telephone no. and email address): (b) (4) - COO (b) (4)
Please coordinate communication through (b) (4)	Please coordinate communication through (b) (4)
10. Location of work (country, state or province, county, city): Chandler, Arizona 10b: Key Personnel: N/A	
11. Description of contract work: (b) (4) is the leader in the route sales/replenishment industry. (b) (4) specializes in the distribution on candy, snacks and other impulse buy items to retailers and other channels who do not normally offer food products. Flexible, real-time B2B integration and file transfer is critical to the success of (b) (4) business model. Companies like the Home Depot, Best Buy, Sports Authority and others rely on Liberty to monitor, replenish and correctly invoice for these high margin impulse buy items. Applications and Services in Use: <ul style="list-style-type: none"> • IBM's Sterling B2B Integrator • Oxford B2B Framework • Oxford Consulting Services • Oxford Managed EDI Services • The combination of IBM's Sterling B2B Integrator and Oxford's tools and services provide (b) (4) with several key capabilities and benefits: <ul style="list-style-type: none"> • The ability to interact up and down their supply chain using virtually any IP based protocol with any supported data format • Real-time views into customer demand • Real-time information on inventory within the supply chain • Higher customer satisfaction • More accurate communications for billing and utilization • The ability to easily scale the environment to address current and future file management and integration requirements • A true Service Oriented Architecture (SOA) environment for file movement and data integration • Any-to-any/Many-to-many communication and integration points 	



11a) Producing high quality reports and other deliverables; Staying on schedule and within budget:

Oxford and (b) (4) hold regularly scheduled project management meetings to set new project and objectives and to review hours utilized to date. Oxford provides regular utilization usage ('burn') reports to manage the projects.

11b) Quality of cooperation within your organization and performance between your organization and its customers:

Oxford and (b) (4) personnel maintain an excellent working relationship to schedule and execute against project schedules and deliverables.

11c) Approach to implementing performance measures and for improving system effectiveness over time:

(b) (4) looks to Oxford as recognized subject matters experts to recommend best practices and areas for process improvement in the B2B integration area.

11d) Responsiveness to requests, both scheduled and ad-hoc, for services, data, analysis, and additional tasks in a timely and appropriate manner:

Oxford maintains service levels that allow (b) (4) to meet commitments to their end customers and respond in a timely manner. On occasion, Oxford has made resources available on holidays, weekends and outside of regular business hours to make certain (b) (4) is able to meet their commitments.

12. Current status of contract:

Work continuing on schedule.



8.29 OCG – (b) (4)

1. Complete name of Government agency, commercial firm, or other organization: (b) (4)	
2. Complete address: (b) (4)	
3. Contract number or other reference: N/A	4. Date of contract: December 2011 4b. Type of contract: Time and Materials
5. Date work was begun: March 2012	6. Date work was completed: (end date of contract) September 2011
7. Estimated contract price: Confidential	8. Final amount invoiced or amount invoiced to date: On Budget
9a. Technical point of contact (name, title, address, telephone no. and email address): (b) (4) Please coordinate communication through (b) (4)	9b. Contracting or purchasing point of contact (name, title, address, telephone no. and email address): (b) (4) Please coordinate communication through (b) (4)
10. Location of work (country, state or province, county, city): Franklin, TN 10b: Key Personnel: N/A	
11. Description of contract work: (b) (4) has taken the clinical knowledge, proprietary technology, and forward thinking we perfected in radiology management and applied it to other areas of healthcare where we see opportunity for significant improvement, both in quality of care and in cost savings to health plans. (b) (4) meets the challenges of the healthcare industry through Intelligent Cost Management, developing and introducing new services that extend beyond utilization management to capture maximum savings, reduce overall treatment costs, and ensure diagnostic accuracy. (b) (4) came to Oxford Consulting Group as they were in need of an Enterprise-level, best-of-breed MFT Solution to meet their increasingly complex and growing file handling needs. Some of (b) (4) key requirements were as follows: <ul style="list-style-type: none"> • Support complex compression/decompression algorithms • Scheduling mechanism for the various jobs to be run, along with full alert and reconciliation processes for jobs that fail to process as scheduled • Must have real-time monitoring capabilities • Support for multiple protocols; FTP, FTPS, AS2, HTTP, HTTPS, Connect Direct, SSH • Ability to support various formats, 90 percent are using a custom flat file format that is batched in or out, and the remaining 10 percent are using x12 transactions • Ability to process high volumes; (both inbound and outbound) around 350 million records per week (b) (4) determined that IBM Sterling B2B Integrator and Oxford's B2B Framework would not only exceed their current needs, but also provide a flexible platform to meet future growth expectations. By partnering with Oxford Consulting Group, MedSolutions now has a best-in-class solution to give them the competitive edge needed to become a market leader. (b) (4) was happy with the quality of work performed by OCG. As such, they have agreed to be the focus of a webinar to describe how IBM solutions have benefitted (b) (4)	
11a) Producing high quality reports and other deliverables; Staying on schedule and within budget: OCG held weekly status meetings with the customer and OCG project team. Additionally, OCG provided week status reporting documentation to the customer.	



11b) Quality of cooperation within your organization and performance between your organization and its customers:

OCG and (b) (4) had weekly meetings to discuss progress, obstacles and timelines. We feel that open communication, quality work and understood expectations across the board are critical to the success of any engagement.

11c) Approach to implementing performance measures and for improving system effectiveness over time:

OCG continually strives to improve processes and procedures to exceed expectations of our customers and partners. We make improvements as changes based upon feedback we receive directly for our continually expanding customer base.

11d) Responsiveness to requests, both scheduled and ad-hoc, for services, data, analysis, and additional tasks in a timely and appropriate manner:

OCG will assign a Project Manager to this engagement that will facilitate any of the requests or changes outlined above.

12. Current status of contract:

Work completed, no further action pending or underway Other (Successfully completed, customer is trained, in production and managing the system on their own).



8.30 SAP – (b) (4)

1. Complete name of Government agency, commercial firm, or other organization: (b) (4)	
2. Complete address: (b) (4)	
3. Contract number or other reference: Not Disclosed	4. Date of contract: December 2011 4b. Type of contract: Not Disclosed
5. Date work was begun: January 2012	6. Date work was completed: (end date of contract Time and Materials)
7. Estimated contract price: (b) (4)	8. Final amount invoiced or amount invoiced to date: Not Disclosed
9a. Technical point of contact (name, title, address, telephone no. and email address): (b) (4)	9b. Contracting or purchasing point of contact (name, title, address, telephone no. and email address): (b) (4)
10. Location of work (country, state or province, county, city): Lexington, Kentucky 10b: Key Personnel: N/A	
11. Description of contract work: (b) (4) the first U.S. higher-educational institution to implement SAP HANA, sought to develop a solution that addressed business and technical challenges associated with monitoring and improving student retention, student satisfaction, and student graduation rates. Key business challenges included 1) enabling increased student retention and, in turn, an increased graduate rate, over a 10-year period; and 2) addressing the high costs associated with turnaround time for student classification to gauge student satisfaction and retention rate. In parallel, technical challenges included a lack of rapid data access and analysis capabilities and management of large volumes of data. To develop and deploy a solution that addressed these challenges, the (b) (4) partnered with SAP as their software and services partner and Dell as their hardware partner. SAP worked closely with the (b) (4) in scoping and implementing the solution, while Dell, an SAP certified hardware provider for SAP HANA, provided a HANA appliance solution. The DELL HANA appliance saved weeks of effort installing and configuring both hardware and software. Immediate benefits were recognized from the implemented solution, including reporting at a rate that was 420 times faster than previous reporting capabilities (15-20 minutes in legacy system compared to 2-3 seconds in SAP HANA) and query load times that were 15 times faster than in legacy systems. Through introducing SAP HANA into its system landscape, the University expects to be able to retire legacy systems and, as a result, reduce IT infrastructure costs and increase IT FTE productivity. Further, through the data now managed in a single environment and rapid reporting and decision support capabilities, the (b) (4) expects to recognize \$1.1M in additional revenue through each 1 percent of increased student retention. (b) (4), stated, "SAP HANA offers an effective real-time data driven system which is essential to giving immediate performance feedback and increased retention rate of students, increasing millions in revenue for the (b) (4) every year." (b) (4)	



11a) The organization's history of successful completion of project;

Through rapid reporting and decision support capabilities, the (b) (4) expects to recognize \$1.1M in additional revenue through each one percent of increased student retention. Quoted by the (b) (4) CIO, "SAP HANA offers an effective real-time data driven system which is essential to giving immediate performance feedback and increased retention rate of students, increasing millions in revenue for the (b) (4) every year."

Producing high quality reports and other deliverables; Staying on schedule and within budget:

Immediate benefits were recognized from the implemented solution, including reporting at a rate that was 420 times faster than previous reporting capabilities.

11b) Quality of cooperation within your organization and quality of cooperation and performance between your organization and its customers:

The (b) (4) partnered with SAP as their software and services partner and Dell as their hardware partner. SAP worked closely with the (b) (4) in scoping and implementing the solution, while Dell, an SAP certified hardware provider for SAP HANA, provided a HANA appliance solution.

11c) Quality of Service and improvement as represented by past performance data;

Approach to implementing performance measures and for improving system effectiveness

The benefits included reporting at a rate that was 420 times faster than previous reporting capabilities (15-20 minutes in legacy system compared to 2-3 seconds in SAP HANA) and query load times that were 15 times faster than in legacy systems.

11d) Responsiveness to requests, both scheduled and ad-hoc, for services, data, analysis, and additional tasks in a timely and appropriate manner:

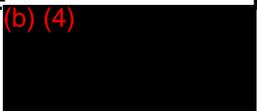
SAP worked closely with the (b) (4) in scoping and implementing the solution.

12. Current status of contract:

Work continuing.



8.31 Xentity – DOI USGS National Geospatial Program

1. Complete name of Government agency, commercial firm, or other organization: U.S. Geological Survey (USGS)	
2. Complete address: 12201 Sunrise Valley Drive, Reston, VA 20192	
3. Contract number or other reference: Xentity has performed work for the USGS on three contracts: <ol style="list-style-type: none"> 1. GS35F0130U 2. GP10PC00126 3. G12PC00035 	4. Date of contract: <ol style="list-style-type: none"> 1. 9/30/2008 – 9/29/2010 2. 6/1/2010 – 5/31/2012 3. 6/1/2012 – 5/31/2017 4b. Type of contract: <ol style="list-style-type: none"> 1. Subcontract with prime vendor, base + 1 2. 8(a) sole source base + 1 3. 8(a) IDIQ base + 4
5. Date work was begun: Began work with DOI/USGS in 10/2007 Cloud specific work began 9/2010	6. Date work was completed: <ol style="list-style-type: none"> 1. 9/29/2010 2. 5/31/2012 3. 5/31/2017 (ongoing)
7. Estimated price: (b) (4) 	8. Final amount invoiced or amount invoiced to date: <ol style="list-style-type: none"> 1. \$320,376.44 2. \$1,343,551.20 3. \$174,783.83
9a. Technical point of contact (name, title, address, telephone no. and email address): Kevin Hope, Chief Architect USGS National Geospatial Program 12201 Sunrise Valley Drive Reston, VA 20192 khope@usgs.gov	9b. Contracting or purchasing point of contact (name, title, address, telephone no. and email address): Lynda McCarthy, Contracting Officer Office of Acquisition and Grants U.S. Geological Survey 12201 Sunrise Valley Drive Mail Stop 205 Reston, VA 20192 703-648-7394 lmccarthy@usgs.gov
10. Location of work (country, state or province, county, city): Denver, CO and Reston, VA 10b: Key Personnel: N/A	
11. Description of contract work: Xentity has been lead architecture and change management consulting support for the United States Geological Survey's National Geospatial Program since 2007. NGP has the largest geospatial responsibility in the Federal Government. Starting in 2010, Xentity has acted in lead support of architectural and management analysis for migration to cloud resources via facilitated pilots, prototypes, calculations, and applying architectural principles. The Architecture Proof of Concept prototyping for geospatial product and services stack included: <ul style="list-style-type: none"> • IaaS Pilot Testing – Conducted over 10 series of five tests each for moving terabytes of files, accessing files, testing file redundancy, load testing, large file handling, and third-party file transfer tool testing. • PaaS Pilot Testing – Conducted tests for handling NGP service portfolio of viewers, map services, feature services, basemap services, search services, catalog services, and index services. This included testing geospatial software such as ArcGIS (multiple versions), OpenLayers, ESRI GeoPortal Server, GeoServer, and NoSQL Stack solutions with Hadoop/PIG, and SAFE FME. Amazon Web Service Component Testing – For the above IaaS and PaaS Testing, testing included administration, functionality, stability, ease of procurement, and accessibility testing for multiple AWS components including S3, EC2, Auto Scaling, CloudWatch Monitoring, Elastic MapReduce, SNS (Notifications), SimpleDB (NoSQL), ESRI Cloud Stack, CloudBerry Pro against AWS REST APIs, AWS Import/Export, and public S3. Final Deliverable is described in 11a that included management model, sourcing, cost model, architecture maturity, and recommendation blueprint.	

11a) Producing high quality reports and other deliverables; Staying on schedule and within budget: All activities were performed on-time within a pre-defined schedule. The Proof of Concept Analysis Activities and Deliverable Sections included:

- **Management Model Analysis** – What roles, effective management strategies, investment planning, and performance measurement is appropriate for achieving the touted benefits of cloud models
- **Sourcing Models** – What services with what criteria should look to be provided insourced, outsourced, or hybrid? (i.e., what is private industry better at serving versus the unique service needs for some services for Government?)
- **Cost Model Analysis** – Look at the total cost of ownership for all management and sourcing models – both in the as-is, and target sourcing alternatives – including developing cost models for IaaS and PaaS
- **Architecture Maturity Analysis** – Assure the Management, Sourcing, and Cost models are balanced and tested with the right level of maturation for the qualities required to deliver cloud models at the suitable availability, reliability, agility, and information assurance/security compliance required. This included leveraging NIST stack, Geospatial Stack, and NGP Services stack and priorities as input. This included the final 50 page whitepaper report on readiness and cloud recommendations to pursue.
- **Delivery Service Architectural Blueprint** – Resulting from a 6-month transformation evaluation of Geospatial product and service delivery for the next 3 to 5 years, there were 6 major cloud recommendations included in just over 100 total delivery service recommendations. Cloud recommendations are slated to start going live in 2013

All activities stayed within budget of contract. As well, the Xentity advisory recommendations for testing access to cloud helped reduce cost significantly while allowing for rapid access to the cloud. As a related aside, In addition, the testing came during the time of the Government shutdown preparation, which required the Government to not charge on Government credit cards if a shutdown were to incur. Given some cloud testing was performed on micro-purchases, Handled Cloud temporary migration of pilot during a Government shutdown Xentity directly supported in preparation activity – which required temporary migration off the cloud buckets and shutdown of EC2 instances to handle additional unallowable charges not to incur during shutdown if it were to occur. This was done in a way when shutdown was averted; the cloud activities only lost a day for recovering testing. Since 2008, Xentity has completed five projects totaling ~\$2MM with the USGS having achieved all objectives, delivered all requirements on time, and having received excellent performance ratings from all contracting officers and technical leads. Xentity has active contracts with the USGS totaling ~\$2.8MM and all are on time and on budget, with all objectives on track for being accomplished.

11b) Quality of cooperation within your organization and performance between your organization and its customers: Results included from the final whitepaper recommendation along with further enterprise architecture blueprint analysis following the OMB FSAM approach, which included direct collaboration with a core team representing all major business, budget, and IT functions in NGP with actual milestones put into the NGP multi-year budget and plans.

By collaboratively working with the multi-disciplinary team in a structured analysis process that flowed into its change management and governance functions, which Xentity also lead design for such, the milestones are being implemented and tracked, escalated bi-weekly and have full sign-off up through the Senior Executive level.

The execution of the plan is based off Xentity-led architecture blueprint, project solution architecture, milestones, and high-level, mid-level, and Agile tracked JIRA level milestones. The NGP Operation and Data Center team representatives collaborate in weekly scrums and needed design sessions to triage solution understanding, issues, and risks.

As part of the tasks, Xentity also collaborated with community of practice discussions and USGS NGP with FGDC, GSA, USDA, EPA, and DOI. As well, activity and outputs from this project became best practices shared across USGS via multiple forums including The National Map Users Conference, activity participation with the USGS Community for Data Integration, active participation in the USGS Cloud Working Group, active discussions and interviews with vendors such as ESRI, AWS, and OpenGeo. This and other architecture successes also led to additional work for additional USGS programs for overall Core Science Systems.



11c) Approach to implementing performance measures and for improving system effectiveness over time:

The IaaS recommended solution is expected to go live in 2013 will be the migration over 2 million files to AWS S3 with large savings in storage maintenance costs and much increased access throughput for the over 200,000 online file downloads/month (via 20,000 orders/month).

This not only included implementing cloud technologies, but looking at new patterns for file delivery which will allow for NGP to pre-stage files rather than perform dynamic downloads which removes a potential of 100 servers from the NGP server farm. This also allowed NGP to review its file compression techniques, which allowed for over five times storage reduction, which adds even more savings on top of S3 savings.

Finally, by also adding in the need to enhance bulk delivery, Move towards leveraging AWS Import/Export capability to replace 80 percent of all offline download requests and transfer high labor costs. Investigate publishing to the publicly available AWS S3 bucket for more significant cost savings given NGP's datasets are highly sought after high value data assets in The National Map and National Atlas data products. Overall savings have been calculated in the seven-digits/year, but given project phasing is early on specific realization should be made before touting actual numbers.

These cloud deliverables are in addition to Xentity's past non-cloud architecture and change management results – also delivered on-time and on-scope/budget include:

- New Delivery stack launched – ArcGIS services farm, viewer API, and download framework – implemented based on Xentity Architecture advisory since 2009 which also included migration of 5,000 disparate map services to a core centralized set of 20 services based on downloadable data. **This increased downloads and usability and still has near 10% a month since 2009 – over 18x increase in downloads on average/month.**
- Improved internal and external communications via new communication strategy, Xentity produced Video Series including four professionally executed videos for primary NGP products to reduce travel costs and increase market exposure and NGP product relevance. Videos in this series rank in the top 10 most watched videos by USGS all-time.
- Support for The National Map User Conference in forms of branding, training, video capture, mashathon execution which resulted in a doubling in usership (post-conference bump).
- Completion of four architecture blueprint with 200 milestones incorporated into multi-year NGP guidance which each milestone has its specific performance measure benefit in efficiency, cost, output, usership, or satisfaction.
- Standing up of multiple governance function for technical/capital review, system design, data life cycle management, business process improvement, and over enterprise architecture PMO for tracking, escalation, and mitigating milestone activity. This has increased risk mitigation thus lowering cost of project or opportunity loss
- Implementation of process improvements in two key product lines (Elevation, OrthoImagery), budget codification and tracking, requirements planning, and delivery service management installing initial ITIL and ITSM best practices. These have resulted in major efficiency, cost, and quality gains, as well as new clarity in resulting directives and operational changes.

As NGP is key to cross-cutting DOI initiatives given its role with FGDC, Xentity also supported the architecting of both the initial phase and next phases of the Geospatial One-Stop migration to GeoPlatform and data.gov including evaluation of GSA Cloud and DOI Cloud needs. This resulted in Cloud stack recommendations for GeoPlatform, as well as cloud role recommendations for FGDC and DOI (i.e., hosting/operations vs. quality/standard/negotiation role). As well, the legacy geodata.gov shutdown and February 2013 architecture will result in geo.data.gov completely migrated into data.gov re-using the GSA Cloud. Finally, as part of DOI Cloud activities, GeoPlatform services will be evaluated for slow rolling out to allow for USGS, FGDC and DOI to best assure needs and affordability.

11d) Responsiveness to requests, both scheduled and ad-hoc, for services, data, analysis, and additional tasks in a timely and appropriate manner:

All testing was documented, scheduled in batches and performed on schedule as needed. This included all tests described in 11 under activities performed and deliverables noted in 11a.

12. Current status of contract:

Work continuing on schedule.



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9 Subcontract Plan (RFP L-14.1 (h))

SMALL, SMALL DISADVANTAGED AND WOMEN-OWNED BUSINESS SUBCONTRACTING PLAN

The following outline meets the minimum requirements of Public Law 95-507 and the Federal Acquisition Regulation (FAR) Subparts 19.7. It is intended to be a guideline. It is not intended to replace any existing corporate plan which is more extensive. If assistance is needed to locate small business sources, contact the Department of Interior (DOI), Small Business Representative at 202-208-3493. Please note that the DOI, has subcontracting goals of 51.5 percent for small business; 5% for small disadvantaged business, three percent for HUBZone certified, 5 percent for women-owned, and three percent for service-disabled veteran owned small business for fiscal year 2012/2013.

IDENTIFICATION DATA:

Company Name: IBM Corporation, U.S. Federal
Address: 6710 Rockledge Drive, Bethesda, MD 20817
Date Prepared: September 6, 2012
Solicitation number: D12PS00316
Place of Performance: Contractor and Government premises
DUNS No: 835130485

NEW/INITIAL CONTRACT

PERIOD OF CONTRACT PERFORMANCE: 12/31/2012 – 12/30/2022

Base Year: \$(b) (4) Performance Period: 12/31/2012 – 12/30/2015
Option One: \$(b) (4) Performance Period: 12/31/2015 – 12/30/2017
Option Two: \$(b) (4) Performance Period: 12/31/2017 – 12/30/2019
Option Three: \$(b) (4) Performance Period: 12/31/2019 – 12/30/2021
Option Four: \$(b) (4) Performance Period: 12/31/2021 – 12/30/2022

\$(b) (4) Total Contract Value

CONTRACT MODIFICATION (if applicable)

NEW PERIOD OF CONTRACT PERFORMANCE
(MM/DD/YYYY – MM/DD/YYYY): ____ NA ____

Original/Base \$ ____ NA ____ Performance Period/Quantity ____ NA ____

Modification \$ ____ NA ____ Performance Period/Quantity ____ NA ____



Task Order \$ _____ NA _____ Performance Period/Quantity ____ NA ____
\$ _____ NA _____ Modified Total Contract Cost

Failure to include the essential information of FAR Subpart 19.7 may be cause for either a delay in acceptance or the rejection of a bid or offer when a subcontracting plan is required. "SUBCONTRACT," as used in this clause, means any agreement (other than one involving an employer-employee relationship) entered into by a Federal Government prime contractor or subcontractor requesting supplies or services required for performance of the contract or subcontract.

1. TYPE OF PLAN (check only one)

Individual plan: In this type of plan all elements developed specifically for this contract and applicable for the full term of this contract.

Master plan: In this type of plan, goals are developed for this contract; all other elements are standard. This master plan must be approved annually. Once incorporated into a contract with specific goals, it is valid for the life of the contract.

Commercial Products Plan: This type of plan is used when the contractor sells large quantities of off-the-shelf commodities to many Government agencies. Plans/goals are negotiated with the initial agency on a company-wide basis rather than for individual contracts. The plan is effective only during the year approved. The contractor must provide a copy of the initial agency approval, AND MUST SUBMIT A SUMMARY SUBCONTRACTING REPORT (SSR) FOR "INDIVIDUAL" SUBCONTRACTING PLANS VIA THE ELECTRONIC SUBCONTRACTING REPORT SYSTEM (eSRS).

2. GOALS

FAR 19.704(a)(1) requires separate dollar and percentage goals for using small, small disadvantaged, women-owned, veteran-owned, service-disabled veteran-owned, and HUBZone business concerns as subcontractors in the base year and each option year. Goals for subcontracts with small women-owned business concerns are encouraged. The following subcontractor allocations are based on an estimated total subcontracted spend of \$(b) (4). As this is an Indefinite-Delivery-Indefinite Quantity (IDIQ) type contract, actual values will vary based upon task orders issued during contract performance.

A. Estimated dollar value of all planned subcontracting i.e., to all types of business concerns under this Contract is:

BASE 1ST OPTION 2ND OPTION 3RD OPTION 4th OPTION
\$(b) (4) \$(b) (4) \$(b) (4) \$(b) (4) \$(b) (4)

B. Estimated dollar value* and percentage of planned subcontracting to small business concerns is: (*This figure includes the amount in C, D, E, and F below.)



<u>BASE</u>	<u>1ST OPTION</u>	<u>2ND OPTION</u>	<u>3RD OPTION</u>	<u>4th OPTION</u>
<u>\$(b) (4)</u>	<u>\$(b) (4)</u>	<u>\$(b) (4)</u>	<u>\$(b) (4)</u>	<u>\$(b) (4)</u>
<u>51.5%</u>	<u>51.5%</u>	<u>51.5%</u>	<u>51.5%</u>	<u>51.5%</u>

C. Estimated dollar value and percentage of planned subcontracting to small disadvantaged business concerns is:

<u>BASE</u>	<u>1ST OPTION</u>	<u>2ND OPTION</u>	<u>3RD OPTION</u>	<u>4th OPTION</u>
<u>\$(b) (4)</u>	<u>\$(b) (4)</u>	<u>\$(b) (4)</u>	<u>\$(b) (4)</u>	<u>\$(b) (4)</u>
<u>5.0%</u>	<u>5.0%</u>	<u>5.0%</u>	<u>5.0%</u>	<u>5.0%</u>

D. Estimated dollar value and percentage of planned subcontracting to small women-owned business concerns is:

<u>BASE</u>	<u>1ST OPTION</u>	<u>2ND OPTION</u>	<u>3RD OPTION</u>	<u>4th OPTION</u>
<u>\$(b) (4)</u>	<u>\$(b) (4)</u>	<u>\$(b) (4)</u>	<u>\$(b) (4)</u>	<u>\$(b) (4)</u>
<u>5.0%</u>	<u>5.0%</u>	<u>5.0%</u>	<u>5.0%</u>	<u>5.0%</u>

E. Estimated dollar value and percentage of planned subcontracting to HUBZone certified business concerns is:

<u>BASE</u>	<u>1ST OPTION</u>	<u>2ND OPTION</u>	<u>3RD OPTION</u>	<u>4th OPTION</u>
<u>\$(b) (4)</u>	<u>\$(b) (4)</u>	<u>\$(b) (4)</u>	<u>\$(b) (4)</u>	<u>\$(b) (4)</u>
<u>3.0%</u>	<u>3.0%</u>	<u>3.0%</u>	<u>3.0%</u>	<u>3.0%</u>

F. Estimated dollar value and percentage of planned subcontracting to service disabled veteran owned small business concerns is:

<u>BASE</u>	<u>1ST OPTION</u>	<u>2ND OPTION</u>	<u>3RD OPTION</u>	<u>4th OPTION</u>
<u>\$(b) (4)</u>	<u>\$(b) (4)</u>	<u>\$(b) (4)</u>	<u>\$(b) (4)</u>	<u>\$(b) (4)</u>
<u>3.0%</u>	<u>3.0%</u>	<u>3.0%</u>	<u>3.0%</u>	<u>3.0%</u>



G . Products and/or services to be subcontracted under this contract and the types of businesses supplying them, are: (Check all that apply):

IBM’s small business subcontractors have been selected based on their experience with developing and maintaining legacy mission applications at DOI. Our value proposition with these small businesses is to leverage their knowledge of existing DOI applications, to migrate the applications to the cloud environment and to subsequently maintain and enhance the applications. All of our small business subcontractors are exclusive to Team IBM and have signed bi-lateral Teaming Agreements. IBM’s small business team members will enable our program team to preserve the knowledge of DOI applications during the cloud transition, as well as into the future.

BUSINESS CATEGORY OR SIZE

Subcontracted Product/Service with Teaming Agreement Validation		LB	SB	SDB	WOSB	HUB Zone	VOSB	SD VOSB
1	Microsoft	x						
2	SAP Public Services, Inc.	x						
3	Environmental Systems Research Institute (Esri)	x						
4	Kelly Anderson and Associates		x					
5	Mindbank Consulting Group		x				x	x
6	A-sa-ma-di Smart Business Solutions		x	x	x			
7	Cherokee Services Group (Native American SB)		x	x				
8	Xentity		x	x				
9	New Tech Solutions		x	x				
10	Oxford Consulting Group		x	x	x			

As evidence of subcontractor commitment, teaming agreement numbers, dates of execution and product or service to be provided are provided in the table below, along with Product or Service provided.



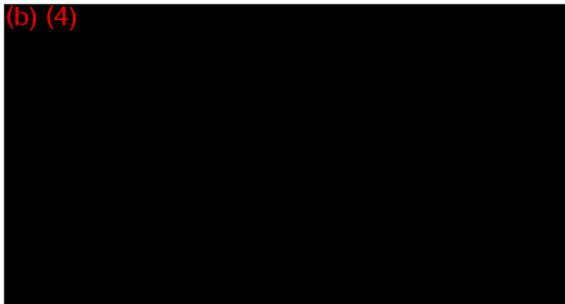
Subcontractor Teaming Agreement Validation		Subcontractor Product/Service Provided
1	<p>Microsoft One Microsoft Way, Redmond, WA 98052 Point of Contact: Eric White Telephone: 425.538.0560 E-mail: ewhite@microsoft.com DUNS: 081466849 Prior Government Employees: None Teaming Agreement No.: #4912051625 Date of Execution: 11/02/2012</p>	<p>Has a significant amount of key software at DOI and has specific expertise in putting these technologies in a cloud environment. Microsoft has migrated 120,000 users at USDA to a FISMA-approved, cloud-based infrastructure built on Microsoft software and has significant other cloud business with Federal agencies, which will be leveraged in the associated support services for task orders.</p>
2	<p>SAP 1300 Pennsylvania Ave, Ste 600, North Tower, Washington, DC 20004 Point of Contact: Ellen Kuhn Telephone: 202.351.3500 E-mail: ellen.kuhn@sap.com DUNS: 085800527 Prior Government Employees: None Teaming Agreement No.: #4912057771 Date of Execution: Signed 10/11/2012</p>	<p>Offers specialized professional services related to SAP and the FBMS implementation currently in use at DOI that may be relevant to task orders for associated support services. Also offers professional services related to HANA in memory computing products and services.</p>
3	<p>ESRI 380 New York St, Redlands, CA 92373 Point of Contact: Stephen Bryce Telephone: 703.506.9515 x8111 E-mail: sbryce@esri.com DUNS: 063134175 Prior Government Employees: None Teaming Agreement No.: #4912051235 Date of Execution: Signed 8/16/2012</p>	<p>Offers specialized professional services related to location-based services and technologies currently in use at DOI that may be relevant to task orders for associated support services.</p>
4	<p>Kelly Anderson and Associates 424 North Washington St, Alexandria, VA 22314 Point of Contact: Tim Vigotsky Telephone: 703.518.8828 E-mail: tvigotsky@kellyanderson.com DUNS: 808175421 Prior Government Employees: None Teaming Agreement No: #4912051230 Date of Execution: Signed 7/9/2012</p>	<p>Provides strategic management consulting services to DOI bringing deep knowledge of the DOI environment for delivery of associated support services for task orders. They are a small business.</p>
5	<p>Mindbank Consulting Group 11400 Commerce Park Dr, Ste 110, Reston, VA 20191 Point of Contact: Judy Perrault Telephone: 703.287.0520 E-mail: judy.perrault@mindbank.com DUNS: 161584073 Prior Government Employees: None Teaming Agreement No: #4912051228 Date of Execution: Signed 7/9/2012</p>	<p>Brings deep knowledge of DOI through their significant past experience in providing HR and IT staff augmentation which will be used to provide associated support services for task orders. Mindbank is a Service-Disabled Veteran-Owned Business (SDVOB).</p>
6	<p>A-sa-ma-di Smart Business Solutions 9259 Erminedale Drive, Lone Tree, CO 80124 Point of Contact: Andrea Leshner Telephone: 303.324.2949 E-mail: andreal@asamadi.com</p>	<p>Offers specialized expertise in business process improvement consulting at DOI, with expertise in DOI mission applications and skills to deliver associated support services for future task orders. A-sa-ma-di is a Woman-Owned, Native American</p>



Subcontractor Teaming Agreement Validation		Subcontractor Product/Service Provided
	DUNS: 829307649 Prior Government Employees: None Teaming Agreement No: #4912051227 Date of Execution: Signed 7/8/2012	8a, Cherokee TERO certified business consulting firm.
7	Cherokee Services Group (Native American SB) 777 W. Cherokee St., Catoosa, OK 74015 Point of Contact: Ross Ridgeway Telephone: 970.488.1041 E-mail: ross.ridgeway@csg-fc.com DUNS: 611004826 Prior Government Employees: None Teaming Agreement No: #4912055763 Date of Execution: Signed 9/12/2012	As an IT and business support services provider at DOI, brings expertise in DOI mission environments in the area of the associated support services for task orders. CSG is a Tribal 8(a) firm and small disadvantaged business.
8	Xentify 14317 W. 4th Place, Ste 100, Golden, CO 80401 Point of Contact: Jim Barrett Telephone: 303.345.5237 E-mail: jgbarrett@xentify.com DUNS: 152419722 Prior Government Employees: None Teaming Agreement No: #4912057152 Date of Execution: Signed 9/10/2012	Provides strategic management consulting services to DOI bringing deep knowledge of the DOI environment for delivery of associated support services for task orders. They will apply their expertise in successful cloud implementations of geospatial applications at the U.S. Geological Survey in support of the FCHS contract. Xentify is a small business.
9	New Tech Solutions 4179 Business Center Dr, Fremont, CA 94538 Point of Contact: Vijay Kumar Telephone: 510.353.4070 E-mail: vijay@ntsca.com DUNS: 020149303 Prior Government Employees: None Teaming Agreement No: #4912051236 Date of Execution: Signed 7/3/2012	Brings significant past experience with mission application development expertise on the DOI SMIS program, as well as U.S. Forest Service mission applications, including fire subject matter expertise to provide associated support services for task orders. NTS is a minority-owned, Small Business 8(a) SDB certified Company.
10	Oxford Consulting Group 385 County Line Rd, West, Ste 210, Westerville, OH 43082 Point of Contact: Chad Hooker Telephone: 614-310-2700 E-mail: chad.hooker@oxford-consulting.com DUNS: 003121170 Prior Government Employees: None Teaming Agreement No: #4912057146 Date of Execution: Signed 9/13/2012	Has a managed service for secure file transfer with numerous clients bringing significant expertise in secure file transfer capabilities which will be used to support migration for Secure File Transfer Services. In addition, they bring DOI experience in warehouse managed services for Wildland fire. Oxford Consulting Group is a Small Woman-Owned Disadvantaged Business.

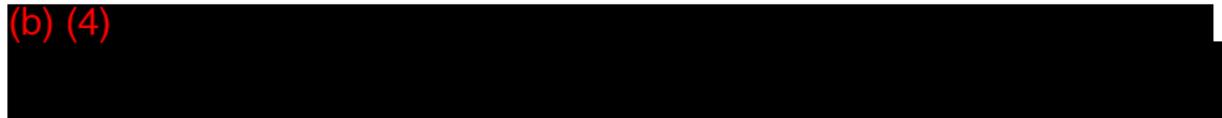
In response to RFP section L.7, Involvement of Current and Former Government Employees, IBM hereby discloses that (b) (4) and (b) (4), both of (b) (4) (b) (4) provided advice and counsel to IBM during the preparation of this proposal in response to the subject RFP. IBM is disclosing this information due to the fact that both individuals are former regular employees of the Bureau of Reclamation whose employment has terminated within two (2) years prior to the submission of this proposal. IBM discloses this in good faith and to avoid any appearance of impropriety, preferential treatment, or unfair competitive advantage. Should the DOI desire to contact these individuals directly they may do so at:

(b) (4)



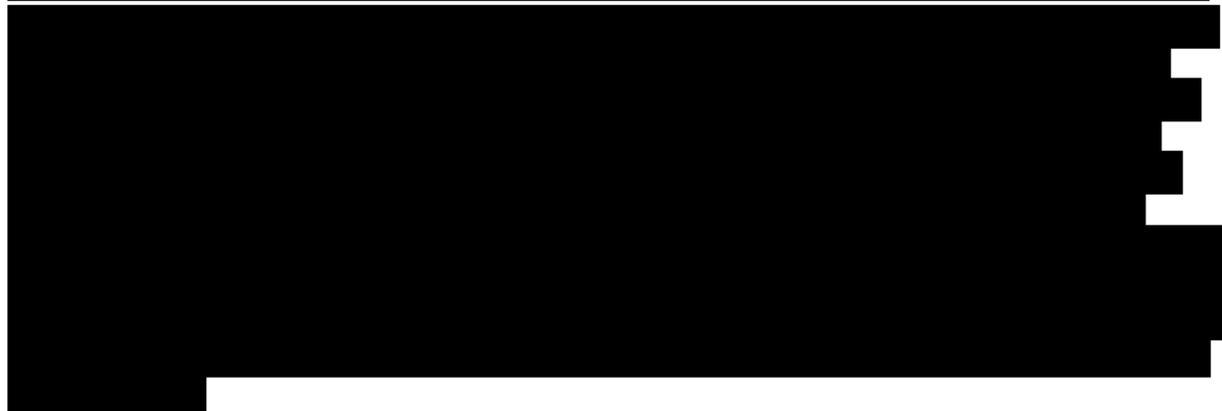
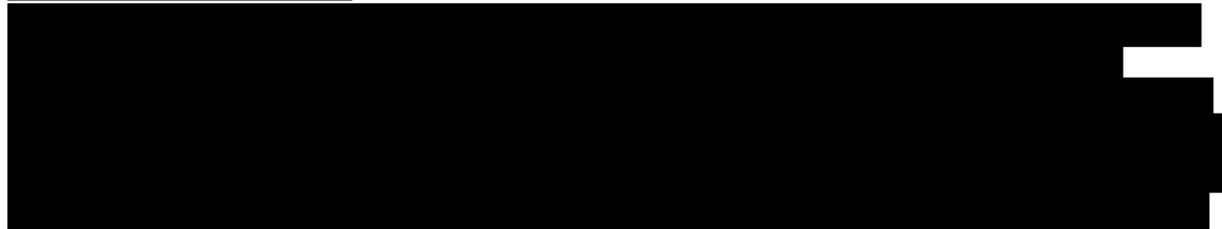
H. Explain the methods used to develop the subcontracting goals for small, small disadvantaged and small women-owned business concerns. Explain how the product and service areas to be subcontracted were established how the areas to be subcontracted to small, small disadvantaged, women-owned, veteran-owned, service-disabled veteran-owned, and HUBZone were determined, and how the capabilities of small, small disadvantaged and small women-owned businesses were determined. Identify all source lists used in the determination process.

(b) (4)



We used DOI's provided goal of total small business subcontracting participation of 51 percent as the basis for our plan and commitment.

(b) (4)





(b) (4)

I. Indirect costs have ___ have not x been included in the dollar and percentage subcontracting goals above (check one).

Indirect and overhead costs have not been included in the dollar and percentage goals specified above.

Because this proposal is being bid under IBM U.S. Federal, the overhead and indirect cost base consists of occupancy, utilities, equipment depreciation, etc. Subcontracting decisions for these types of indirect services are handled by the Corporate General Procurement organization and are included in IBM's General Procurement organization's reporting. IBM U.S. Federal does not procure these specific items and therefore, they are not included in this program specific Plan.

J. If indirect costs have been included, explain the method used to determine the proportionate share of such costs to be allocated as subcontracts to small, small disadvantaged, women-owned, veteran-owned, service disabled veteran-owned, and HUBZone business concerns: Not Applicable.

3. PROGRAM ADMINISTRATOR:

FAR 19.704(a)(7) requires information about the company employee who will administer the subcontracting program. Please provide the name, title, address, phone number, Position within the corporate structure and the duties of that employee.

Name:	Mary M. Hellem
Title:	Small Business Liaison Officer/Administrator
Address:	800 North Frederick Avenue, Gaithersburg, MD 20879
Telephone:	(703) 920-0304
E-mail:	mmhellem@us.ibm.com
Position:	Ms. Hellem reports directly to the IBM Corporate Supplier Diversity Program Manager, Mr. Michael K. Robinson.
Duties:	Ms. Hellem has overall responsibility for the small business subcontracting program within IBM U.S. Federal. Specifically, she develops, prepares, and executes individual subcontracting plans and monitors their performance. Additional duties include the following activities:



Duties: Does the individual named above have general overall responsibility for the company's subcontracting program, i.e., developing, preparing, and executing subcontracting plans and monitoring performance relative to the requirements of those subcontracting plans and perform the following duties? (If NO is checked, please who in the company performs those duties, or indicate why the duties are not performed in your company on a separate sheet of paper and submit with the proposed subcontracting plan.)

A. Developing and Promoting company/division policy statements that demonstrate the company's/division's support for awarding contracts and subcontracts to small, small disadvantaged, women-owned, veteran-owned, service disabled veteran-owned and HUBZone business concerns

X___ YES ___ NO

B. Developing and maintaining bidders' lists of small, small disadvantaged, women-owned, veteran-owned, service disabled veteran-owned, and HUBZone business concerns from all possible sources

X___ YES ___ NO

C. Ensuring periodic rotation of potential subcontractors on bidders' lists

X___ YES ___ NO

D. Assuring that small, small disadvantaged, women-owned, veteran-owned, service disabled veteran-owned, and HUBZone are included on the bidders' list for every subcontract solicitation for products and services they are capable of providing

X___ YES ___ NO

E. Ensuring that subcontract procurement "packages" are designed to permit the maximum possible participation of small, small disadvantaged, women-owned, veteran-owned, service disabled veteran-owned, and HUBZone businesses

X___ YES ___ NO

F. Reviewing subcontract solicitations to remove statements clauses, etc., which might tend to restrict or prohibit small, small disadvantaged, women-owned, veteran-owned, service disabled veteran-owned, and HUBZone business participation

X___ YES ___ NO

G. Ensuring that the subcontract bid proposal review board documents its reasons for not selecting any low bids submitted by small, small disadvantaged, women-owned, veteran-owned, service disabled veteran-owned, and HUBZone business concerns

X___ YES ___ NO

H. Overseeing the establishment and maintenance of contract and subcontract award records

X___ YES ___ NO



- I. Attending or arranging for the attendance of company counselors at Business Opportunity Workshops, Minority Business Enterprise Seminars Trade Fairs, etc.
X___YES _____NO

- J. Directly or indirectly counseling small, small disadvantaged, women-owned, veteran-owned, service disabled veteran-owned, and HUBZone business concerns on subcontracting opportunities and how to prepare responsive bids to the company
X___YES _____NO

- K. Providing notice to subcontractors concerning penalties for misrepresentations of business status as small, small disadvantaged, women-owned, veteran-owned, service disabled veteran-owned and HUBZone for the purpose of obtaining a subcontract that is to be included as part or all of a goal contained in the contractor's subcontracting plan
X___YES _____NO

- L. Conducting or arranging training for purchasing personnel regarding the intent and impact of Public Law 95-907 on purchasing procedures
X___YES _____NO

- M. Developing and maintaining an incentive program for buyers which supports the subcontracting program
X (in process)_YES _____NO

- N. Monitoring the company's performance and making any adjustments necessary to achieve the subcontract plan goals
X___YES _____NO

- O. Preparing and submitting timely reports
X___YES _____NO

- P. Coordinating the company's activities during compliance reviews by Federal agencies
X___YES _____NO

- Q. Encouraging subcontracting in Labor Surplus Areas when consistent with the efficient performance of the contract
X___YES _____NO

4. EQUITABLE OPPORTUNITY

FAR 19.704(a)(8) requires a description of the efforts your company will make to ensure that small, small disadvantaged, women-owned, veteran-owned, service disabled veteran-owned, and HUBZone business concerns will have an equitable opportunity to compete for subcontracts. (Check all that apply.)

A. Outreach efforts to obtain sources:



- X___ Contacting minority and small business trade associations
- X___ Contacting business development organizations
- X___ Attending small and minority business procurement conferences and trade fairs
- X___ Use the Business Partner Network (BPN). BPN is a procurement related Internet-based electronic search engine for locating SB, SDB, WOSB, HUBZ, SDVS, VOSB sources. The BPN Internet address (URL) is <http://www.bpn.gov>. BPN is a free electronic search mechanism that provides unprecedented views into several key data bases across Federal Agencies. Another helpful Internet-based site is the SBA Subcontracting Opportunities Directory at <http://www.sba.gov/GC/indexcontacts-sbsd.html>.

B. Internal efforts to guide and encourage purchasing personnel:

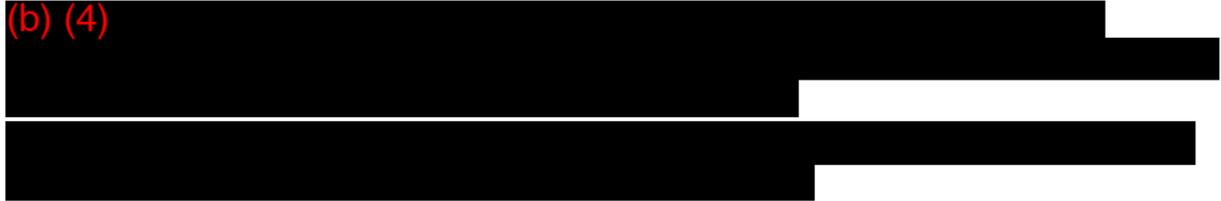
- X___ Presenting workshops, seminars and training programs
- X___ SB, SDB, WOSB, HUBZ, SDVO, and VOSB concerns source lists, guides, and other data identifying SB, SDB, WOSB, HUBZ, SDVS, and VOSB concerns will be maintained and utilized by buyers in soliciting subcontracts.
- X___ Monitoring activities to evaluate compliance with the subcontracting plan

C. Additional efforts: (Please describe.)

(b) (4)



(b) (4)



Summary of Outreach Events: IBM's Outreach efforts are described below. Such continued Outreach is a means to provide equitable opportunity for all socio-economic categories of small businesses to compete for IBM subcontracting opportunities or to work with IBM U.S. Federal as a channel partner in selling IBM products and services to the Federal Government.

IBM Outreach efforts and contacts with minority and small business trade associations, include participation with:

- 8 (a) and Small and Disadvantaged Business Association
- Armed Forces Communications and Electronics Association (AFCEA) and the U.S. Naval Institute's Western Conference and Exposition
- Contacts with business development organizations, such as:
- Small Business Administration
- National Women-Owned Small Business Council
- National Minority Supplier Development Council (NMSDC)
- Small Business Administration (SBA), Department of Defense (DoD), Defense Contract Management Agency (DCMA), Small Business Liaison (SBLO) Training,
- NASA Jet Propulsion Laboratory (NASA/JPL) Small Business Symposium
- U.S. Women's Chamber of Commerce
- Federal Small Business Technology Council, Inc.
- Small Minority and Women-Owned Business, Shared Interest Group (SMW SIG)
- Small Business Administration (SBA)/Veteran Administration Outreach Conference
- ACT-IAC Matchmaking
- DoD Mid-Atlantic Regional Council (MARC)

Attendance at small and minority business procurement conference and trade fairs, such as:

- Department of the Treasury's Prime Contractor Outreach Session
- Department of Homeland Security's outreach events held throughout the year conducted by the Office of Small Disadvantaged Business Utilization in D.C.
- U.S. Department of Agriculture's Office of Small Disadvantaged Business Utilization "Federal Subcontracting Forum, Workshop, and Opportunities Fair
- SBA's "Procurement Conference Business Opportunity Expo and Awards Presentation," Washington, D.C.
- Federal Small Business Technology Council (FSBTC's) Office of Small Disadvantaged Business Utilization (OSDBU) Procurement Conference
- Department of State's Workshop and Networking Event
- IBM Corporate Supplier Diversity Coordinators Council Meetings, Somers, NY
- National Minority Supplier Development Council (NMSDC) Conference and Business Opportunity Fair
- Department of Commerce Minority Enterprise Development Week Convention, Washington, DC
- Annual Veterans Conference
- Small Business Development Centers (PTAC) Matchmaking events

- Show Works-Small Business Procurement Fair(s)

5. CLAUSE INCLUSION AND FLOW DOWN

Far 19.704(a)(9) requires that your company include FAR 52.219-8, “Utilization of Small Business Concerns” in all subcontracts that offer further subcontracting opportunities. Your company must require all subcontractors, except small business concerns, that receive subcontracts excess of \$650,000 (\$1,500,000 for construction) to adopt and comply with a plan similar to the plan required by FAR 52.219, “Small Business Subcontracting Plan.”

Your company agrees that the clause will be included and that the plans will be reviewed against the minimum requirements for such plans. The acceptability of percentage goals for small, small disadvantaged, woman-owned, veteran-owned, service disabled veteran-owned, and HUBZone business concerns must be determined on a case-by-case basis depending on the supplies and services involved, the availability of potential small, small disadvantaged, women-owned , veteran-owned, service disabled veteran-owned and HUBZone subcontractors and prior experience. Once the plans are negotiated, approved and implemented, the plans must be monitored through the submission of periodic reports, including the Individual Subcontract Report (ISR) and the Summary Subcontract Report (SSR) using the Electronic Subcontracting Report System (eSRS) (<http://www.esrs.gov>).

IBM US Federal agrees to include the provisions under FAR 52.219-8, “Utilization of Small Business Concerns,” in all acquisitions exceeding the simplified acquisition threshold that offers further subcontracting opportunities. All subcontractors, except small business concerns, that receive subcontracts in excess of \$650,000 (\$1,500,000 for construction) must adopt and comply with a plan similar to the plan required by FAR 52.219-9, “Small Business Subcontracting Plan.” Note: In accordance with FAR 52.212-5(e) and 52.244-6(c) the contractor is not required to include flow-down clause FAR 52.219.-9 if it is subcontracting commercial items.

IBM agrees that the clause will be included and that the Plans will be reviewed against the minimum requirements for such Plans. The acceptability of percentage requirements for small, small disadvantaged and women-owned small business firms must be determined on a case-by-case basis depending on the supplies and services involved, the availability of potential small, small disadvantaged, women-owned, HUBZone, veteran and service-disabled veteran owned small business subcontractors and prior experience. Once the plans are negotiated, approved, and implemented, the plans will be monitored through the submission of periodic reports, including Individual Subcontract Reports (ISRs) and Summary Subcontract Reports (SSRs) submitted in April and October via eSRS.



6. REPORTING AND COOPERATION

FAR 19.704(a)(10) requires that your company (1) cooperate in any studies or surveys as may be required, (2) submit periodic reports which show compliance with the subcontracting plan; (3) submit the Individual Subcontract Report (ISR), and Summary Subcontract Report (SSR) in accordance with the instructions at the electronic Subcontract Reporting System (eSRS) accessible at www.esrs.gov; and (4) ensure that subcontractors agree to submit the Individual Subcontract Report (ISR), and Summary Subcontract Report (SSR).

IBM U.S. Federal gives assurance of 1) cooperation in any studies or surveys that may be required; 2) submission of periodic reports which illustrate compliance with the subcontracting plan; 3) submission of its Individual Subcontracting Report (ISR) and Summary Subcontract Report (SSR); and 4) subcontractor’s submission of ISRs and SSRs. **ISRs and SSRs will be submitted via the Electronic Subcontracting Reporting System (eSRS) website at www.esrs.gov**

Reporting Period	Report Due	Due Date
Oct 1 – Mar 31	ISR	4/30
Apr 1 – Sept 30	ISR	10/30
Oct 1 – Sept 30	SSR	10/30
Contract Completion	Year End SDB Report	30 days after completion

Upon Award, IBM will provide its prime contract number, its DUNS number, and the e-mail address of the offeror’s official responsible for acknowledging receipt of or rejecting the ISRs, to all first-tier large subcontractors with Subcontracting Plans so they can enter this information into eSRS when submitting their ISRs; and require that each subcontractor with a Subcontracting Plan provide the prime contract number, its own DUNS number, and the e-mail address of the subcontractor’s official responsible for acknowledging receipt of or rejecting the ISRs, to its subcontractors with subcontracting plans.

7. RECORDKEEPING

FAR 19.704(a)(11) requires a list of the types of records your company will maintain to demonstrate the procedures adopted to comply with the requirements and goals in the subcontracting plan. (Check all that apply.)



- A. Small, small disadvantaged, women-owned, veteran-owned, service disabled veteran-owned and HUBZone business concern source lists, guides, and other data identifying such vendors
 YES NO
- B. Organizations contacted for small, small disadvantaged, women-owned, veteran-owned, service disabled veteran-owned and HUBZone business sources
 YES NO
- C. On a contract-by-contract basis, records on all subcontract solicitations over \$150,000 which indicate for each solicitation (1) whether small business concerns were solicited, and if not, why not; (2) whether small disadvantaged business concerns were solicited, and if not, why not; and (3) whether women-owned small business concerns were solicited and if not, why not; (4) whether veteran-owned small business concerns were solicited and if not, why not; (5) whether service-disabled veteran-owned small business concerns were solicited and if not, why not; (6) whether HUBZone small business concerns were solicited and if not, why not; (7) reasons for the failure of solicited small, small disadvantaged, women-owned, veteran-owned, service disabled veteran-owned, and HUBZone business concerns to receive the subcontract award
 YES NO
- D. Records to support other outreach efforts, e.g., contacts with minority and small business trade associations, attendance at small and minority business procurement conference and trade fairs
 YES NO
- E. Records to support internal activities to (1) guide and encourage purchasing personnel, e.g., workshops, seminars, training programs, incentive awards; and (2) monitor activities to evaluate compliance
 YES NO
- F. On a contract-by-contract basis, records to support subcontract award data including the name, address and business size and ownership status (SDB, WOB, etc.) of each subcontractor (This item is not required for company or division-wide commercial products plans.)
 YES NO
- G. Other records to support your compliance with the subcontracting plan: (Please describe)
IBM US Federal maintains internal electronic databases to retain all the above records and track compliance with FAR requirements related to small business utilization.

8. TIMELY PAYMENTS TO SUBCONTRACTORS

FAR 19.702 requires your company to establish and use procedures to ensure the timely payment of amounts due pursuant to the terms of your subcontracts with small, small disadvantaged, women-owned, veteran-owned, service disabled veteran-owned, and HUBZone concerns.

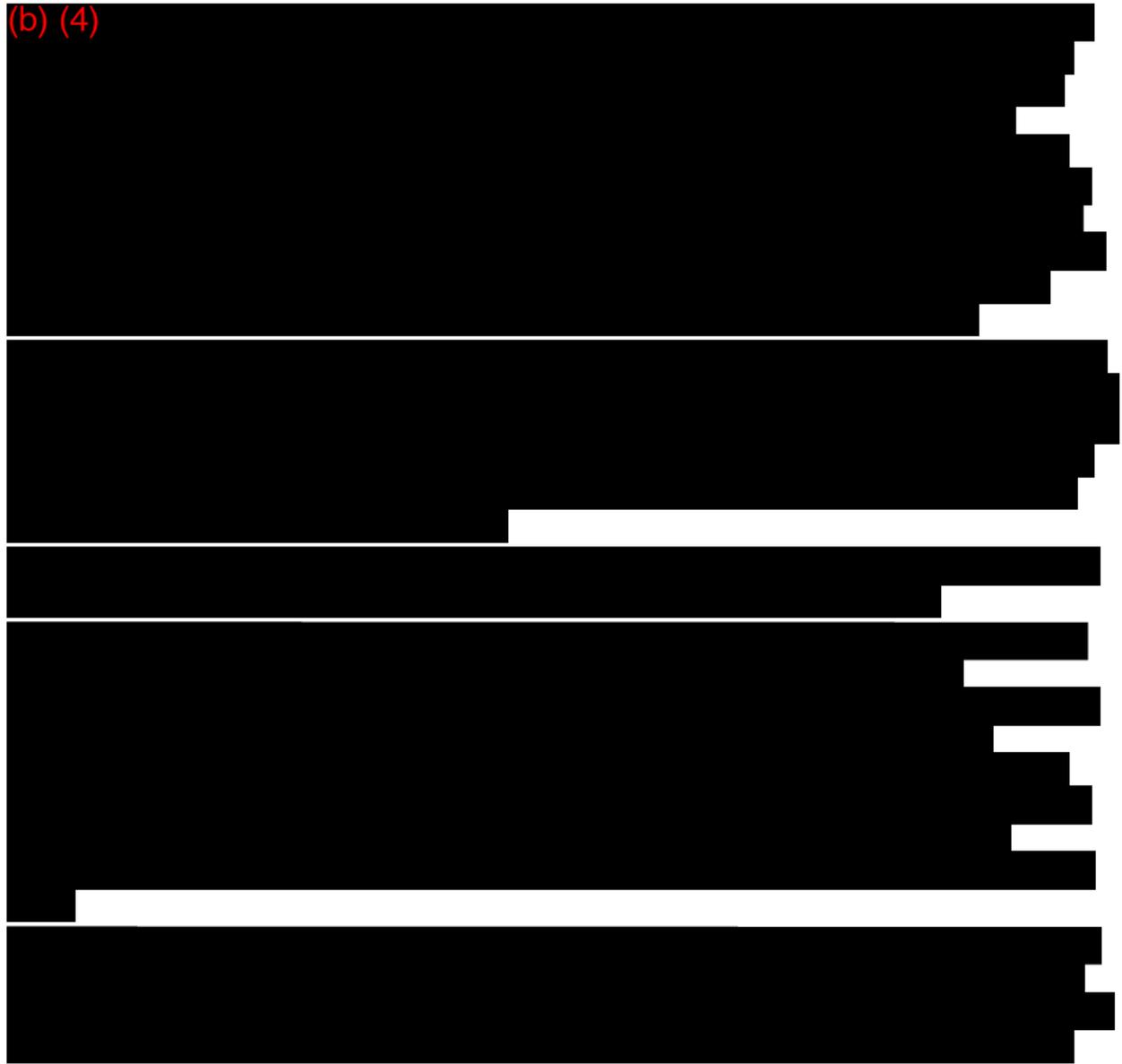


Your company has established and used such procedures: X yes no

9. DESCRIPTION OF GOOD FAITH EFFORT

Maximum practicable utilization of small, small disadvantaged, women-owned, veteran-owned, service disabled veteran-owned and HUBZone business concerns as subcontractors in Government contracts is a matter of national interest with both social and economic benefits. When a contractor fails to make a good faith effort to comply with a subcontracting plan, these objectives are not achieved and 15 U.S.C. 637(d) (4) (F) directs that liquidated damages shall be paid by the contractor. In order to demonstrate your compliance with a good faith effort to achieve the small, small disadvantaged, women-owned, veteran-owned, service disabled veteran-owned and HUBZone business subcontracting goals, outline the steps your company plans to take. These steps will be negotiated with the contracting officer prior to approval of the plan.

(b) (4)





(b) (4)

[Redacted content]



SIGNATURE PAGE

Signatures Required:

This subcontracting plan was submitted by:

Signature: Mary M. Hellem

Typed/Print Name: Mary M. Hellem

Title: Small Business Liaison Officer

Date: 11/13/2012

This plan was reviewed and approved by:

Signature: _____

Typed/Print Name: _____

Title: Contracting Officer Date: _____

10 Lessons Learned (RFP L-14.1 (j))

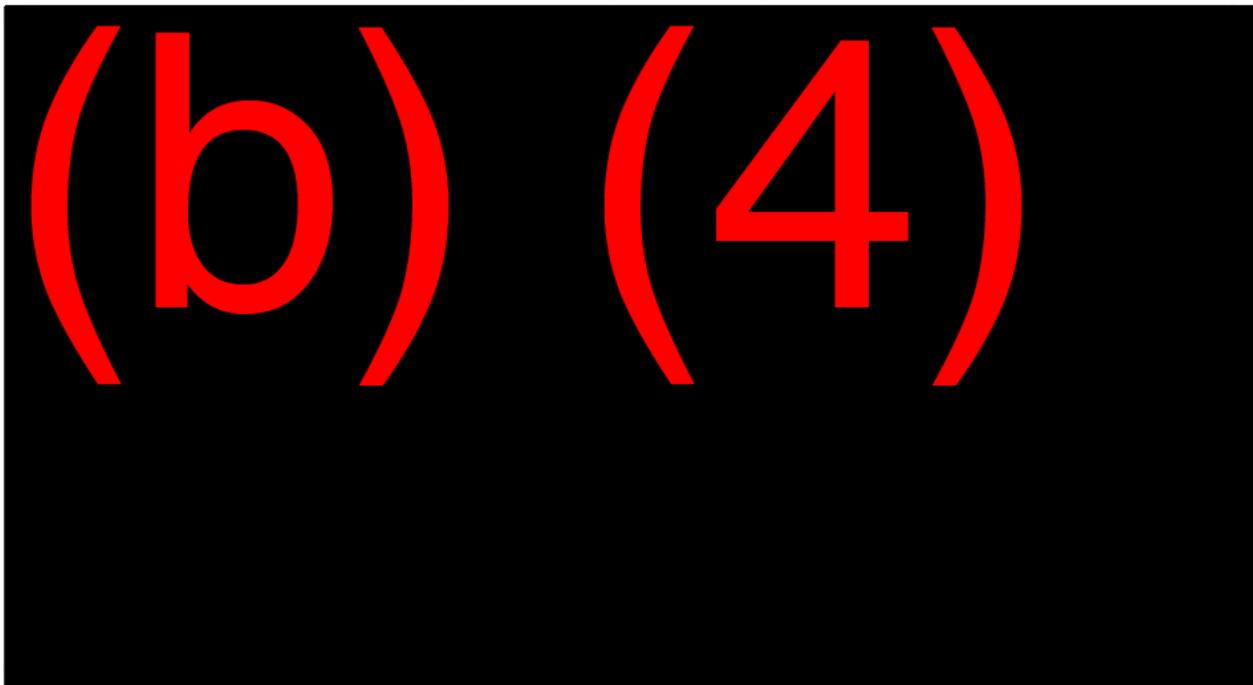
While commercial enterprises can simply borrow the money for the transition and repay the loan from operational savings, Federal agencies are precluded from such borrowing and from “Share in Savings” contracts that create an obligation on the Government. However, IBM has experience (using lessons learned from previous engagements) with Federal performance-based contracting structures that will allow cost saving innovations to be capitalized by the contractor who would only receive payment when the contract begins to generate quantifiable benefits using a combination of performance bonuses, optional tasks, and contract extensions.

These financial, procedural and quality benefits derived from the lessons learned program are visible and measurable, however it is IBM’s ability to visualize residual benefits to manage and document lessons learned as a part of customer feedback program, will ultimately improve client knowledgebase and apply standardize approach at the program level that would bring agency level efficiencies.

Figure 10-1 shows how lessons learned from IBM’s Enterprise Computing Model Program: that is part of “Project Green” for Server Virtualization is yielding significant benefits.

Figure 10-1: IBM’s Computing Model

Incorporation of lessons learned on our Project Green server virtualization effort has helped us achieve even greater benefits that we pass on to DOI.



Based on decades of experience as a global corporation, the primary issues that lead to a project falling short of its goals are given in **Table 10-1**.



Table 10-1: Lessons Learned

Anticipating and mitigating issues ahead of time based on past experience are true benefits of Lessons Learned.

Cause	Effect
Governance of the project lacks clarity	Individual business units lose complete autonomy and tangible benefits when centralized IT controls enhancements, including foot dragging by individual business units in an attempt to maintain independence or buy time to negotiate benefits.
Business operations lack details	The inventory of the current infrastructure is performed from a component perspective, as opposed to a business operations perspective. The goal translates to simplify or reduce the infrastructure residing in the data centers instead of being treated as a transformation to more effectively and efficiently support the business operations.
IT Strategy does not align with Business Strategy	Programs fail to meet the desired results when the IT Strategy is incomplete or does not align with the Business Strategy and Objectives.
Process Transformation not adequately addressed	The benefits of cloud computing are not realized because existing traditional IT processes and procedures are implemented as is in the cloud environment. Cloud computing is a new consumption and delivery model requiring process reengineering and modifications to realize the benefits of the cloud.
Expectations for system performance are not aligned with current performance	Failure to recognize that a move to new environment does not inherently provide an enhanced level of system performance – a successful consolidation project may be viewed as project failure due to lack of information and documentation about the performance of the systems in the current environment.
Personnel issues are not adequately addressed	Services, such as help desk troubleshooting, are done by staff outside of the IT department and these positions do not appear on an official organization chart. The individuals in these positions often possess very valuable knowledge of the business operations and have impact upon IT. It is critical to understand who these individuals are and to include them in the planning process for the new operational model.

These issues may arise in the scope of services described in this RFP. IBM will work with DOI to identify transition risks and develop a rigorous risk mitigation plan to help enable a successful transfer of services and applications. The table below contains key issues/risks and mitigation approaches IBM has encountered from the execution of thousands of similar projects.

Through our many engagements, we have learned that what is needed to be successful is:

- (b) (4) [Redacted]



(b) (4)

[Redacted content]

10.1 Lessons Learned Examples from Other Engagements

The following project examples demonstrate how IBM approaches challenges faced at various levels, finds solution and then uses these solutions as lessons learned for future endeavors.

10.1.1.1 University of Pittsburg Medical Center (UPMC) IT Transformation

UPMC IT Transformation Project Description

The University of Pittsburgh Medical Center (UPMC), a \$7B integrated healthcare system, with 48,000 employees, is Pennsylvania's largest integrated healthcare delivery network and one of the most renowned academic medical centers in the United States. As part of its 21st century growth strategy, UPMC acquired over 20 hospitals along with numerous other care facilities, strengthening the clinical breadth of the UPMC network while dramatically complicating the company's information technology infrastructure. With the acquisitions, key measures of information processing activity, including the volume of data and the number of applications, were projected to grow sharply, producing a commensurate increase in infrastructure and support costs. In addition, the growing requirement for servers and storage consumed more and more of the UPMC's physical space, which could otherwise have been used for clinical and revenue-generating purposes. UPMC's leaders saw that rising IT costs were ultimately at odds with its long-term goals around innovation and patient care. UPMC sought to lower the cost and complexity of its IT infrastructure to enable the continued investment in next-generation clinical systems for the benefit of its patients.

The first part the IBM-UPMC partnership was to implement UPMC's Information Technology Transformation strategy by: 1) virtualization of servers 2) implementation of standard IT



processes based on the ITIL framework, and 3) transformation of over 900 key business applications into the new IT infrastructure. The second part of the partnership was to develop health care technologies and solutions that UPMC can use internally and sell commercially to the health care services, pharmaceuticals and life sciences markets. Under this strategic relationship, scientists and physicians from UPMC work alongside researchers and technicians from IBM in developing these solutions.

Challenges and Lessons Learned From Our Experience:

Challenge	Solution	Lessons Learned
Acquisition of several new hospitals and care facilities after the project started added to the complexity of the IT picture as each new acquisition brought its own set of applications and also made integration inherently more difficult.	IBM developed a high-level comprehensive architecture, and postponed detailed plans of each site's consolidation until closer to the actual migration target date for the facility. The IBM approach allowed the project to get started without waiting for a detailed architectural analysis to be completed, and demonstrated the project's successes in its important early stages.	(b) (4)

How Lessons Learned Applied to Meet FCHS Requirements: (b) (4)

(b) (4)



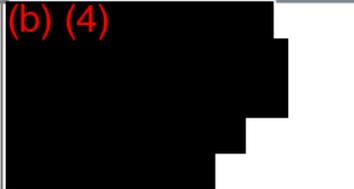
10.1.1.1.2 U.S. Army Distributed Learning System

Army DLS

The DLS objective is to provide a fully automated, seamless, and web-accessible training and education network designed to advance Soldiers' skills by providing training anywhere, anytime via secure internet connections. IBM provided a full range of program management and technology services support for the U.S. Army DLS Increment 2 (I2) program, including: delivery of enterprise hosting capabilities, daily operation of the Enterprise Management Center (EMC); IT support for nearly 220 Digital Training Facilities (DTFs) around the world; service (help) desk capability, network maintenance, and security and privacy procedures to protect Army systems and data. We delivered Increment 3 (I3) support for the design, build, and operation of the Army Learning Management System (ALMS), including DoD system interfaces. The DLS program expanded access to training including anytime/anywhere and reduced travel costs and soldier time away from duty. DLS is available to 1.2 million Army personnel and scalable to a total of two million users.

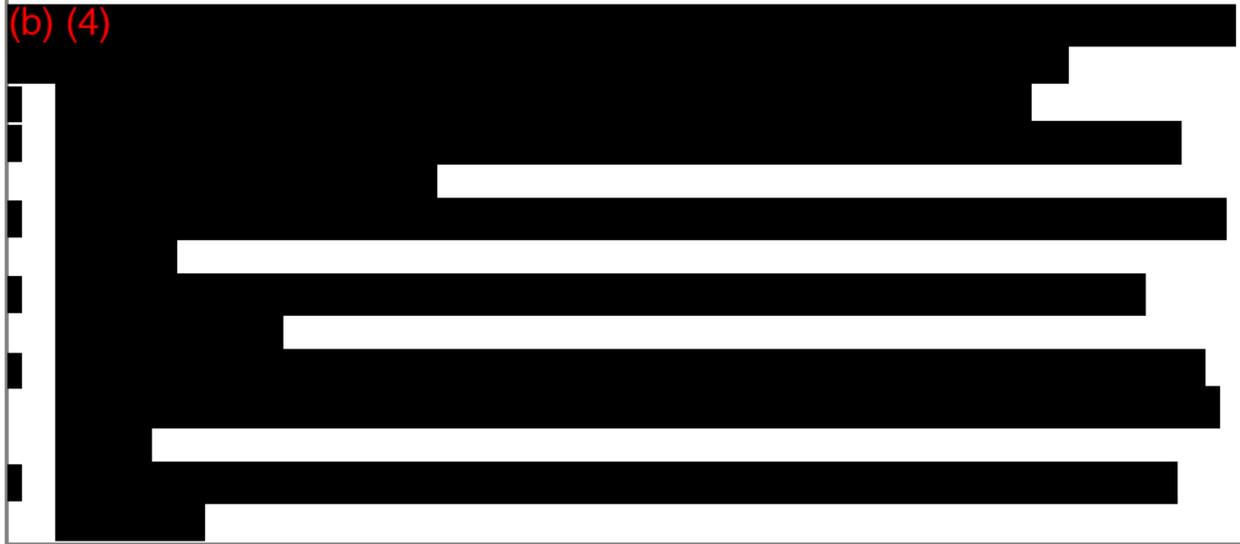
DLS received the e-Army Initiative winner for the use of technology to improve the way an organization serves its customers, optimizing internal processes and streamlining processes and end-to-end operations. This award also recognized DLS for excelling in collaboration, impact, and transformation.

Challenges and Lessons Learned From Our Experience as the Prime Contractor:

Challenge	Solution	Lessons Learned
<p>From March 10 to 21, 2008, the ALMS became somewhat unstable. Team IBM monitors the system on a 24x7x365 basis. During this time, the database resources were consumed and servers reached maximum capacity, the system became unresponsive and Soldiers could not receive training.</p>	<p>IBM immediately established a plan and began troubleshooting. IBM leadership decided to tackle the situation as a Tiger Team. Multiple sub-teams working together as one synergistic team, two shifts per day (extended hours) and team meetings twice a day became the standard operating procedure until the system regained stability. Research and troubleshooting efforts indicated that the instability of the system was caused by system changes to external systems that interfaced with the ALMS. The system was restored and Soldiers resumed training.</p>	<p>(b) (4)</p> 

How Lessons Learned Applied to Meet FCHS Requirements:

(b) (4)



10.2 IBM's Planned Approach to Use Lessons Learned In Improving Performance During Engagement

(b) (4)





Appendix A: IBM Consolidated Financials (RFP L-14.1 (e)(i))

Consolidated Statement of Earnings

International Business Machines Corporation and Subsidiary Companies

(\$ in millions except per share amounts)

For the year ended December 31:	Notes	2011	2010	2009
Revenue				
Services		\$ 60,721	\$56,868	\$55,128
Sales		44,063	40,736	38,300
Financing		2,132	2,267	2,331
Total revenue		106,916	99,870	95,758
Cost				
Services		40,740	38,383	37,146
Sales		14,973	14,374	13,606
Financing		1,065	1,100	1,220
Total cost		56,778	53,857	51,973
Gross profit		50,138	46,014	43,785
Expense and other income				
Selling, general and administrative		23,594	21,837	20,952
Research, development and engineering	O	6,258	6,026	5,820
Intellectual property and custom development income		(1,108)	(1,154)	(1,177)
Other (income) and expense		(20)	(787)	(351)
Interest expense	D&J	411	368	402
Total expense and other income		29,135	26,291	25,647
Income before income taxes		21,003	19,723	18,138
Provision for income taxes	N	5,148	4,890	4,713
Net income		\$ 15,855	\$14,833	\$13,425
Earnings per share of common stock				
Assuming dilution	P	\$ 13.06	\$ 11.52	\$ 10.01
Basic	P	\$ 13.25	\$ 11.69	\$ 10.12
Weighted-average number of common shares outstanding				
Assuming dilution		1,213,767,985	1,287,355,388	1,341,352,754
Basic		1,196,951,006	1,268,789,202	1,327,157,410

Amounts may not add due to rounding.

The accompanying notes on pages 76 through 139 are an integral part of the financial statements.



Consolidated Statement of Comprehensive Income
International Business Machines Corporation and Subsidiary Companies

(\$ in millions)

For the year ended December 31:	Notes	2011	2010	2009
Net income		\$15,855	\$14,833	\$13,425
Other comprehensive income/(loss), before tax:				
Foreign currency translation adjustments	L	(693)	712	1,675
Net changes related to available-for-sale securities	L			
Unrealized gains/(losses) arising during the period		(14)	70	118
Reclassification of (gains)/losses to net income		(231)	0	64
Subsequent changes in previously impaired securities arising during the period		4	8	—
Total net changes related to available-for-sale securities		(241)	78	182
Unrealized gains/(losses) on cash flow hedges	L			
Unrealized gains/(losses) arising during the period		(266)	371	(718)
Reclassification of (gains)/losses to net income		511	203	(94)
Total unrealized gains/(losses) on cash flow hedges		245	573	(812)
Retirement-related benefit plans	L			
Prior service costs/(credits)		(28)	28	375
Net (losses)/gains arising during the period		(5,463)	(2,728)	1,433
Curtailments and settlements		11	10	(125)
Amortization of prior service (credits)/cost		(157)	(183)	(182)
Amortization of net gains/(losses)		1,847	1,249	1,105
Total retirement-related benefit plans		(3,790)	(1,624)	2,626
Other comprehensive income/(loss), before tax	L	(4,479)	(260)	3,671
Income tax (expense)/benefit related to items of other comprehensive income	L	1,339	348	(656)
Other comprehensive income/(loss)	L	(3,142)	87	3,015
Total comprehensive income		\$12,713	\$14,920	\$16,440

Amounts may not add due to rounding.

The accompanying notes on pages 76 through 139 are an integral part of the financial statements.



Consolidated Statement of Financial Position
 International Business Machines Corporation and Subsidiary Companies

(\$ in millions except per share amounts)

At December 31:	Notes	2011	2010
Assets			
Current assets			
Cash and cash equivalents		\$ 11,922	\$ 10,661
Marketable securities	D	0	990
Notes and accounts receivable—trade (net of allowances of \$256 in 2011 and \$324 in 2010)		11,179	10,834
Short-term financing receivables (net of allowances of \$311 in 2011 and \$342 in 2010)	F	16,901	16,257
Other accounts receivable (net of allowances of \$11 in 2011 and \$10 in 2010)		1,481	1,134
Inventories	E	2,595	2,450
Deferred taxes	N	1,601	1,564
Prepaid expenses and other current assets		5,249	4,226
Total current assets		50,928	48,116
Property, plant and equipment	G	40,124	40,289
Less: Accumulated depreciation	G	26,241	26,193
Property, plant and equipment—net	G	13,883	14,096
Long-term financing receivables (net of allowances of \$38 in 2011 and \$58 in 2010)	F	10,776	10,548
Prepaid pension assets	S	2,843	3,068
Deferred taxes	N	3,503	3,220
Goodwill	I	26,213	25,136
Intangible assets—net	I	3,392	3,488
Investments and sundry assets	H	4,895	5,778
Total assets		\$ 116,433	\$113,452
Liabilities and equity			
Current liabilities			
Taxes	N	\$ 3,313	\$ 4,216
Short-term debt	D&J	8,463	6,778
Accounts payable		8,517	7,804
Compensation and benefits		5,099	5,028
Deferred income		12,197	11,580
Other accrued expenses and liabilities		4,535	5,156
Total current liabilities		42,123	40,562
Long-term debt	D&J	22,857	21,846
Retirement and nonpension postretirement benefit obligations	S	18,374	15,978
Deferred income		3,847	3,666
Other liabilities	K	8,996	8,226
Total liabilities		96,197	90,279
Contingencies and commitments	M		
Equity	L		
IBM stockholders' equity			
Common stock, par value \$.20 per share, and additional paid-in capital		48,129	45,418
Shares authorized: 4,687,500,000			
Shares issued (2011—2,182,469,838; 2010—2,161,800,054)			
Retained earnings		104,857	92,532
Treasury stock, at cost (shares: 2011—1,019,287,274; 2010—933,806,510)		(110,963)	(96,161)
Accumulated other comprehensive income/(loss)		(21,885)	(18,743)
Total IBM stockholders' equity		20,138	23,046
Noncontrolling interests	A	97	126
Total equity		20,236	23,172
Total liabilities and equity		\$ 116,433	\$113,452

Amounts may not add due to rounding.

The accompanying notes on pages 76 through 139 are an integral part of the financial statements.



Consolidated Statement of Cash Flows
 International Business Machines Corporation and Subsidiary Companies

(\$ in millions)

For the year ended December 31:	2011	2010	2009
Cash flows from operating activities			
Net income	\$ 15,855	\$ 14,833	\$ 13,425
Adjustments to reconcile net income to cash provided by operating activities			
Depreciation	3,589	3,657	3,773
Amortization of intangibles	1,226	1,174	1,221
Stock-based compensation	697	629	558
Deferred taxes	1,212	1,294	1,773
Net (gain)/loss on asset sales and other	(342)	(801)	(395)
Change in operating assets and liabilities, net of acquisitions/divestitures			
Receivables (including financing receivables)	(1,279)	(489)	2,131
Retirement related	(1,371)	(1,963)	(2,465)
Inventories	(163)	92	283
Other assets/other liabilities	(28)	949	319
Accounts payable	451	174	170
Net cash provided by operating activities	19,846	19,549	20,773
Cash flows from investing activities			
Payments for property, plant and equipment	(4,108)	(4,185)	(3,447)
Proceeds from disposition of property, plant and equipment	608	770	330
Investment in software	(559)	(569)	(630)
Purchases of marketable securities and other investments	(1,594)	(6,129)	(5,604)
Proceeds from disposition of marketable securities and other investments	3,345	7,877	3,599
Non-operating finance receivables—net	(291)	(405)	(184)
Acquisition of businesses, net of cash acquired	(1,811)	(5,922)	(1,194)
Divestiture of businesses, net of cash transferred	14	55	400
Net cash used in investing activities	(4,396)	(8,507)	(6,729)
Cash flows from financing activities			
Proceeds from new debt	9,996	8,055	6,683
Payments to settle debt	(8,947)	(6,522)	(13,495)
Short-term borrowings/(repayments) less than 90 days—net	1,321	817	(651)
Common stock repurchases	(15,046)	(15,375)	(7,429)
Common stock transactions—other	2,453	3,774	3,052
Cash dividends paid	(3,473)	(3,177)	(2,860)
Net cash used in financing activities	(13,696)	(12,429)	(14,700)
Effect of exchange rate changes on cash and cash equivalents	(493)	(135)	98
Net change in cash and cash equivalents	1,262	(1,522)	(558)
Cash and cash equivalents at January 1	10,661	12,183	12,741
Cash and cash equivalents at December 31	\$ 11,922	\$ 10,661	\$ 12,183
Supplemental data			
Income taxes paid—net of refunds received	\$ 4,168	\$ 3,238	\$ 1,587
Interest paid on debt	\$ 956	\$ 951	\$ 1,240
Capital lease obligations	\$ 39	\$ 30	\$ 15

Amounts may not add due to rounding.

The accompanying notes on pages 76 through 139 are an integral part of the financial statements.

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Appendix B: Government Product/Service Accessibility Template (GPAT) (RFP L-14.1 (f))

Government Product Accessibility Template for Cloud Computing

Summary

- Column one includes all the Sections of the Standard that may apply to any deliverable. The total number of provisions within each Section of the Standard is shown in parentheses.
- Column two identifies the total number of provisions that **typically** apply to a deliverable of this type. Some of these may not be features of the vendor's deliverable. Conversely, others not noted **may be** features of the vendor's deliverable. If the deliverable includes additional features, the accessibility of these features must also be considered.
- Column three is for general notes about the Sections of the Standard. Some apply to all deliverables and some are specific to the deliverable.
- Column four is a summary of the vendor's response to applicable provisions and additional deliverable features from the Sections of the Standard.
- Column five is where the vendor can note explanations for any of the preceding columns, e.g., there are differences between expected applicable provisions and actual product features.
-
-



CFR 1194 Standard Sections	Total Number of Applicable Provisions	Notes	Total Number of Supported Provisions			Please explain
			Fully	Partial	Not	
Section 1194.21 Software Applications and Operating Systems (12 provisions)	12	Cloud computing typically involves software apps (Business, Productivity, and Social Media). Virtualization software included in Cloud IT Services acts as an Operating System and is covered by provisions in this Section if it provides a direct user interface.	X			N/A – Proposed application is web-based and documented in Section 1194.22
Section 1194.22 Web-based Internet Information and Applications (16 provisions)	16	Cloud IT Services connect users to each other and to Web and software applications through the Internet or a local intranet.	X			Proposed application is fully compliant with Section 1194.22
Section 1194.23 Telecommunications Products (14 provisions)	4	There are some Cloud Computing applications that include telecommunications services (i.e., call centers). If the application involves Federal employees on the receiving end of these services (i.e., hosting the call center) these provisions would apply.	X			N/A



CFR 1194 Standard Sections	Total Number of Applicable Provisions	Notes	Total Number of Supported Provisions			Please explain
			Fully	Partial	Not	
Section 1194.24 Video and Multi-media Products (5 provisions)	3	Software apps, especially social media may include video and multi-media productions.	X			N/A – No multimedia/video product used in the proposed application.
Section 1194.25 Self-Contained, Closed Products (13 provisions)	0		X			N/A
Section 1194.26 Desktop and Portable Computers (4 provisions)	0		X			N/A
Section 1194.31 Functional Performance Criteria (6 provisions)	6	Functional performance criteria apply.	X			Functional performance criteria apply.
Section 1194.41 Information, documentation, and support (3 provisions)	3	Cloud Computing services require reports, documents, presentations, etc in electronic formats. These must be accessible.	X			Accessible documentation is provided.



10.3 Subpart B – Technical Standards

10.3.1 Section 1194.21 Software Applications and Operating Systems

Provision Text	Applicable	Notes	How does the EIT meet this requirement?	Please explain
(a) When software is designed to run on a system that has a keyboard, product functions shall be executable from a keyboard where the function itself or the result of performing a function can be discerned textually.	No	This applies to QWERTY keyboards.	<input checked="" type="checkbox"/> Fully <input type="checkbox"/> Partially <input type="checkbox"/> No	The proposed application is web-based and documented in Section 1194.22
(b) Applications shall not disrupt or disable activated features of other products that are identified as accessibility features, where those features are developed and documented according to industry standards. Applications also shall not disrupt or disable activated features of any operating system that are identified as accessibility features where the application programming interface for those accessibility features has been documented by the manufacturer of the operating system and is available to the product developer.	No		<input checked="" type="checkbox"/> Fully <input type="checkbox"/> Partially <input type="checkbox"/> No	The proposed application is web-based and documented in Section 1194.22
(c) A well-defined on-screen indication of the current focus shall be provided that moves among interactive interface elements as the input focus changes. The focus shall be programmatically exposed so that Assistive Technology can track focus and focus changes.	No		<input checked="" type="checkbox"/> Fully <input type="checkbox"/> Partially <input type="checkbox"/> No	The proposed application is web-based and documented in Section 1194.22
(d) Sufficient information about a user interface element including the identity, operation and state of the element shall be available to Assistive Technology. When	No		<input checked="" type="checkbox"/> Fully <input type="checkbox"/> Partially <input type="checkbox"/> No	The proposed application is web-based and documented in Section 1194.22

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Provision Text	Applicable	Notes	How does the EIT meet this requirement?	Please explain
an image represents a program element, the information conveyed by the image must also be available in text.				
(e) When bitmap images are used to identify controls, status indicators, or other programmatic elements, the meaning assigned to those images shall be consistent throughout an application's performance.	No	In this requirement, the term "bitmap" refers to a broad number of image formats, such as .bmp, .gif, .jpeg, .tif and .svg.	<input checked="" type="checkbox"/> _X_Fully <input type="checkbox"/> _Partially <input type="checkbox"/> _No	The proposed application is web-based and documented in Section 1194.22
(f) Textual information shall be provided through operating system functions for displaying text. The minimum information that shall be made available is text content, text input caret location, and text attributes.	No		<input checked="" type="checkbox"/> _X_Fully <input type="checkbox"/> _Partially <input type="checkbox"/> _No	The proposed application is web-based and documented in Section 1194.22
(g) Applications shall not override user selected contrast and color selections and other individual display attributes.	No		<input checked="" type="checkbox"/> _X_Fully <input type="checkbox"/> _Partially <input type="checkbox"/> _No	The proposed application is web-based and documented in Section 1194.22
(h) When animation is displayed, the information shall be displayable in at least one non-animated presentation mode at the option of the user.	No	Self-scrolling and moving text are considered animation.	<input checked="" type="checkbox"/> _X_Fully <input type="checkbox"/> _Partially <input type="checkbox"/> _No	The proposed application is web-based and documented in Section 1194.22
(i) Color coding shall not be used as the only means of conveying information, indicating an action, prompting a response, or distinguishing a visual element.	No	This requirement is also addressed in provision 1194.25(g).	<input checked="" type="checkbox"/> _X_Fully <input type="checkbox"/> _Partially <input type="checkbox"/> _No	
(j) When a product permits a user to adjust color and contrast settings, a variety of color selections capable of producing a range of contrast levels shall be provided.	No	See www.lighthouse.org/color_contrast.htm This requirement is also addressed in provision 1194.25(h).	<input checked="" type="checkbox"/> _X_Fully <input type="checkbox"/> _Partially <input type="checkbox"/> _No	The proposed application is web-based and documented in Section 1194.22



Provision Text	Applicable	Notes	How does the EIT meet this requirement?	Please explain
(k) Software shall not use flashing or blinking text, objects, or other elements having a flash or blink frequency greater than 2 Hz and lower than 55 Hz.	No	Other elements include turning graphics on and off or changing between images. This requirement is also addressed in provisions 1194.22(j) and 1194.25(i).	<input checked="" type="checkbox"/> Fully <input type="checkbox"/> Partially <input type="checkbox"/> No	The proposed application is web-based and documented in Section 1194.22
(l) When electronic forms are used, the form shall allow people using Assistive Technology to access the information, field elements, and functionality required for completion and submission of the form, including all directions and cues.	No	This requirement is also addressed in provision 1194.22(n).	<input checked="" type="checkbox"/> Fully <input type="checkbox"/> Partially <input type="checkbox"/> No	The proposed application is web-based and documented in Section 1194.22



10.3.2 Section 1194.22 Web-Based Intranet and Internet Information and Applications

Provision Text	Applicable	Notes	How does the EIT meet this requirement?	Please explain
(a) A text equivalent for every non-text element shall be provided (e.g., via “alt”, “longdesc”, or in element content).	Yes		<input checked="" type="checkbox"/> _X_Fully <input type="checkbox"/> _Partially <input type="checkbox"/> _No	Text equivalents are provided.
(b) Equivalent alternatives for any multimedia presentation shall be synchronized with the presentation.	Yes		<input checked="" type="checkbox"/> _X_Fully <input type="checkbox"/> _Partially <input type="checkbox"/> _No	Equivalent alternatives are provided when multimedia is used.
(c) Web pages shall be designed so that all information conveyed with color is also available without color, for example from context or markup.	Yes		<input checked="" type="checkbox"/> _X_Fully <input type="checkbox"/> _Partially <input type="checkbox"/> _No	Information can be understood without color.
(d) Documents shall be organized so they are readable without requiring an associated style sheet.	Yes		<input checked="" type="checkbox"/> _X_Fully <input type="checkbox"/> _Partially <input type="checkbox"/> _No	Equivalent facilitation is utilized to fulfill this requirement.
(e) Redundant text links shall be provided for each active region of a server-side image map.	Yes		<input checked="" type="checkbox"/> _X_Fully <input type="checkbox"/> _Partially <input type="checkbox"/> _No	Product meets this requirement.
(f) Client-side image maps shall be provided instead of server-side image maps except where the regions cannot be defined with an available geometric shape.	Yes		<input checked="" type="checkbox"/> _X_Fully <input type="checkbox"/> _Partially <input type="checkbox"/> _No	Product meets this requirement.
(g) Row and column headers shall be identified for data tables.	Yes		<input checked="" type="checkbox"/> _X_Fully <input type="checkbox"/> _Partially <input type="checkbox"/> _No	Data tables have necessary headers.
(h) Markup shall be used to associate data cells and header cells for data tables that have two or more logical levels of row or column headers.	Yes		<input checked="" type="checkbox"/> _X_Fully <input type="checkbox"/> _Partially <input type="checkbox"/> _No	Correct markup is used for complex data tables.
(i) Frames shall be titled with text that facilitates frame identification and navigation	Yes		<input checked="" type="checkbox"/> _X_Fully <input type="checkbox"/> _Partially <input type="checkbox"/> _No	Frames are titled.



Provision Text	Applicable	Notes	How does the EIT meet this requirement?	Please explain
(j) Pages shall be designed to avoid causing the screen to flicker with a frequency greater than 2 Hz and lower than 55 Hz.	Yes	This requirement is also addressed in provisions 1194.21(k) and 1194.25(i).	<input checked="" type="checkbox"/> Fully <input type="checkbox"/> Partially <input type="checkbox"/> No	No unsafe frequency flicker exists.
(k) A text-only page, with equivalent information or functionality, shall be provided to make a web site comply with the provisions of this part, when compliance cannot be accomplished in any other way. The content of the text-only page shall be updated whenever the primary page changes.	Yes	This should only be used as a last resort.	<input checked="" type="checkbox"/> Fully <input type="checkbox"/> Partially <input type="checkbox"/> No	This is not needed and therefore not provided.
(l) When pages utilize scripting languages to display content, or to create interface elements, the information provided by the script shall be identified with functional text that can be read by Assistive Technology.	Yes		<input checked="" type="checkbox"/> Fully <input type="checkbox"/> Partially <input type="checkbox"/> No	Applicable content can be read by assistive technology.
(m) When a web page requires that an applet, plug-in or other application be present on the client system to interpret page content, the page must provide a link to a plug-in or applet that complies with Section 1194.21(a) through (l).	Yes		<input checked="" type="checkbox"/> Fully <input type="checkbox"/> Partially <input type="checkbox"/> No	Complies with the requirement.
(n) When electronic forms are designed to be completed on-line, the form shall allow people using Assistive Technology to access the information, field elements, and functionality required for completion and submission of the form, including all directions and cues.	Yes		<input checked="" type="checkbox"/> Fully <input type="checkbox"/> Partially <input type="checkbox"/> No	Forms are fully compliant.
(o) A method shall be provided that permits users to skip repetitive navigation links.	Yes		<input checked="" type="checkbox"/> Fully <input type="checkbox"/> Partially <input type="checkbox"/> No	UI allows skip of repetitive navigation.

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Provision Text	Applicable	Notes	How does the EIT meet this requirement?	Please explain
(p) When a timed response is required, the user shall be alerted and given sufficient time to indicate more time is required.	Yes	This requirement is also addressed in provision 1194.25(b).	<input checked="" type="checkbox"/> Fully <input type="checkbox"/> Partially <input type="checkbox"/> No	Complies with the requirement.



10.3.3 Section 1194.23 Telecommunications Products

Provision Text	Applicable	Notes	How does the EIT meet this requirement?	Please explain
(a) Telecommunications products or systems which provide a function allowing voice communication and which do not themselves provide a TTY functionality shall provide a standard non-acoustic connection point for TTYs. Microphones shall be capable of being turned on and off to allow the user to intermix speech with TTY use.	No		<input checked="" type="checkbox"/> Fully <input type="checkbox"/> Partially <input type="checkbox"/> No	Not Applicable – Product is not a telephony application.
(b) Telecommunications products which include voice communication functionality shall support all commonly used cross-manufacturer non-proprietary standard TTY signal protocols.	No		<input checked="" type="checkbox"/> Fully <input type="checkbox"/> Partially <input type="checkbox"/> No	Not Applicable – Product is not a telephony application.
(c) Voice mail, auto-attendant, and interactive voice response telecommunications systems shall be usable by TTY users with their TTYs.	No	This requirement applies to telephony apps hosted by the Government.	<input checked="" type="checkbox"/> Fully <input type="checkbox"/> Partially <input type="checkbox"/> No	Not Applicable – Product is not a telephony application.
(d) Voice mail, messaging, auto-attendant, and interactive voice response telecommunications systems that require a response from a user within a time interval, shall give an alert when the time interval is about to run out, and shall provide sufficient time for the user to indicate more time is required.	No	This requirement applies to telephony apps hosted by the Government.	<input checked="" type="checkbox"/> Fully <input type="checkbox"/> Partially <input type="checkbox"/> No	Not Applicable – Product is not a telephony application.
(e) Where provided, caller identification and similar telecommunications functions shall also be available for users of TTYs, and for users who cannot see displays.	No	This requirement applies to telephony apps hosted by the Government.	<input checked="" type="checkbox"/> Fully <input type="checkbox"/> Partially <input type="checkbox"/> No	Not Applicable – Product is not a telephony application.
(f) For transmitted voice signals, telecommunications products shall provide	No	This requirement applies to telephony apps hosted by the	<input checked="" type="checkbox"/> Fully <input type="checkbox"/> Partially	Not Applicable – Product is not a telephony application.



Provision Text	Applicable	Notes	How does the EIT meet this requirement?	Please explain
a gain adjustable up to a minimum of 20 dB. For incremental volume control, at least one intermediate step of 12 dB of gain shall be provided.		Government.	__No	
(g) If the telecommunications product allows a user to adjust the receive volume, a function shall be provided to automatically reset the volume to the default level after every use.	No	This requirement applies to telephony apps hosted by the Government.	_X_Fully __Partially __No	Not Applicable – Product is not a telephony application.
(h) Where a telecommunications product delivers output by an audio transducer which is normally held up to the ear, a means for effective magnetic wireless coupling to hearing technologies shall be provided.	No		_X_Fully __Partially __No	Not Applicable – Product is not a telephony application.
(i) Interference to hearing technologies (including hearing aids, cochlear implants, and assistive listening devices) shall be reduced to the lowest possible level that allows a user of hearing technologies to utilize the telecommunications product.	No		_X_Fully __Partially __No	Not Applicable – Product is not a telephony application.
(j) Products that transmit or conduct information or communication, shall pass through cross-manufacturer, non-proprietary, industry-standard codes, translation protocols, formats or other information necessary to provide the information or communication in a usable format. Technologies which use encoding, signal compression, format transformation, or similar techniques shall not remove information needed for access or shall restore it upon delivery.	No	This requirement applies to telephony apps hosted by the Government. This requirement applies to service provider equipment and software, as well as user equipment and software.	_X_Fully __Partially __No	Not Applicable – Product is not a telephony application.



Provision Text	Applicable	Notes	How does the EIT meet this requirement?	Please explain
(k)(1) Products which have mechanically operated controls or keys shall comply with the following: Controls and Keys shall be tactilely discernible without activating the controls or keys.	No		<input checked="" type="checkbox"/> Fully <input type="checkbox"/> Partially <input type="checkbox"/> No	Not Applicable – Product is not a telephony application.
(k)(2) Products which have mechanically operated controls or keys shall comply with the following: Controls and Keys shall be operable with one hand and shall not require tight grasping, pinching, twisting of the wrist. The force required to activate controls and keys shall be 5 lbs. (22.2N) maximum.	No		<input checked="" type="checkbox"/> Fully <input type="checkbox"/> Partially <input type="checkbox"/> No	Not Applicable – Product is not a telephony application.
(k)(3) Products which have mechanically operated controls or keys shall comply with the following: If key repeat is supported, the delay before repeat shall be adjustable to at least 2 seconds. Key repeat rate shall be adjustable to 2 seconds per character.	No		<input checked="" type="checkbox"/> Fully <input type="checkbox"/> Partially <input type="checkbox"/> No	Not Applicable – Product is not a telephony application.
(k)(4) Products which have mechanically operated controls or keys shall comply with the following: The status of all locking or toggle controls or keys shall be visually discernible, and discernible either through touch or sound.	No		<input checked="" type="checkbox"/> Fully <input type="checkbox"/> Partially <input type="checkbox"/> No	Not Applicable – Product is not a telephony application.



10.3.4 Section 1194.24 Video and Multimedia Products

Provision Text	Applicable	Notes	How does the EIT meet this requirement?	Please explain
(a) All analog television displays 13 inches and larger, and computer equipment that includes analog television receiver or display circuitry, shall be equipped with caption decoder circuitry which appropriately receives, decodes, and displays closed captions from broadcast, cable, video-tape, and DVD signals. As soon as practicable, but not later than July 1, 2002, widescreen digital television (DTV) displays measuring at least 7.8 inches vertically, DTV sets with conventional displays measuring at least 13 inches vertically, and stand-alone DTV tuners, whether or not they are marketed with display screens, and computer equipment that includes DTV receiver or display circuitry, shall be equipped with caption decoder circuitry which appropriately receives, decodes, and displays closed captions from broadcast, cable, videotape, and DVD signals.	No		<input checked="" type="checkbox"/> Fully <input type="checkbox"/> Partially <input type="checkbox"/> No	Not Applicable
(b) Television tuners, including tuner cards for use in computers, shall be equipped with secondary audio program playback circuitry.	No		<input checked="" type="checkbox"/> Fully <input type="checkbox"/> Partially <input type="checkbox"/> No	Not Applicable
(c) All training and informational video and multimedia productions which support the agency's mission, regardless of format, that contain speech or other audio information necessary for the comprehension of the content, shall be open or closed captioned.	No	This provision may apply to Cloud Computing software apps.	<input checked="" type="checkbox"/> Fully <input type="checkbox"/> Partially <input type="checkbox"/> No	Not Applicable – Training is not provided through multimedia/video.



Provision Text	Applicable	Notes	How does the EIT meet this requirement?	Please explain
(d) All training and informational video and multimedia productions which support the agency's mission, regardless of format, that contain visual information necessary for the comprehension of the content, shall be audio described.	No	This provision may apply to Cloud Computing software apps.	<input checked="" type="checkbox"/> Fully <input type="checkbox"/> Partially <input type="checkbox"/> No	Not Applicable – Training is not provided through multimedia/video.
(e) Display or presentation of alternate text presentation or audio descriptions shall be user-selectable unless permanent.	No	This provision may apply to Cloud Computing software apps.	<input checked="" type="checkbox"/> Fully <input type="checkbox"/> Partially <input type="checkbox"/> No	Not Applicable – Training is not provided through multimedia/video.



10.3.5 Section 1194.25 Self-Contained, Closed Products

Provision Text	Applicable	Notes	How does the EIT meet this requirement?	Please explain
(a) Self contained products shall be usable by people with disabilities without requiring an end-user to attach Assistive Technology to the product. Personal headsets for private listening are not Assistive Technology.	No		<input checked="" type="checkbox"/> Fully <input type="checkbox"/> Partially <input type="checkbox"/> No	Not Applicable
(b) When a timed response is required, the user shall be alerted and given sufficient time to indicate more time is required.	No		<input checked="" type="checkbox"/> Fully <input type="checkbox"/> Partially <input type="checkbox"/> No	Not Applicable
(c) Where a product utilizes touchscreens or contact-sensitive controls, an input method shall be provided that complies with Section 1194.23 (k) (1) through (4).	No		<input checked="" type="checkbox"/> Fully <input type="checkbox"/> Partially <input type="checkbox"/> No	Not Applicable
(d) When biometric forms of user identification or control are used, an alternative form of identification or activation, which does not require the user to possess particular biological characteristics, shall also be provided.	No		<input checked="" type="checkbox"/> Fully <input type="checkbox"/> Partially <input type="checkbox"/> No	Not Applicable
(e) When products provide auditory output, the audio signal shall be provided at a standard signal level through an industry standard connector that will allow for private listening. The product must provide the ability to interrupt, pause, and restart the audio at anytime.	No		<input checked="" type="checkbox"/> Fully <input type="checkbox"/> Partially <input type="checkbox"/> No	Not Applicable
(f) When products deliver voice output in a public area, incremental volume control shall be provided with output amplification up to a level of at least 65 dB. Where the ambient noise level of the environment is above 45 dB, a volume gain of at least 20	No		<input checked="" type="checkbox"/> Fully <input type="checkbox"/> Partially <input type="checkbox"/> No	Not Applicable



Provision Text	Applicable	Notes	How does the EIT meet this requirement?	Please explain
dB above the ambient level shall be user selectable. A function shall be provided to automatically reset the volume to the default level after every use.				
(g) Color coding shall not be used as the only means of conveying information, indicating an action, prompting a response, or distinguishing a visual element.	No		<input checked="" type="checkbox"/> _X_Fully <input type="checkbox"/> _Partially <input type="checkbox"/> _No	Not Applicable
(h) When a product permits a user to adjust color and contrast settings, a range of color selections capable of producing a variety of contrast levels shall be provided.	No		<input checked="" type="checkbox"/> _X_Fully <input type="checkbox"/> _Partially <input type="checkbox"/> _No	Not Applicable
(i) Products shall be designed to avoid causing the screen to flicker with a frequency greater than 2 Hz and lower than 55 Hz.	No		<input checked="" type="checkbox"/> _X_Fully <input type="checkbox"/> _Partially <input type="checkbox"/> _No	Not Applicable
(j) (1) Products which are freestanding, nonportable, and intended to be used in one location and which have operable controls shall comply with the following: The position of any operable control shall be determined with respect to a vertical plane, which is 48 inches in length, centered on the operable control, and at the maximum protrusion of the product within the 48 inch length on products which are freestanding, non-portable, and intended to be used in one location and which have operable controls.	No		<input checked="" type="checkbox"/> _X_Fully <input type="checkbox"/> _Partially <input type="checkbox"/> _No	Not Applicable
(j)(2) Products which are freestanding, nonportable, and intended to be used in one location and which have operable controls shall comply with the following: Where any operable control is 10 inches or less	No		<input checked="" type="checkbox"/> _X_Fully <input type="checkbox"/> _Partially <input type="checkbox"/> _No	Not Applicable

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Provision Text	Applicable	Notes	How does the EIT meet this requirement?	Please explain
behind the reference plane, the height shall be 54 inches maximum and 15 inches minimum above the floor.				
(j)(3) Products which are freestanding, nonportable, and intended to be used in one location and which have operable controls shall comply with the following: Where any operable control is more than 10 inches and not more than 24 inches behind the reference plane, the height shall be 40 inches maximum and 15 inches minimum above the floor.	No		<input checked="" type="checkbox"/> Fully <input type="checkbox"/> Partially <input type="checkbox"/> No	Not Applicable
(j)(4) Products which are freestanding, nonportable, and intended to be used in one location and which have operable controls shall comply with the following: Operable controls shall not be more than 24 inches behind the reference plane.	No		<input checked="" type="checkbox"/> Fully <input type="checkbox"/> Partially <input type="checkbox"/> No	Not Applicable



10.3.6 Section 1194.26 Desktop and Portable Computers

Provision Text	Applicable	Notes	How does the EIT meet this requirement?	Please explain
a) All mechanically operated controls and keys shall comply with Section 1194.23 (k) (1) through (4).	No		<input checked="" type="checkbox"/> Fully <input type="checkbox"/> Partially <input type="checkbox"/> No	Not Applicable
(b) If a product utilizes touchscreens or touch-operated controls, an input method shall be provided that complies with Section 1194.23 (k) (1) through (4).	No		<input checked="" type="checkbox"/> Fully <input type="checkbox"/> Partially <input type="checkbox"/> No	Not Applicable
(c) When biometric forms of user identification or control are used, an alternative form of identification or activation, which does not require the user to possess particular biological characteristics, shall also be provided.	No		<input checked="" type="checkbox"/> Fully <input type="checkbox"/> Partially <input type="checkbox"/> No	Not Applicable
(d) Where provided, at least one of each type of expansion slots, ports and connectors shall comply with publicly available industry standards.	No		<input checked="" type="checkbox"/> Fully <input type="checkbox"/> Partially <input type="checkbox"/> No	Not Applicable



10.4 Subpart C – Functional Performance Criteria

10.4.1 Section 1194.31 Functional Performance Criteria

Provision Text	Applicable	Notes	How does the EIT meet this requirement?	Please explain
(a) At least one mode of operation and information retrieval that does not require user vision shall be provided, or support for Assistive Technology used by people who are blind or visually impaired shall be provided.	Yes		<input checked="" type="checkbox"/> Fully <input type="checkbox"/> Partially <input type="checkbox"/> No	Product supports screen reader assistive technology
(b) At least one mode of operation and information retrieval that does not require visual acuity greater than 20/70 shall be provided in audio and enlarged print output working together or independently, or support for Assistive Technology used by people who are visually impaired shall be provided.	Yes		<input checked="" type="checkbox"/> Fully <input type="checkbox"/> Partially <input type="checkbox"/> No	Product supports large fonts, high contrast, and screen reader assistive technology
(c) At least one mode of operation and information retrieval that does not require user hearing shall be provided, or support for Assistive Technology used by people who are deaf or hard of hearing shall be provided.	Yes		<input checked="" type="checkbox"/> Fully <input type="checkbox"/> Partially <input type="checkbox"/> No	No video is used.
(d) Where audio information is important for the use of a product, at least one mode of operation and information retrieval shall be provided in an enhanced auditory fashion, or support for assistive hearing devices shall be provided.	Yes		<input checked="" type="checkbox"/> Fully <input type="checkbox"/> Partially <input type="checkbox"/> No	No audio is used.
(e) At least one mode of operation and information retrieval that does not require user speech shall be provided, or support for Assistive Technology used by people with disabilities shall be provided.	Yes		<input checked="" type="checkbox"/> Fully <input type="checkbox"/> Partially <input type="checkbox"/> No	Speech is not required.



Provision Text	Applicable	Notes	How does the EIT meet this requirement?	Please explain
(f) At least one mode of operation and information retrieval that does not require fine motor control or simultaneous actions and that is operable with limited reach and strength shall be provided.	Yes		<input checked="" type="checkbox"/> Fully <input type="checkbox"/> Partially <input type="checkbox"/> No	Keyboard support is provided.



10.5 Subpart D – Information, Documentation, and Support

10.5.1 Section 1194.41 Information, Documentation, and Support

Provision Text	Applicable	Notes	How does the EIT meet this requirement?	Please explain
(a) Product support documentation provided to end-users shall be made available in alternate formats upon request, at no additional charge.	Yes		<input checked="" type="checkbox"/> Fully <input type="checkbox"/> Partially <input type="checkbox"/> No	Accessible documentation is provided.
(b) End-users shall have access to a description of the accessibility and compatibility features of products in alternate formats or alternate methods upon request, at no additional charge.	Yes		<input checked="" type="checkbox"/> Fully <input type="checkbox"/> Partially <input type="checkbox"/> No	Accessible features are explained in documentation.
(c) Support services for products shall accommodate the communication needs of end-users with disabilities.	Yes		<input checked="" type="checkbox"/> Fully <input type="checkbox"/> Partially <input type="checkbox"/> No	Complies with the requirement.