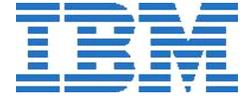


IBM U.S. Federal



**Volume I – Technical Proposal
Development and Test: USGS-CIDA Java Sandbox**

November 19, 2012

Department of the Interior (DOI)

Foundation Cloud Hosting Services

In Response to Request for Proposal No. D12PS00316

Submitted to: Department of the Interior, NBC, AQD
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List of Acronyms

Acronym	Definition
ABL	Allegany Ballistics Laboratory
ABS	Asamadi Business Solutions
AFCAP	Air Force Certification and Accreditation
AGOL	ArcGIS Online
ATO	Authority to Operate
ATO	Accredited Training Organization
BAPI	Business Application Programming Interfaces
BCT	Branch Communication Technology
BNOC	Boulder Network Operations Center
BOR	Bureau of Reclamation
BTS	Branch Technical Solutions
CAC	Common Access Card
CBT	Computer Based Training
CCE	Contracting Center of Excellence
CIDA	Center for Integrated Data Analytics
CMMI	Capability Maturity Model Integration
CMT	Corporate Master Table
COTR	Contracting Officer's Technical Representative
CPIR	Continuous Process Improvement and Risk Management
DAR	Data at Rest
DEAR	DOI Enterprise Architecture Repository
DIACAP	DOD Information Assurance Certification/Accreditation Process
DOC	Department of Commerce
DOI	Department of Interior
ECOS	Environmental Conservation Online System
EIS	Enterprise Information Services
ESD	Enterprise Service Desk
ESM	Enterprise Service Management
ESRL	Earth System Research Laboratory
FBMS	Financial Business Management System
FDC	Federal Data Center
FDCC	Federal Desktop Core Configuration
FFP	Firm Fixed Price
FIPS	Federal Information Processing Standards
FLERS	Firefighter and Law Enforcement Retirement System
FMIS	Fire Management Information System
FNS	Food and Nutrition Service



Acronym	Definition
FP	Fixed Price
FWS	Fish and Wildlife Service
GBS	Global Business Services
GMD	Global Monitoring Division
GSA	General Services Administration
GSD	Global systems Division
IA	Indian Affairs
IATO	Interim Authority to Operate
IAVA	Information Assurance Vulnerability Alert
IDOC	Intermediate Document
ILT	Instructor Led Training
IRTM	Information Resource and Technology Management
ISSO	Information System Security Officer
IT	Information Technology
ITIL	Information Technology Infrastructure Library
KT	Knowledge Transfer
LDT	Landscape Decision Tool
LUA	Least User Access
MTF	Mean Time to Fix
MTR	Mean Time to Restore
NBC	National Business Center
NIPR	Non-secure Internet Protocol Router
NOAA	National Oceanic and Atmospheric Administration
NOC	National Operations Center
NPS	National Park Service
OMB	Office of Management and Budget
OS	Operating System
PaaS	Platform-as-a-Service
PII	Personal Identifiable Information
PKI	Public Key Infrastructure
PMBOK	Project Management Body of Knowledge
PMI	Project Management Institute
PMO	Program Management Office
PMP	Project Management Professional
PMR	Program Management Review
PSD	Physical Sciences Division
PWS	Performance Work Statement
QA	Quality Assurance
QASP	Quality Assurance Surveillance Plan

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
RPO	Recovery Point Objectives
RTO	Recovery Time Objectives
SAN	Storage Area Network
SDLC	Systems Development Life Cycle
SGC	SmartCloud for Government
SI	System Integrator
SIPR	Secret Internet Protocol Router
SNAP	Supplemental Nutrition Assistance Program
SOC	Security Operations Center
SPOC	Single Point of Contact
SSH	Secure Shell
TSC	Technical Support Center
USGCB	United States Government Configuration Baseline
USGS	United States Geological Survey
VM	Virtual Machine



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1 Development and Test: USGS-CIDA Java Sandbox

1.1 Introduction

The Department of Interior (DOI) has a wide range of commitments and obligations for scientific, fact-finding research and analytics public services. The U.S. Geological Survey – Center for Integrated Data Analytics (USGS-CIDA) is an industry-leading organization for the research and deployment of high-end information technology products to enhance data storage and access methods against natural resources datasets. Team IBM is well positioned to support the USGS-CIDA mission with a Service Line to permit technical developers to provision and release a range of Infrastructure and/or Platform Services to meet application development, staging, simulation, and quality assurance activities in a non-production environment. Team IBM's solution supports the rapid and seamless transition of USGS applications from the Development and Test (Dev/Test) Environment to production by leveraging existing IBM cloud assets and systems integration accelerators.

Team IBM understands of USGS' need to test services in an environment that can emulate the production system in both form and performance capabilities (functional, load testing, stress, and scalability). Specifically, the USGS requires a cloud-based Dev/Test Environment to provide an infrastructure that:

- Enables Rapid Resource Provisioning and elasticity through a self-service portal
- Allows only authorized users to change the virtual machine (VM) configurations and storage footprint
- Releases ranges of Infrastructure and/or Platform Services
- Supports staging, simulation, and quality assurance activities
- Provides a continuous build and integration capability
- Provides root level access to the Operating System (OS) of each VM environment for Authorized Developers and Administrative Staff
- Uses Internet protocols (i.e., no proprietary protocols)

Team IBM's Dev/Test Environment satisfies these requirements, and in addition enables the testing of business processes critical to successfully deploying USGS applications and services into the production environment. Access to a flexible on-demand development and testing environment is essential for the support and deployment across the CIDA seven technical areas of technical expertise:

- Data Warehousing, Centralization, and Standardization
- Transactional Systems
- Spatial Applications
- Search Capabilities
- Web Services
- Hosting
- Real-time Data Dispersal

Strategically, Team IBM's Dev/Test cloud solution:

- Enables USGS to access services from anywhere, integrate those services within the ecosystem, and develop new and innovative solutions for business operations



- Provides USGS an innovative approach to employing a pool of computers that can be repurposed to support the Development, Quality Assurance (QA) and Acceptance phases of the USGS System Development Life Cycle (SDLC) with production-like services that offer elasticity and support surges

1.2 SmartCloud for Government Dev/Test

IBM's SmartCloud for Government (SCG) services offers options for cost savings, on-demand capacity, and rapid provisioning. In a cloud framework, we are able to provide resource management processes well beyond that of a traditional data center framework, to include both manual and automatic scaling, and elasticity of processing, storage, and network resources. For Day 1, IBM will provision the required virtual machines and storage. IBM's SCG Roadmap includes the capability as early as 2013 for virtual servers to be provisioned/de-provisioned as required by authorized developers as identified by authorized DOI personnel. Once this capability is available, IBM will provide a Self-Service Portal that DOI will use to provision and manage cloud services.

Team IBM understands that surges will be planned and anticipated by USGS and that automatic scaling of resources based on changes in usage patterns or utilization rates will not be required for this environment.

Since this is a non-production environment, USGS can choose to provide its developers more control of the VM servers. Using the Role-Based definitions in the Self-Service Portal, USGS developers can be provisioned with administrative rights to the virtual servers to include server operating state as well as administration of the operating system.

(b) (4)



Team IBM supports both Government-provided licensing and installation and Team IBM-provided Licensing for operating systems. Team IBM's solution also provides metered, cloud-based services, with a Fixed Price (FP) per unit of service.

Team IBM provides connectivity to the Dev/Test environment from the DOI computing network and provides an acceptable method of access to the cloud services that meets approved DOI security policies and standards. Authorized stakeholders, including authorized developers, administrative staff, security testers, functional testers and other users identified by DOI authorized administrator will use the Secure Shell (SSH) protocol to log in to the VMs and have the ability to access shared applications.

1.3 Infrastructure-as-a-Service

1.3.1 Overview

IBM has taken DOI's requirements for IaaS, including application configurations, performance and availability characteristics, and has estimated the corresponding configurations required to support the implementation in IBM's SCG. The implementation utilizes configurations that are available in our Services Catalog.



Applied to each of the VM and storage configurations are the value-added services to account for the following:

- **VM Availability** – This service area includes the Enhanced Service Level Requirements for Uptime and Availability, Recovery Point Objectives (RPO), and Planned Downtime and Maintenance Windows. IBM’s Service Catalog provides for the flexibility that DOI needs to support both Service Portfolio A and Service Portfolio B as documented in the Performance Work Statement. IBM has assumed Service Band 2 for Service Portfolio A configuration and Service Band 4 for Service Portfolio B. **Table 1-1** maps the VM Availability requirements as documented in the PWS to the corresponding IBM Service Band.

Table 1-1: VM Availability Requirements

Team IBM’s VM availability approach provides a low-risk, cost-effective solution.

	PWS Service Portfolio A	IBM Service Catalog Service Band 2	PWS Service Portfolio B	IBM Service Catalog Service Band 4
Uptime and Availability	>99.99%	>=99.9% to <99.99%	>95%	>=95% to <99%
Recovery Point Objective (RPO)	24 Hours	4 Hours	7 Days	48 Hours
Planned Downtime (Maintenance Windows)	1 Hour/Month	1 Hour/Month	8 Hours/Month	4 Hours/Month

- **Systems Administration Services** – The System Administration Service provides ongoing support of customer servers up to and including the OS. This includes keeping the OS up to date and patched from vulnerabilities as well as basic system configuration. For the Development and Test Environment Services – USGS-CIDA Java Sandbox, IBM has assumed that this service is required for the IBM provided operating system and not required for DOI supplied operating system.
- **Service Desk** – This service area includes the DOI Service level requirements for Recovery Time Objectives (RTO), Backup Requirements: Mean Time to Restore, Service Center Availability (24x7x365/366), Service Level Time to Respond (Acknowledge), Mean Time to Resolve (Monthly Average). IBM has grouped these together because the service levels are tied to available support resources and their hours of availability. IBM’s Service Desk is priced on a per call basis and factors in both response time and recovery times. IBM has estimated the number of calls per month to be one per VM or five calls per month. For the purposes of estimation, we are assuming they are Severity 2 level calls. Billing will be based on the actual number of calls. **Table 1-2** maps the Service Desk requirements as documented in the PWS to the corresponding IBM Service Band.

Table 1-2: Service Desk Requirements

Team IBM’s flexible service desk, bands offering meets the DOI’s mission objectives.

	PWS Service Portfolio A	IBM Service Catalog Service Band 1	PWS Service Portfolio B	IBM Service Catalog Service Band 3
Customer Support Availability	24x7x365/366	24x7x365/366	8x5 MT	8x5 MT
Recovery Time Objective (RTO)	24 Hours	5 Minutes	7 Days	24 Hours
Mean Time to Restore (MTR)	4 Hours	15 Minutes	24 Hours	24 Hours



	PWS Service Portfolio A	IBM Service Catalog Service Band 1	PWS Service Portfolio B	IBM Service Catalog Service Band 3
Maximum Time to Acknowledge (MTA) – Severity 1	15 Minutes	15 Minutes	8 Hours	24 Hours
Mean Time to Resolve or Fix (MTF)	2 Hours	15 Minutes	24 Hours	45 Minutes

- **ESM Services** – This service area includes Enterprise Service Management (ESM), which provides the core functions for availability, performance, and event management. ESM includes 24x7x365/366 automated monitoring of networks, systems and critical business services with real-time alerting, ticketing, notification and reporting capabilities. For the Development and Test Environment Services – USGS-CIDA Java Sandbox, IBM has assumed that this service is required for Service Portfolio A only.

- **Security Operations Engineering** – This service covers the Management and Administration of:
 - Dedicated security devices and software
 - Physical and Virtual Firewalls
 - Intrusion Detection Systems
 - Security Zones

For the Development and Test Environment Services – USGS-CIDA Java Sandbox, IBM has assumed that this additional service is not required.

- **FISMA Services** – This service covers support for Maintaining the management and operational security controls:
 - Document and Reporting Support
 - Working with the customer-designated information system security officer (ISSO) or equivalent to provide documentation maintenance and compliance reporting
 - Maintaining the documentation of the management, operational, and technical security controls
 - Updating, maintaining, and reporting on the Plan of Action and Milestones
 - Test and Audit Support
 - Providing personnel support for two audits (internal or external) or security tests and evaluations for each year
 - Support for one annual customer-driven test of each of the following processes (not to exceed 2 hours per test):
 - Continuity of Operations Plan or Disaster Recovery Plan
 - Incident Response Plan
 - Providing input on one data call a month (requiring no more than 8 hours of work)
 - Reporting security and privacy incidents to the customer-designated resource

For the Development and Test Environment Services – USGS-CIDA Java Sandbox, IBM has assumed that this additional service is not required.

- **Security Operations Center (SOC) Services** – The SOC provides 24x7x365/366 monitoring and tuning for intrusion prevention as well as scanning, system log monitoring, anti-malware monitoring, security event and security incident escalation, security incident



response support services, and standard reporting. As defined by NIST SP 800-61, a security incident is “A violation or imminent threat of violation of computer security policies, acceptable use policies, or standard security practices.” For the Development and Test Environment Services – USGS-CIDA Java Sandbox, IBM has assumed that this additional service is not required.

1.3.1.1 VM/Storage Configurations

Table 1-3 documents the VM/Storage configurations that IBM has planned for the Development and Test Environment Services – USGS-CIDA Java Sandbox Solution.

Table 1-3: VM/Storage Configurations

Team IBM’s flexible configuration options helps DOI to control costs.

VMs*			Quantity
0005AA	Standard	Extra Small	1
0005AG	High Memory	Small	4
Total VMs			5
0001AA	Additional Processing Core	Additional Core	18
0002AD	Additional Processing Memory	8GB	1
0002AF	Additional Processing Memory	32GB	4
Storage			
0004AA	Class A Storage	High Speed {SAN} GB	3,050

*Note: VMs have been configured for pricing both with Red Hat Operating System and without; i.e., bring your own.

1.3.1.2 Enhanced Bulk Transport

IBM supports several bulk transport options including over the internet, dedicated circuits, through the DOI TIC, physical Tape, and Disk Array. To meet the enhanced bulk transport requirements we have identified disk array transport and replication as the most cost-effective method. IBM will support USGS with transporting physical storage to and from the IBM facilities and replicating the storage within the windows identified by the enhanced SLAs.

As documented in the Statement of Work, Team IBM has not included support services, as the Government does not anticipate that support service is necessary for this Task Order.

1.3.1.2.1 Tasks

At project startup, IBM will review the VM/Storage configurations with the USGS to validate assumptions used in determining the configurations and value added services required. Changes to the configurations will be documented in a Program Change Request.

Following establishment of the VM/Storage configurations, IBM will produce the following reports to DOI on a monthly basis. This will be an automated report pulled on a monthly basis and used to support the invoicing:

- Monthly Service Desk Call Report

1.3.1.2.2 Dependencies

There are no dependencies.



1.3.1.2.3 Deliverables

- Updated pricing files documenting the revised VM/Storage configurations for the Development and Test Environment Services – USGS-CIDA Java Sandbox (if required)
- Monthly Service Desk Call Report

1.3.1.2.4 Completion Criteria

Once the VM/Storage configurations have been validated and a Program Change Request has been submitted and approved if required, then the Development and Test Environment Services – USGS-CIDA Java Sandbox will be configured. This task is completed at the end of the Period of Performance.

2 Key Assumptions

- (b) (4)

3 Deliverable Schedule and Acceptance Process

Table 3-1 illustrates the deliverables associated with the performance work statement for the Development and Test Environment Services – USGS-CIDA Java Sandbox. Each deliverable will need to be approved by USGS using a mutually agreed upon deliverable acceptance criteria.

Table 3-1: Deliverables

Team IBM provides deliverables on schedule.

Deliverable	Schedule
Updated VM/Storage Configuration Files	Within 30 calendar days of award
Monthly Service Desk Call Report	Monthly, in support of invoicing

3.1 Deliverable Acceptance Procedure

The configuration document deliverable will be made in accordance within the established deliverable process guidelines, the Monthly Service Desk Call Report will be deemed accepted upon delivery.

Deliverables will be delivered by close of business at 5 p.m. local time at destination, Monday through Friday, on the business day the deliverable is due.

The agreed-upon deliverables will be accepted USGS per the process defined below, with the exception of deliverables deemed accepted on delivery:

- (b) (4)



- (b) (4)

[Redacted text block]

3.2 Completion Criteria

3.2.1 Project Completion Criteria

IBM's obligations of this work under this work order will be met when one of the following have occurred: (1) IBM has provided IaaS services for which the value is equal to the authorized appropriation of funding established USGS via appropriate commitment documents, (2) the period of performance of this Work Order is reached without an extension, or (3) USGS elects to terminate the Work Order in its entirety.

4 Past Performance

4.1 IBM – U.S. Army GoArmyEd

1. Complete name of Government agency, commercial firm, or other organization: United States Army Contracting Center of Excellence (CCE)	
2. Complete address: 1600 Spearhead Div Ave, Fort Knox, KY 40122-5405	
3. Contract number or other reference: W91WAW-07-D-0010	4. Date of contract: 10/2007 4b. Type of contract: Firm Fixed Price and Time and Materials
5. Date work was begun: 10/2007; the GoArmyEd contract is the follow-on to the eArmyU contract, awarded in 2000, and had a period of performance that ended in 2007	6. Date work was completed: (end date of contract): 03/2017
7. Estimated contract price: (b) (4)	8. Final amount invoiced or amount invoiced to date: \$110M
9a. Technical point of contact (name, title, address, telephone no. and e-mail address): Sam Fagon, Program Manager 1600 Spearhead Div Ave Fort Knox, KY 40122-5405 (502)-613-7302 samuel.p.fagone.civ@mail.mil	9b. Contracting or purchasing point of contact (name, title, address, telephone no. and e-mail address): Kelley Mustion, COR 1600 Spearhead Div Ave Fort Knox, KY 40122-5405 (703) 545-4322 kelley.mustion@us.army.mil
10. Location of work (country, state or province, county, city): 1600 Spearhead Div Ave. Fort Knox, KY 40122-5405 10b: Key Personnel: N/A	



11. Description of contract work: The Army asked IBM to develop and sustain an innovative solution that would enable soldiers to earn their college degrees while concurrently meeting their Army and family obligations through access to world-class, fully-accredited U.S. colleges and universities at anytime, from anywhere – including during operational deployments in locations such as Kosovo, Iraq, and Afghanistan.

IBM designed, built, and operates Army University Access Online (GoArmyEd), an online learning program integrating multiple systems, databases, and business processes to seamlessly deliver more than 146 certificate and degree programs offered by 29 colleges and universities.

The application is hosted in the IBM Federal Data Center (FDC), which provides a secure data center environment that was specifically engineered for the requirements of the Federal IT environment for Federal Government customers only. The system supports more than 400,000 Soldiers with web-based self-services supported by a contact center. From the portal Soldiers are able to use an integrated online course catalog to enroll in courses, track their education progress, and pay for courses using tuition assistance benefits provided by the Army.

The program is highly complex, including a portal and integration with several legacy HR systems and more than 145 university systems. GoArmyEd scope includes requirements management, all aspects of the software development life cycle, program management, system and network engineering, IA, quality management and customer service (Tiers I, II, and III).

IBM employs a robust and flexible role-based security model to control user access to system functions, views, and data according to individual and group permissions. IBM performs remote monitoring/intrusion detection and has designed and implemented processes and functionality to make certain the GoArmy Ed system has survivability, secure authentication of users, data integrity, and continuous operations, as well as services in support of the successful certification and accreditation of the GoArmyEd system. The servers are securely configured and key processes that run the applications are monitored for Information Assurance Vulnerability Alert (IAVA) Compliance as well as intrusions or interruptions in service. Combined with a fully redundant solution, this monitoring has contributed to up times of nearly 100%. Moreover, back-up data are stored nightly at an offsite location to enable rapid disaster recovery if situations arise at the main hosting facility.

GoArmyEd has developed a Quality Control plan which specifies the overall approach and procedures for meeting each of the Acceptable Quality Levels within the Performance Requirements Summary, communicating with the Government, resolving deficiencies, and identifying potential improvements. IBM uses multiple mechanisms to assess program performance. Team IBM Program Manager leads weekly performance reviews; IBM's Delivery Excellence Team conducts monthly reviews; and annual independent Program Management Reviews include customer interviews to assess whether Team IBM is meeting Conditions of Satisfaction and to determine if any corrective action is required.

11a) Producing high quality reports and other deliverables; Staying on schedule and within budget: IBM uses proven processes to define, develop, and deliver timely reports that answer the Army's questions and support program control. IBM developed a Program Management Dashboard Report which is provided semi-monthly (formal) which includes key data to help the Army project future costs IBM generates timely invoices and upon task order completion, initiates the formal closeout process with the Army.

Performing under a firm-fixed-price (FFP) contract, IBM commits the resources of the corporation to meet its obligations to deliver the required results at the agreed price. Both the program manager and project executive hold weekly and monthly meetings to make certain all executed, planned, and programmed labor hours are well within contract costs. Additionally, multiple internal documents are produced to make certain of accurate forecasts. Any change requests are fully vetted with the client so that all parties understand how the change will affect scope, as well as costs to the existing contract. IBM has worked aggressively to reduce costs to the Army.

IBM has focused on delivering quality work products on time and within budget. To this end, IBM has invested in a rigorous process related to developing deliverables, which includes a style guide that is maintained to reflect client specific preferences. As an added step, IBM includes a dedicated copy editing cycle, led by a resource that has no affiliation with the subject matter to make certain that the content adheres to our proven project management methodology. The IBM methodology is compliant with ISO 9000 and CMMI Level 5 guidelines for program management. IBM's methodology augments Performance Work Statement (PWS) requirements with additional tools for exercising project controls. IBM has met all schedule requirements on this contract.



<p>11b) Quality of cooperation within your organization and performance between your organization and its customers: IBM uses multiple mechanisms to assess program performance. Team IBM Program Manager leads weekly performance reviews; IBM's Delivery Excellence Team conducts monthly reviews; and annual independent Program Management Reviews (PMRs) include customer interviews to assess whether Team IBM is meeting Conditions of Satisfaction and to determine whether any corrective action is required.</p> <p>IBM proactively raises issues that could impact the task order schedule and associated cost. A detailed project plan is published at the kickoff meeting for each task order and critical dates are highlighted and discussed. In the event a date can not be met due to unforeseen circumstances, IBM has been quick to develop alternatives and workarounds that aim to keep the project on schedule and on budget, without materially impacting the task order vision.</p> <p>IBM coordinated among multiple business units and practice area for the original implementation of GoArmyEd, (called eArmyU on former contract) to develop this award winning solution. This included IBM Global Business Services (GBS), Global Technology Services and IBM Software Group. The current solution is managed within the Application Innovation Services service line in GBS and hosted in the FDC, with development/test provided from a different FDC location.</p>
<p>11c) Approach to implementing performance measures and for improving system effectiveness over time: IBM has established aggressive SLAs to verify cases were worked in a timely manner and performed extensive analysis on submitted cases to identify trends and concentration of issues. More recently, IBM has completed additional build-out phases to help the Army realize its One Portal vision, in which all three Army components (Army Reserve, National Guard, and Active Duty) leverage GoArmyEd. IBM has been able to support this expansion (annual transactional volume doubling over the past 2 years) with minimal increases (< 5%) to annual O&M costs.</p>
<p>11d) Responsiveness to requests, both scheduled and ad hoc, for services, data, analysis, and additional tasks in a timely and appropriate manner: Customer satisfaction has remained high throughout IBM's period of performance. IBM has always been seen as having outstanding representation with staff, both through professionalism and skill. The satisfaction survey for resolved help desk cases averages above 9 on a 10 point scale. Our ability to immediately respond to ad hoc data requests from Army leadership is another factor that contributes to high customer satisfaction.</p>
<p>12. Current status of contract: Work continuing, on schedule.</p>

4.2 IBM – USAF Enterprise Information Services

<p>1. Complete name of Government agency, commercial firm, or other organization: United States Air Force</p>	
<p>2. Complete address: Acquisition and Support Systems Division, ESC/HIB, WPAFB, OH 45433-5006</p>	
<p>3. Contract number or other reference: HC1028-08-D-2019</p>	<p>4. Date of contract: 9/29/2011 4b. Type of contract: FFP</p>
<p>5. Date work was begun: 9/30/2011</p>	<p>6. Date work was completed: 9/30/2012</p>
<p>7. Estimated contract price: (b) (4)</p>	<p>8. Final amount invoiced or amount invoiced to date: \$12.4M through August</p>
<p>9a. Technical point of contact (name, title, address, telephone no. and e-mail address): Katie Scarberry, Program Manager, ESC/HIB 4225 Logistics Avenue, Building 266, Room A212 Wright-Patterson AFB OH 45433 (937) 257-703 Katherine.Scarberry@wpafb.af.mil</p>	<p>9b. Contracting or purchasing point of contact (name, title, address, telephone no. and e-mail address): Katie Scarberry, Program Manager, ESC/HIB 4225 Logistics Avenue, Building 266, Room A212 Wright-Patterson AFB OH 45433 (937) 257-2703 Katherine.Scarberry@wpafb.af.mil</p>
<p>10. Location of work (country, state or province, county, city): Mineral County, Rocket Center, WV 10b: Key Personnel: N/A</p>	
<p>11. Description of contract work: IBM implemented and operated an Enterprise Information Services (EIS) capability in a Platform-as-a-Service (PaaS) environment for the Air Force to increase IT efficiencies and lower operating risks. EIS was hosted at the Allegany Ballistics Laboratory (ABL) secure site located in Rocket Center, West Virginia. IBM leverages best practices from multiple classified and unclassified clients hosted at ABL.</p>	



EIS consisted of a hosting platform for IBM FileNet (P8) and Microsoft SharePoint on both Non-secure Internet Protocol Router (NIPR) and Secret Internet Protocol Router (SIPR) environments. FileNet P8 provided an enterprise content management capability for enterprise workflow and archival solutions, while SharePoint provided the collaborative end-user interface and portal. The system had been designed so that it can host up to 700,000 total, and 100,000 concurrent users before performance is significantly impacted.

EIS hosted a Sandbox Dev/Test and a Production Test environment in addition to the live Production environment. The goal of building the Sandbox in the ABL managed service environment was to allow the AF to undertake research, development, and testing of FileNet and SharePoint capabilities without making large initial investments. Use of the Sandbox for research, development, and testing also served to isolate these activities from the Production environment.

IBM successfully migrated AFKN application by taking data from a proprietary format and migrating it to different site collections within SharePoint inside the ABL EIS environment. IBM worked with the Air Force to develop the site complex for the migration and to identify any potential issues with applications that were already inside those sites. IBM also developed a migration tool which took the data from the

existing Air Force proprietary sites and mapped it to the SharePoint site templates in order to expedite the migration process.

IBM provided full life cycle support from system design and implementation through operations and maintenance, including help desk and training. IBM also provided strategic planning and advisory services related to infrastructure, architecture, and data, as well as long term strategy for governance and records management.

IBM provided ongoing program management that includes an integrated master schedule, monthly status reports, and various configuration management activities. IBM developed and maintained a Quality Control program to confirm services are performed in accordance with the PWS. The EIS program has generated high customer satisfaction and has experienced no performance issues.

This program achieved accreditation in accordance with the Air Force Certification and Accreditation Process (AFCAP) and DoD Information Assurance Certification/Accreditation Process (DIACAP). IBM has obtained an Interim Authority to Operate (IATO) and is the process of obtaining a final ATO. The Production environment had Common Access Card (CAC) access, fulfilled all Public Key Infrastructure (PKI) certification requirements and complies with Federal Information Processing Standards (FIPS). The EIS program generated high customer satisfaction and has experienced no performance issues.

11a) Producing high quality reports and other deliverables; Staying on schedule and within budget: IBM provided program management office support that includes the creation of reports, templates, print objects, Excel/PowerPoint exporting, ad hoc queries, and all other items needed for documentation. When not restricted by AF-oriented delays, IBM stayed on schedule and within budget on this program.

11b) Quality of cooperation within your organization and performance between your organization and its customers: In building and operating the EIS at Rocket Center, IBM coordinated between multiple IBM practice areas. The AF and IBM had exceptional levels of cooperation and performance during the execution of this contract. The challenges experienced on this effort were met as a team with the AF and IBM working closely and in unison to address each one.

11c) Approach to implementing performance measures and for improving system effectiveness over time: The goal of AF EIS was to establish an Operational Capability at ABL to demonstrate how the AF could consolidate data center operations and realize long term cost savings over their current model. In addition to the standard infrastructure and performance monitoring services provided by ABL (bandwidth metering, application access, etc.), IBM worked closely with the AF to design a scalable system that will continue to show a significant ROI. The iterative process of evaluating future needs against current performance was a core strength of hosting applications at ABL.

11d) Responsiveness to requests, both scheduled and ad hoc, for services, data, analysis, and additional tasks in a timely and appropriate manner: IBM consistently responded to all AF requests and changes in direction in a timely fashion to either prevent, or mitigate, delivery impacts.

12. Current status of contract: Work completed, no further action pending or underway. Due to budgetary issues, the Government did not extend this contract at the end of September 2012.



4.3 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, N.W., 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 e-mail 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 e-mail 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	
<p>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 ten 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.</p> <p>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 2 years of work, one deployment of the eGrants (non-SAP) system, and the imminent deployment of another release. The scope of work is highly relevant to the Day 1 Task Order 2 outlined in the RFP:</p> <p>SAP Implementation Support: IBM worked with DOI and deployed the initial release (D2) of the SAP solution in less than 9 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 of 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. 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.</p> <p>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 reachback 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.</p> <p>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.</p>	



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 more than 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 always emphasized quality deliverables. We provide comprehensive PMO support that includes delivery of all 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 confirm 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. All 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.

4.4 (b) (4) 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 title, address, telephone no. and e-mail address: (b) (4)	9b. Contracting or purchasing point of contact (name, title, address, telephone no. and e-mail 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: (b) (4) provided business process management skills and technical support for G&B's prime contract with BLM National Operations Center (NOC) Program Management Office. (b) (4) 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. (b) (4) 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 biweekly status reports submitted to the G&B Program Manager <p>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: 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 (b) (4) contract. 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 with BLM (b) (4) worked in conjunction with the BLM Project Management Office to establish a mechanism for (b) (4) g projects and supporting BLM business owners as part of the establishment of the Business Process Improvement resource center.

(b) (4)

over time: (b) (4) 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, no further action pending or underway.

4.5 (b) (4) - 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
5. Date work was begun: 10/17/2011	4b. Type of contract: Time and Material
7. Estimated contract price: (b) (4)	6. Date work was completed: 03/01/2013
9a. Technical point of contact (name, title, address, telephone no. and e-mail address): (b) (4)	8. Final amount invoiced or amount invoiced to date: \$210K
	9b. Contracting or purchasing point of contact (name, title, address, telephone no. and e-mail 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 (b) (4) 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%, doubled rack density and increased available power circuits by 15%. 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) Pro (b) (4) igh quality reports and other deliverables; Staying on schedule and within budget (b) (4) supported the prime in the development of the infrastructure transformation strategy and imp (b) (4) n 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 (b) (4) works seamlessly with all levels of the BLS organization to confirm that timely and accurate information is collected and disseminated between (b) (4) personnel and the client.
 (b) (4)

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%, doubled rack density and increased available power circuits by 15%. 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.

4.6 (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 e-mail address):
 (b) (4)

9b. Contracting or purchasing point of contact (name, title, address, telephone no. and e-mail 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: (b) (4) 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 (b) (4) 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.
 (b) (4) 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. (b) (4) developed Functional Overview documents for Commercial Operations, Order Management and Pay-per-view/Video on Demand business areas. The successful performance included the following:

- 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>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>
<p>11a) Producing high quality reports and other deliverables; Staying on schedule and within budget: (b) (4) 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. (b) (4)</p>
<p>11b) Quality of cooperation within your organization and performance between your organization and customers: Working on-site with (b) (4) works seamlessly with all levels of the (b) (4) organization to confirm that timely and accurate information is collected and disseminated between (b) (4) personnel and the client.</p>
<p>11c) Approach to implementing performance measures and for improving system effectiveness over time: (b) (4) documents business performance objectives with (b) (4) 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.</p>
<p>11d) Responsiveness to requests, both scheduled and ad hoc, for services, data, analysis, and additional tasks in a timely and appropriate manner: (b) (4) holds daily “scrum” type sessions with the client to review accomplishments, identify and prioritize upcoming activities, and verify current deliverables are on track and any additional support requirements are identified.</p>
<p>12. Current status of contract: Work completed, no further action pending or underway.</p>

4.7 (b) (4) **DOI FWS Environmental Conservation Online System (ECOS)**

<p>1. Complete name of Government agency, commercial firm, or other organization: Department of the Interior (DOI), Fish and Wildlife Service (FWS)</p>	
<p>2. Complete address: Fort Collins Science Center, 2150 Centre Ave., Bldg. C, Fort, Collins, CO 80526</p>	
<p>3. Contract number or other reference: F12PC00125</p>	<p>4. Date of contract: 07/02/2012 4b. Type of contract: Time and Material Labor Hour</p>
<p>5. Date work was begun: 07/02/2012</p>	<p>6. Date work was completed: 06/30/2017</p>
<p>7. Estimated contract price: (b) (4)</p>	<p>8. Final amount invoiced or amount invoiced to date: \$626,613</p>
<p>9a. Technical point of contact (name, title, address, telephone no. and e-mail address): (b) (4)</p>	<p>9b. Contracting or purchasing point of contact (name, title, address, telephone no. and e-mail address): William Fluharty, FWS, Division of Contracts 4301 North Fairfax Drive, Room 7118 Arlington, VA 22203-1610 703.358.2631 william_fluharty@fws.gov</p>
<p>10. Location of work (country, state or province, county, city): Fort Collins, CO 10b: Key Personnel: N/A</p>	
<p>11. Description of contract work: (b) (4) 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. (b) (4) maintains, develops, and improves ECOS, including all the applications of which it is composed and all the data it manages, maintains, or provides. Our projects include (but are not limited to) the improvement of ECOS's existing modules and sub-modules, ECOS redesign and integration, technology update and refresh, and development of new</p>	



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 (b) (4) is producing monthly deliverable reports for our Fish and Wildlife customer with 100% on time performance. Trip reports are submitted within five 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 (b) (4) different development teams and their customers. Quarterly production meetings between (b) (4) 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 2-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 (b) (4) staff have been very effective at responding to user requests for both information and support. An on-site help desk is staffed from 6:00 AM 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.

4.8 (b) (4) 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 and Materials
5. Date work was begun: 08/23/2009	6. Date work was completed: 06/30/2012
7. Estimated contract price (b) (4)	8. Final amount invoiced or amount invoiced to date: \$14,391,780 (b) (4)
9a. Technical point of contact (name, title, address, telephone no. and e-mail 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 e-mail 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 (b) (4) provided IT support at all levels, from desktop and helpdesk support to system administration architecture, to enable NOAA to meet the key missions described. (b) (4) 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 (b) (4) 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: (b) (4) 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 Operations 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 more than 500 documents, posters, web site updates and other communications over the course of the contract, on time and at or below requirements.

(b) (4) remained provided all services on time and well within budget. One example of a cost efficiency developed by (b) (4) was the 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 Red Hat, 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 their responsibilities to directly provide Red Hat 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 more than 50%, 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% below the contract estimated cost, saving the Government more than \$1.5 million.

11b) Quality of cooperation with your organization and performance between your organization and its customers: (b) (4) 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 (b) (4) as well as the Human Resources Director and other (b) (4) 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. (b) (4) received the highest level of positive customer reviews for our responsiveness and initiative. (b) (4)

11c) Approach to implementing performance measures and for improving system effectiveness over time: (b) (4) used Project Management Institute (PMI) methodologies to manage and review performance projects. Four of the (b) (4) contract staff onsite, and three of the offsite executive managers, were certified Project Management Professionals (PMP) (b) (4) 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. (b) (4) commitment to customer service is born out by response times that meet or surpass NOAA customer requirements more than 95% of the time. IT support staff, including system administrators and helpdesk personnel, handle more than 100 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. (b) (4) has received consistently high marks for NOAA evaluators for quality and timeliness of customer response.

12. Current status of contract: Work continuing, on schedule (b) (4)

(b) (4)

4.9 (b) (4) 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 and 1955	4. Date of contract: IDIQ executed 12/21/11 4b: Type of contract: FFP
5. Date work was begun: 12/21/11	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 e-mail address): (b) (4) 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 e-mail address): Phil Lemanski, Deputy Executive Director for Finance and Education 130 S. Scott Avenue Tucson, AZ 85701 (520) 901-8560 lemanski@udall.gov
1 (b) (4): Most work is performed out of (b) (4)	
10b. Key Personnel: N/A	
11. Description of contract work: The United States DOI collectively manages more than 25% 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 (b) (4) to develop a prototype cloud-based Landscape Decision Tool (LDT) to assist executive decision makers in transforming how the Government approaches management of its land resources. (b) (4) 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

The platform leverages ArcGIS Online (AGOL) (b) (4) cloud-based GIS. AGOL’s capabilities enable users to store, manage, and host mapping serv (b) (4) 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 us (b) (4) ArcGIS 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 ArcGIS 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 provides 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 web sites.

Collaboration and Workflow Management: DOI users and managers can to 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 been 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 (b) (4) has delivered the application within a period of 6 months during which all life cycles 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.

(b) (4) has a successful record of accomplishment assisting Government, commercial, and other types of organizations with their GIS projects and each yea (b) (4) Professional Services con (b) (4) several hundred projects supporting a diverse group of these organizations. Over the years, (b) (4) as received numerous awa (b) (4) and widespread recognition with local, state, and Federal Government agencies acknowledging (b) (4) as a key provider of critical resources in support of many high-profile events.



<p>11b) Quality of cooperation within your organization and performance between your organization and its customers: (b) (4) 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.</p> <p>(b) (4) 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. (b) (4) also subcontracted some of the application development to Blue Raster.</p> <p>(b) (4) is organized into a number of departments including software products, sales, marketing, educational services, customer service, Professional Services, and many others. This organization is designed to be agile to meet the ever changing and increasing software and services expectations of our users.</p>
<p>11c) Approach to implementing performance measures and for improving system effectiveness over time: One of the main goals of the Landscape Decision Tools 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 ArcGIS Online and Microsoft SharePoint, the Landscape Decision Tool has been architected to allow for extending its content and capabilities with additional information products.</p>
<p>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.</p>
<p>12. Current status of contract: Work continuing, on schedule.</p>

4.10 (b) (4) USDA FNS SNAP Deployment

<p>1. Complete name of Government agency, commercial firm, or other organization: U.S. Department of Agriculture Food and Nutrition Service (FNS)</p>	
<p>2. Complete address: 1400 Independence Ave., S.W., Washington, DC 20250</p>	
<p>3. Contract number or other reference: C.14177.A.4110</p>	<p>4. Date of contract: 4/2012 4b. Type of contract: FFP</p>
<p>5. Date work was begun: 5/2012</p>	<p>6. Date work was completed: 8/2013</p>
<p>7. Estimated contract price: (b) (4)</p>	<p>8. Final amount invoiced or amount invoiced to date: Nearly \$185K</p>
<p>9a. Technical point of contact (name, title, address, telephone no. and e-mail 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</p>	<p>9b. Contracting or purchasing point of contact (name, title, address, telephone no. and e-mail 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</p>
<p>10. Location of work (country, state or province, county, city): Work performed from Regional (b) (4)</p>	
<p>10b. Key Personnel: N/A</p>	
<p>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.</p> <p>The SNAP Retailer Locator is hosted by Amazon Web Services in the cloud under an agreement with (b) (4). (b) (4) 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.</p> <p>(b) (4) Professional Services developed the basic SNAP map viewer using ArcGIS Server and the Flex (b) (4)</p>	



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 entering an address and specifying a maximum drive time. Results are viewable in the map 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 been 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

(b) 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. (b) as offered a service level of 95% under this contract, which is the system availability target uptime percentage. The project is on schedule and within budget.

(b) has a successful record of accomplishment assisting Government, commercial, and other types of organizations with their GIS projects and each year (b) (4) Professional Services conducts several hundred projects supporting a diverse group of these organizations. Over the years (b) has received numerous awards and widespread recognition with local, state, and Federal Government agencies acknowledging (b) 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:

(b) provides USDA FNS with the (b) to update their retail store location data in the SNAP (b) Locator application every 2 months (b) works directly with USDA to test their data and deploy. (b) 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.

(b) (4) works with USDA FNS on other projects, and also interacts with other agencies within USDA providing a similar type of support.

(b) (4) is organized into a number of departments including software products, sales, marketing, educational services, customer service, Professional Services, and others. The organization is 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:

(b) 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 (b) 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.



4.11 (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
5. Date work was begun: 8/31/2011	4b. Type of contract: Time and Materials
7. Estimated contract price (b) (4)	6. Date work was completed: 12/2012
9a. Technical point of contact (name, title, address, telephone no. and e-mail 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	8. Final amount invoiced or amount invoiced to date: \$495K
9b. Contracting or purchasing point of contact (name, title, address, telephone no. and e-mail address): (b) (4)	
10. Location of work (country, state or province, county, city): Remote consulting performed from (b) (4)	
10b. Key Personnel: N/A	
11. Description of contract work: After 8 years of operation, the Geospatial One-Stop Portal has been retired. During the last years of operation, the Federal Government 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 web site in the same cloud infrastructure. Finally, the Geo.Data.gov and Geoplatform.gov systems will be tightly integrated. (b) (4) was contracted by (b) (4) prime system integrator for GSA in support of Data.gov, to (b) (4) support the migration of Geodata.gov to Geo.Data.gov, develop the new Geoplatform.gov web site, and provide support to further enhance the two new web sites 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. (b) (4) designed new web sites, configured products, and supported creation of the cloud environment to host the web sites. (b) (4) 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 been 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: For all work performed to-date, (b) (4) has delivered all deliverable artifacts on-time and within schedule and budget. (b) (4) has a successful record of accomplishment assisting Government, commercial, and other types of organizations with their GIS projects and each year (b) (4) completes several hundred projects supporting a diverse group of these organizations. Over the years, (b) (4) has received numerous awards and widespread recognition with local, state, and Federal Government agencies acknowledging (b) (4) as a key provider of critical resources in support of many high-profile events.	



<p>11b) Quality of cooperation within your organization and performance between your organization and its customers (b) (4) keeps in routine contact jointly with the prime contractor and the Government to maintain close collaboration and coordination on project work.</p> <p>(b) (4) is organized into 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.</p>
<p>11c) Approach to implementing performance measures and for improving system effectiveness over time (b) (4) worked with (b) (4) and Government to provide advice on optimal system architecture address performance and reliability goals. (b) (4) supported configuration and analysis of system logs to identify and solve performance issues.</p>
<p>11d) Responsiveness to requests, both scheduled and ad hoc, for services, data, analysis, and additional tasks in a timely and appropriate manner (b) (4) made staff available at very flexible times, including outside of normal business hours, to confirm or expedite the delivery of project milestones and support for time-critical ad hoc issues.</p>
<p>12. Current status of contract: Work continuing, on schedule.</p>

4.12 (b) (4) – DOI FWS Information Resource and Technology Management (IRTM)

<p>1. Complete name of Government agency, commercial firm, or other organization: U.S. Department of Interior (DOI) U.S. Fish and Wildlife Service (FWS)</p>	
<p>2. Complete address: 755 Parfet Street, Suite 349, Lakewood, CO 80215</p>	
<p>3. Contract number or other reference: F11PC00222/IT Support Services – (b) (4)</p>	<p>4. Date of contract: 5/11/2011 4b. Type of Contract: Firm Fixed Price</p>
<p>5. Date work was begun: 05/11/2011</p>	<p>6. Date work was completed: 05/10/2016</p>
<p>7. Estimated contract price (b) (4)</p>	<p>8. Final amount invoiced or amount invoiced to date: \$22.5M</p>
<p>9a. Technical point of contact (name, title, address, telephone no. and e-mail 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</p>	<p>9b. Contracting or purchasing point of contact (name, title, address, telephone no. and e-mail address): Michael Coghill, Team A – Supervisory Contract Specialist Division of Contracting and Facilities Management, Branch of Acquisition Operations 4401 N. Fairfax Drive, MS7118-43 Arlington, VA 22203 703-358-2288 Michael_Coghill@fws.gov</p>
<p>10. Location of work (country, state or province, county, city): Denver, CO and Arlington, VA 10.b. Key Personnel: Randy Bohannon, Program Manager-ITIL and Todd Steffens, Program Manager</p>	
<p>11. Description of contract work (b) (4) 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, (b) (4) has met all customer goals and objectives while adhering to DOI directives.</p> <p>In 2011, (b) (4) was (b) (4) third recompetes as a contractor from FWS to provide IT technical services and resources. (b) (4) currently employs 46 full-time contract IT resources on this IT GSA Task Order. Support including:</p> <p>(b) (4) supports the upgrade of the USFWS SWAN of 160 Frame Relay and ATM circuits, software dependent 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.</p> <p>(b) (4) IT resources also develop end-to-end enterprise wide FWS J2EE web applications, and provide database, application and web site administration support.</p> <p>(b) (4) 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</p>	

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as released by the manufacturers (b) (4) 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 Helpdesk.

(b) (4) coordinates and directs team efforts to identify weaknesses in existing documentation; collect necessary security data and related information; and develop 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.

(b) (4) helps 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 service teams such as tier 3 infrastructure and security, provide updates, relay information, process 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

(b) (4) 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 achieve 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.

renamed USGCB: Completed April 2010

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

(b) (4) supported a data center move for Information Resources and Technology Management, 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 (b) (4) 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 are 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. There have been no performance problems or conflicts with the customer in support of this contract.

11a) Producing high quality reports and other deliverables; Staying on schedule and within budget: (b) (4) provides monthly reports in compliance with FBMS IPP U.S. Fish and Wildlife on-line invoicing. Reports include (b) (4) 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; the Government is notified when seventy-five percent (75%) of the budgeted amount has been spent. As part of this process, (b) (4) performs monthly review of task order participation with the customer and invoicing to verify liability adhered to per the SOW. Any adjustments are discussed with the COTR and actions taken as needed to confirm 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. (b) (4) PM is accountable for following up on any quality issues to confirm issue close out. (b) (4) 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: (b) (4) has worked cooperatively providing FWS IRTM support services since 1999 by: 1) Managing technical resources during project performance using a good understanding of customizations and business needs; 2) Taking responsibility for change (scope) management of technical changes; 3) Supporting/facilitating project team meetings to discuss requirements, design, develop, and issues; 4) Suggesting alternate solution to verify that the technical activities are completed on schedule; and 5) Working closely with functional and business to facilitate (b) (4) session requirement are met. (b) (4) 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. Our account management approach serves to delegate responsibility and authority to appropriate organizational elements. This approach confirms 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: (b) (4) has been able to maintain a knowledge base of employee's still supporting FWS today, dating 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.

(b) (4) 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 (b) (4) 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 communication with FWS IRTM. The plan consists of several elements:

(1) **Monthly Report** – (b) (4) 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 3 months

(2) **Monthly Management Meeting** – During the first Wednesday of each month, there is a management meeting to include the (b) (4) 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 (b) (4) program manager is readily available for ad hoc communications and meetings as the needs arise.

(b) (4) also works with FWS management to incorporate any additional reporting requirements by the Government.

12. Current status of contract: Work continuing, on schedule.

4.13 (b) (4) – USDA FS (Managing Agency) in Conjunction with BLM

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 e-mail address): (b) (4)	9b. Contracting or purchasing point of contact (name, title, address, telephone no. and e-mail address): (b) (4)
10. Location of work (country, state or province, county, city): The USFS and BLM have 13 warehouses through the U.S. with the project office Denver, CO. The contracting office is in Boise, ID. All resources work remotely from home or travel to the Government offices throughout the US. 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 interfaces with: Pay.gov and the Treasury for accepting credit card payment; and 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: (b) (4) and the USFS hold regularly scheduled (b) (4) project management meetings to set new project and objectives and to review hours utilized to date. (b) (4) 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: (b) (4) 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 (b) (4) as recognized subject matters experts to recommend best practices and areas for process improve 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: (b) (4) maintains service levels necessary to allow the USFS to meet commitments to their end customers and respond in a timely manner (b) (4) 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.

4.14 (b) (4) USGS National Geospatial Program

1. Complete name of Government agency, commercial firm, or other organization: U.S. Geological Survey (USGS)	
2. Complete address: Reston, VA 20192	
3. Contract number or other reference: Xentity has performed work for the USGS on three contracts: 1. GS35F0130U 2. GP10PC00126 3. G12PC00035	4. Date of contract: 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: 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: 1. 09/29/2010 2. 05/31/2012 3. 05/31/2017
7. Estimated contract price: (b) (4)	8. Final amount invoiced or amount invoiced to date: 1. \$320,376.44 2. \$1,343,551.20 3. \$174,783.83
9a. Technical point of contact (name, title, address, telephone no. and e-mail 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 e-mail 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: (b) (4) 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 (b) (4) 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 more than 10 series of 5 tests each for moving terabytes of files, file accessing, file redundancy testing, load testing, large file handling, and third-party file transfer tool. • 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 management and sourcing models – in the as-is and target sourcing alternatives – including developing cost models for IaaS and PaaS.
- **Architecture Maturity Analysis** – Verify 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.
- **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 (b) (4) 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 (b) (4) directly supported in preparation activity – which required temporary migration off the cloud b (b) (4) and shutdown of EC2 instances to handle additional unallowable charges not to incur during shutdown if it were to occur. This was done when shutdown was averted; the cloud activities only lost a day for recovering testing.

Since 2008, (b) (4) 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 (b) (4) has active contracts with the USGS totaling ~\$2.8MM and all are on time and on budg (b) (4) 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 (b) (4) also led design for, such the milestones are being implemented and tracked, escalated biweekly, and have full sign-off up through the Senior Executive level.

The execution of the plan is based off (b) (4) ed architecture blueprint, project solution architecture, milestones, and high-level, mid-level, (b) (4) e 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, (b) (4) 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 of more than two million files to AWS S3 with large savings in storage maintenance costs and much increased access throughput for the more than 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 that 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 more than 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% 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 (b) (4) 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 (b) (4) architecture advisory since 2009 which also included migration of 5,000 disparate map servers 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 – more than 18x increase in downloads on average/month.**
- Improved internal and external communications via new communication strategy, (b) (4) reduced 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 (b) (4) 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 realize 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.