

(1)(a).1 Phase-In Plan [L.27, (c)(1)(b)]

TEAM DOE recognizes the transition/phase-in stage of any program to be one of the most critical periods in the contract lifecycle. Our team brings an **exceptional record of contract transition success**, including incumbent capture (99%) on more than 100 major contracts with more than 10,000 employees during the last 24 months. Together, we bring a proven transition approach built on careful planning, committed corporate resources, and open communications with our customers and incumbent personnel to **ensure the most successful, low-risk transition and full continuity of operations (COOP)**.

TEAM DOE is acutely aware that one of the single most important success factors associated with the A-76 program transition is the understanding that it is a continuing process. Successful transition can be defined by its capacity to maintain full continuity of operations, high productivity, and exemplary service quality. To ensure this, our plan will have the following characteristics: (1) expert program/project leadership; (2) first-hand knowledge of what must be undertaken; (3) dedicated team of corporate management personnel; (4) frequent communication across the management team; and (5) a technical staff who have DOE experience and relevant subject matter expertise. *TEAM DOE*'s transition approach consists of three phases of activities: (1) pre-award/pre-transition, (2) transition, and (3) post-transition.

TEAM DOE firmly believes that a successful transition requires retention of key incumbent personnel and effective knowledge sharing and dissemination of operational procedures. Multiple transitions will occur as various IT contracts expire and are moved under the single service provider. *TEAM DOE* recognizes that overall transition will take approximately 120 days. However, many critical contract start-up tasks occur in the first 30 days. *TEAM DOE* has successfully transitioned many contracts using our proven 30-day plan. *TEAM DOE*'s 30-day plan will be a living document, which will evolve through review coordination and cooperation among *TEAM DOE*, the DOE stakeholders, and incumbent contractors. The plan is iterative and will remain active until all components are successfully implemented. *TEAM DOE* recognizes the criticality of a nearly transparent transition based on our broad-based experience across many successful transitions. In order to achieve this goal, we must ensure that stress felt by the entire DOE enterprise is minimized or eliminated. Our extensive experience coupled with our proven and adaptable transition process are the cornerstones of our approach. Only *TEAM DOE*—a unique partnership of the best of government and industry—can provide the vision and leadership DOE demands through the initial critical phase-in and for ongoing phase-ins in the future.

Table (1)(b).5-1 presents *TEAM DOE*'s understanding of the critical success factors for meeting these transition challenges. We then present measurable outcomes based upon our approach for each major transition issue.

Table (1)(b).5-1. Our Transition Approach Delivers Value

Understanding the Environment ⇨		Approach ⇨		Value Proposition
Overall Challenges	Critical Success Factors	Process	Schedule	Measurable Outcomes
Major Issue — Continuity of Operations				
<ul style="list-style-type: none"> ➤ No disruption of services ➤ No surprises 	<ul style="list-style-type: none"> ➤ Retention of leadership and critical domain knowledge 	<ul style="list-style-type: none"> ➤ Provide proven transition model and dedicated transition team 	<ul style="list-style-type: none"> Pre-award – onward 	<ul style="list-style-type: none"> ➤ Continuity of service
Major Issue — Multiple IT contracts to transition across dispersed enterprise				
<ul style="list-style-type: none"> ➤ Recruitment/ hiring and reassignment/ realignment of qualified personnel 	<ul style="list-style-type: none"> ➤ Availability of cleared MEO staff available ➤ Right-sized staff as each contract transitions 	<ul style="list-style-type: none"> ➤ Initial phase-in and by-site/ contract plans ➤ Feedback/lessons learned ➤ Mission tailored site transitions 	<ul style="list-style-type: none"> Individual transitions occur during contract 	<ul style="list-style-type: none"> ➤ Transition to MEO with no negative impact on service ➤ Maintain score card success of 98+%
Major Issue — Minimize Transition Costs and Maintain Schedule				
<ul style="list-style-type: none"> ➤ Geographic and organizational dispersion of work 	<ul style="list-style-type: none"> ➤ Transitions completed on or before schedule 	<ul style="list-style-type: none"> ➤ Contingency planning ➤ Quality approach to transition management ➤ Dedicated tiger teams 	<ul style="list-style-type: none"> Day 1 – 30 for HQ's transition, Day 30-onward for field 	<ul style="list-style-type: none"> ➤ Milestones/ Deliverables schedule met ➤ Within budget

Ensuring Full Continuity of Operations

The primary objective of phase-in plan is full continuity of operations. Understanding the variables that define success determines whether or not a transition will be successful. This only comes with experience and a comprehensive knowledge of the environment. **TEAM DOE** has the requisite knowledge and experience. Our Team has managed hundreds of successful contract start-ups and transitions for governmental agencies, to include a substantial number of transitions within DOE.

Only **TEAM DOE**—with substantial contract transition experience and proven processes—can ensure uninterrupted service. **TEAM DOE** understands that we must minimize employee stress and maximize cost savings and achievement of stated goals.

We have completed an analysis of the existing workload and have determined that the quantity of staff may be more accurately represented at 912. Within 120 days, **TEAM DOE** proposes to reduce this to 809 and ultimately to 703 over 18 months. We will achieve this aggressive

In February 2003, the Department of Energy awarded its \$409 Million ITISS contract to RSIS. Due to acquisition delays, the original 60 day transition period was trimmed to 45 days. RSIS had to respond to 34 task requests, fill 280 positions, transfer or obtain 200+ security clearances, and finalize a lease and furnish 30,000 square feet of office space.



schedule and maintain continuity of operations using proven practices. We will perform a gap analysis to identify and map staffing and tasking. Through this process, we will identify redundancies in staff and tasking and prepare our plan for elimination of these redundancies. As we identify excess personnel, we will ensure that the best resource for the tasking is maintained and assignments will be managed through a close association with the PMO/BSO. Throughout the process, **TEAM DOE** will be communicating and interfacing with appropriate Federal human resources staff for federal personnel.

Startup Requirements

A successful transition begins well before contract award and is a result of applying relevant best practices and lessons learned from previous transitions. Our transition approach consists of three phases of activities: Pre-Award/Pre-Transition, Transition, and Post-Transition.

Pre-Award/Transition Activities – **TEAM DOE** will use a Tiger Team approach to transition. The key element of this approach is an organizational structure consisting of senior staff for the overall contract, coupled with senior corporate and government executives and specialists in the areas of contracts and subcontracts administration, human resources, finance, accounting, administration, office management systems, and property administration and clearance transfer. Each of these will have a defined area of responsibility and a direct communications pathway through the **TEAM DOE** transition organization to cognizant government personnel.

Figure (1)(b).5-1 highlights the key members of our Tiger Team, their primary areas of focus, and how they will interact with DOE staff.

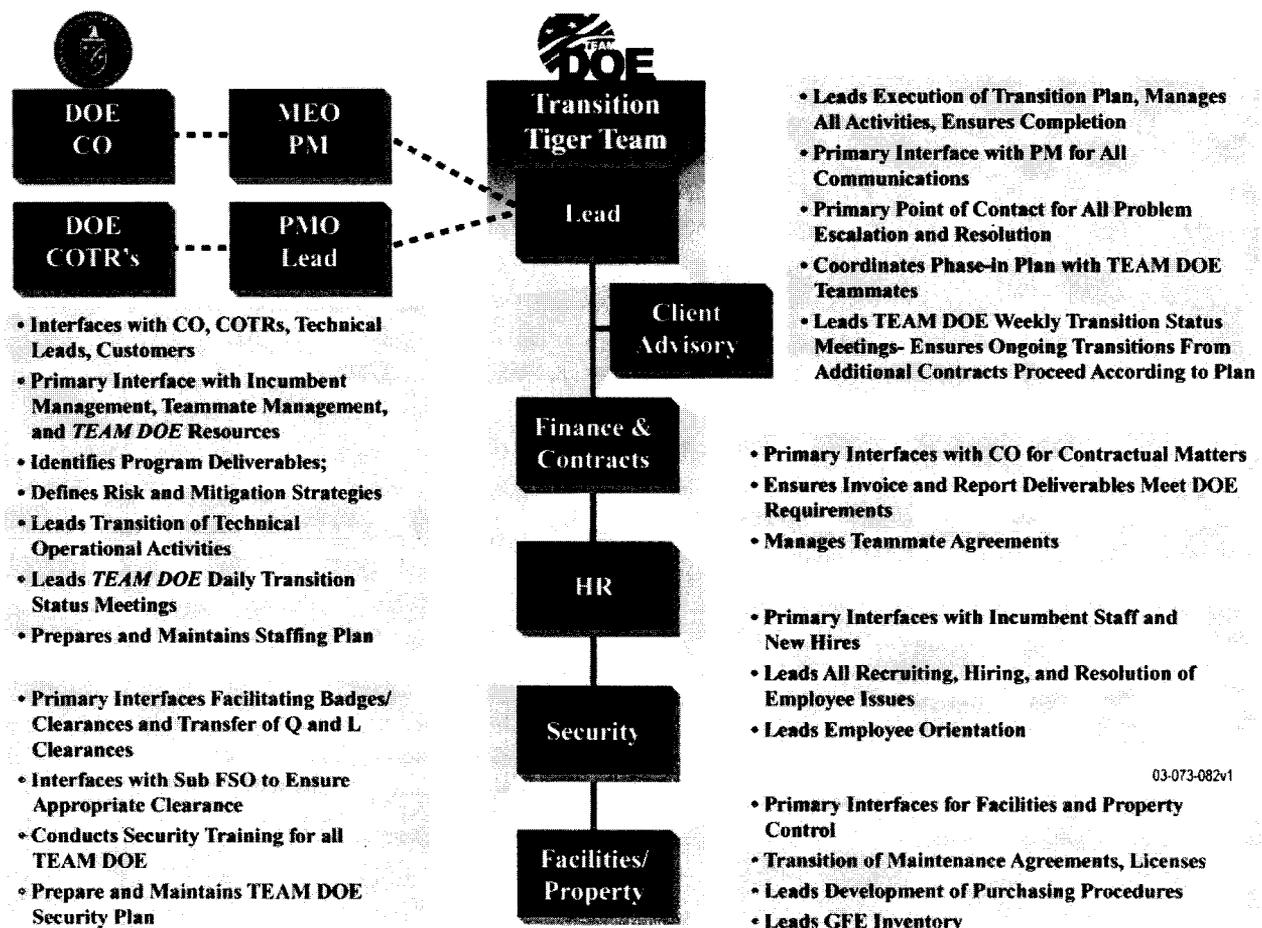


Figure (1)(b).5-1. Tiger Team Management Responsibilities and Interfaces

Mr. Gerard Pastore will lead our transition Tiger Team and will be dedicated to ensuring a successful transition. Mr. Pastore has worked with DOE 7 years and has led similar contract transitions. This executive-level participation by the head of EES demonstrates our commitment to success and will ensure that resources from our team members will be available when required. Our Tiger Team is 100% dedicated to Phase-in allowing the operational project teams to focus on day-to-day activities. Our PM is also an adjunct member of our transition team. He will provide the necessary linkage with the permanent program organization. We provide experienced program leadership with first-hand knowledge of the DOE environment coupled with effective leadership. In addition, we bring a carefully planned approach and readiness to work with the site incumbents to transition personnel, assets, and facilities. Our process provides for open communication with DOE management via post-award meetings to quickly identify and resolve issues as they arise. That open line of communication will extend to incumbent staff so that they remain motivated and productive during transition.

TEAM DOE will develop a draft *Phase-in Plan (PP)* that contains a *Work Breakdown Structure (WBS)*, *Skills Matrix Document*, *MEO Roll-out Plan*, and a *Risk Mitigation Plan* within 45 days of contract award. The plan will be delivered to the Contracting Officer's Representative (COR) 10 days prior to transition and updated on day 15 to reflect process changes. The *MEO Roll-out Plan* describes the implementation of the MEO IT Governance model for a single DOE IT Infrastructure and other PWS support integrated within the existing DOE IT governance structure. The MEO model has already been defined and is ready to begin implementation on Day 1 of the program. **TEAM DOE** has resumes for hundreds of IT employees currently supporting DOE from our large resource pool, using the WBS as a guide. This provides us with "**TEAM DOE** Reserves," many of which are Q cleared, and is a key part of our planning. All personnel who require a clearance will follow our process as described in Section (2)(a).2.9.

TEAM DOE proposes a similar approach for remote sites. As discussed previously our Pre-Award Phase becomes a Pre-Transition Phase in which we employ due diligence, an industry-proven process. During this phase, which encompasses 11 tasks defined in **Table (1)(b).5-2**, **TEAM DOE** Client Advocacy resources will visit the site, determine the services to be provided, technical approach, skills, level of effort, tools and processes to employ for each site.

Table (1)(b).5-2. Due Diligence Ensures Requirements Are Identified and Documented

Due Diligence Process	
1.	Develop a clear understanding of the site's overall mission and objectives. Visit the site, meet with customer staff to further understand requirements, determine status of incumbent workforce, and review Performance Plans.
2.	Work with site leadership to determine what is needed. Use the contract PWS as a basis for developing a <i>Task/Subtask Assignment</i> .
3.	Define how to best accomplish the work described in a <i>Project Performance Plan</i> . Determine management and technical work processes needed to accomplish each major work element, and identify tools to be used. Ensure that tools and processes are integrated such that maximum efficiency is achieved.
4.	Ensure that structured processes are in place and in line with DOE's business practice, expected goals, and future technology plans. Identify gaps and develop processes and procedures to address them. Identify performance measure areas that require additional training, and develop training plans and curricula.

Table (1)(b).5-2. Due Diligence Ensures Requirements Are Identified and Documented

Due Diligence Process	
5.	Solicit assistance of Enterprise Security Coordinator to ensure that operational processes include provisions to accommodate all information and cyber security safeguards.
6.	Subdivide work functions and their processes into manageable groups as a basis for the site Organizational Structure.
7.	Develop a <i>Site Support Operations Document</i> that describes processes, standard operating procedures (SOPs), tools, and service level agreements (SLAs) associated with each work function. Update as processes and tools change to accommodate new requirements, technology, and efficiency improvements. Conduct a joint inventory of GFP.
8.	Determine size of work force needed to satisfactorily accomplish each work function. Then, identify level of education, experience and skills required to efficiently accomplish each work function.
9.	Once estimated workforce is determined, ensure that transition of site is in line with DOE's strategy. Since sites will be transitioned at various points in the migration process, this step is vital to determine proper staffing and skill mix.
10.	Develop a <i>Skills Matrix Document</i> to realign existing workforce to accommodate skill requirements. Ensure that all functional areas are properly staffed with qualified personnel, and are cross-trained to accommodate surges in work across functional areas and periods of employee absenteeism.
11.	Develop site-specific Transition Scorecard and documentation to be used for evaluating Transition Team's performance.

Transition Phase Activities – The due diligence information will be passed to our Program Management Office (PMO) to effect task initiation. Requisite staff, with appropriate skill levels and clearances, will be matched against task requirements from the incumbent resource pools. New, non-incumbent position requirements will be filled by recruiting. Any personnel requiring training or certifications will be identified and scheduled to complete such training/certifications. Since the majority of the current workforce supporting the PWS areas are already **TEAM DOE** employees, we do not anticipate this to be a big requirement. During this period, **TEAM DOE** will provide the COR with a description of all items required to standup the PMO, BSO, and begin implementation of our technical approach. These will include items such as Remedy Enterprise Suite, As-One, and other managed tools. **TEAM DOE's** top-level project milestone chart is illustrated in **Figure (1)(b).5-2**.

Post Transition Phase Activities – The Tiger Team will prepare a final report documenting transition activities, accomplishments, problems, transition scorecard input, and corrective actions in the form of a “lessons learned” report. This report will be provided to the PM, the PMO, and to DOE management during a post-transition debrief. **TEAM DOE** will use this report and scorecard data to refine our Phase-in Plans for subsequent sites, improving the quality and cost-effectiveness of our transition support services.

Phase-Out Activities – As the contract and sub-task orders expire, **TEAM DOE** will provide phase-in training and full support to the successor contractor to ensure DOE as smooth and orderly transition. Critical to our performance completion is ensuring that DOE maintains the corporate memory that often resides primarily in the personnel performing support. Throughout our support period, we will ensure this knowledge is documented and transferred into As-One.

This knowledge will be incorporated into DOE's corporate repository. We will verify customer acceptance of deliverables and work products. We will return GFE/GFI and security badges in accordance with our security plan. We will shred or burn work products as appropriate and in accordance with DOE security guidelines. We will reassign our project personnel. Last, we will performance all final invoicing and reconciliation so that *TEAM DOE* and DOE can properly close out the contract.

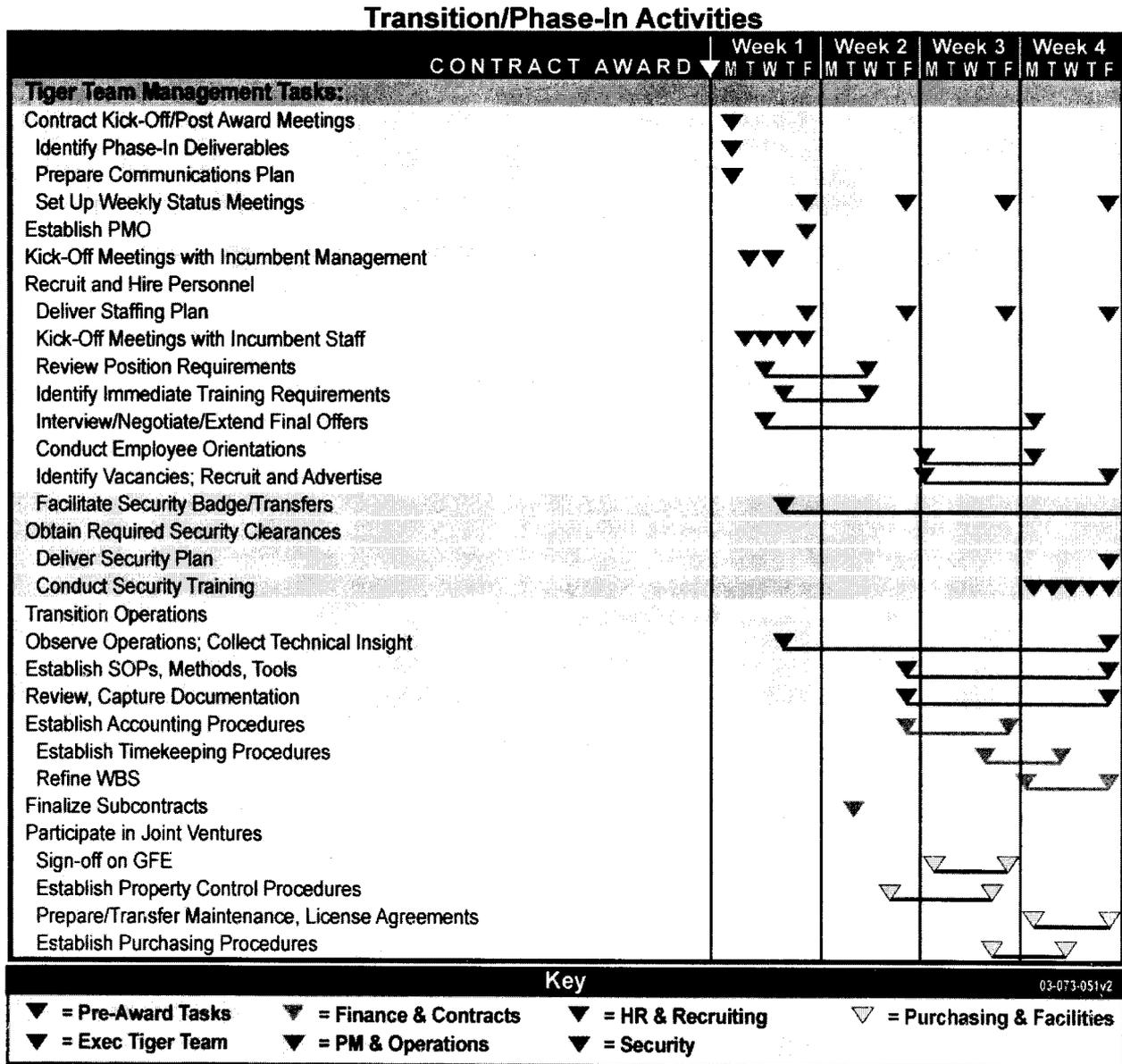


Figure (1)(b).5-2. TEAM DOE's Top-Level Project Milestones Cover All Planned Transition Activities

Performance Standards

Our transition process is based on industry standards and best practices including total quality standards. We will use the Transition Scorecard (**Table (1)(b).5-3**) to monitor and track the Team's performance during the Phase-in/Transition periods. The Transition Scorecard uses the performance measures established within the PWS. It will be distributed to the HQ CO,

HQCOR, and HQ ACOR, at a minimum, for the initial phase-in period. It will also be distributed to appropriate DOE site management for remote site transitions.

Table (1)(b).5-3. TEAM DOE Will Use a Balanced Scorecard Mechanism to Monitor and Track Our Performance On All Transitions

PROGRAM TRANSITION SCORECARD				
Objective	Measurements	Target	Result	Comments
Completeness	Complete and compliant with all applicable regulations, DOE Orders, and PWS Section B.2	100%		
Accuracy	Accurate	100%		
Effectiveness	Must contribute to overall success of PWS and Task Order/ sub-task order	100%		
Timeliness	On time and within schedule	100%		
Cost	Performed within funding limit provided in each fully-funded Task Order/ sub-task	100%		

Once each transition is successfully completed, our process provides the opportunity to gather information from our customers, which will be analyzed to review our processes and procedures for continuous improvement. This feedback loop is especially critical to the transition of DOE's remote sites.

Because of past success, we are confident we will provide the smooth, low risk, no-cost phase-in DOE both requires and expects. The MEO will be in place and the PMO will be established providing increased project management responsibility and capabilities. We will provide full continuity of operations through our demonstrated experience, proven processes, fully committed key personnel and staff, dedicated Phase-In team, comprehensive and realistic timeline, and effective risk mitigation strategies. We offer the Department the best-value, absolute lowest-risk solution. **TEAM DOE** is both energized and committed to this effort!