

## Announcement

On 31 May 2005 Battlespace was awarded indefinite-delivery/indefinite quantity multiple award contract N00178-05-D-4211 by the US Navy for support services. The contract has a four-year base period, one five-year award term, and one additional one-year award term. The contract was competitively procured via the Navy Electronic Commerce Online and permits Battlespace to provide world-class professional support for all NAVSEA Program Executive Offices, Directorates and Field Activities.

Contract funds are obligated at the time of task order. Multiple funding types, with varying expiration dates may be used, consistent with the purpose for which the funds were appropriated. Naval Sea Systems Command, Naval Surface Warfare Center, Dahlgren Division, Dahlgren, Virginia is the contracting activity.

The basic contract supports all phases of weapon acquisition and life-cycle support including

- Research and development support
- Prototyping
- Acquisition logistics
- Modeling
- Test and evaluation trials, and
- Engineering support

Contracts will be performed through task orders in support of these entities:

- Naval Sea Systems Command
- Naval Air Systems Command
- Space and Naval Warfare Systems Command
- Naval Supply Systems Command
- Military Sealift Command
- Naval Facilities Engineering Command
- Strategic Systems Programs, and
- United States Marine Corps

Battlespace provides services in these three Zones:

Zone 2, National Capital Region  
Zone 3, Mid Atlantic Region  
Zone 6, Southwest Region

Services are provided in the Functional Areas and Mission Areas shown below, in the Zone as displayed:

Functional Area	Primary Mission Areas Supported <i>Other mission areas supported</i>	Zone		
		2	3	6
3.1 Research and Development Support	Command, Control, Communications Unmanned Vehicles Force Level Warfare Systems Warfare Systems Engineering Integration, Test and Evaluation <i>NAVSEA Air &amp; Surface Surveillance and detection systems;</i> <i>Undersea Warfare submarine communications;</i> <i>NSWC Dahlgren Battleforce Support RDTE;</i> <i>SPAWAR C2 and C4ISR systems and Air Integration Activities;</i> <i>NSWC Carderock Unmanned Vehicles;</i> <i>Sensor System RDTE;</i> <i>Product-oriented research;</i> <i>Exploratory and Advanced Development;</i> <i>C2 Systems.</i>	X	X	X
3.2 Engineering, System Engineering, and Process Engineering Support	Unmanned Vehicles Warfare Systems Analysis, Architecture and Requirements <i>Warfare Systems Engineering, ,Integration and T&amp;E;</i> <i>UAV RDTE;</i> <i>C2 Systems;</i> <i>Air Integration Activities;</i> <i>C4ISR;</i> <i>Undersea Warfare Submarine Communications;</i> <i>Sensor System RDTE.</i>	X	X	X
3.14 Interoperability, Test and Evaluation, Trials Support	Unmanned Vehicles <i>Warfare System Engineering, Integration and T&amp;E;</i> <i>Battleforce Support RDTE;</i> <i>UAV RDTE.</i>			X
3.20 Program Support	Unmanned Vehicles <i>Warfare Systems Analysis, Architecture and Requirements.</i>	X	X	



Paragraph H.11 of the Contract requires certain information to be made available:

<b>Item Required Para H.11</b>	<b>Comment/Hyperlink</b>
A copy of all task orders received under this contract	None to date.
A copy of all technical instructions issued against any task order	None to date.
A list of all team members proposed and their capability/area of expertise.	No corporate team member proposed to date.
A list of the last 3 years service experience, for all team members listed at the SeaPort-e Contractor Information Registration Site, listed by functional area and specific Program, as appropriate. The Contractor may also include a description of the products (deliverables) provided.	No corporate team member proposed to date.
Points of Contact to provide information on customer satisfaction with services performed	jdnorris@battlespace.com
Description of Contractor's Quality Assurance Program	Management and Quality Assurance Approach (see below, or visit <a href="http://battlespace.com/docs/Management_QA.pdf">http://battlespace.com/docs/Management_QA.pdf</a> )
Points of Contact for information related to the SeaPort program	jdnorris@battlespace.com

## MANAGEMENT AND QUALITY ASSURANCE APPROACH

This describes the Management and Quality Assurance Approach Battlespace will employ to provide quality Engineering, Technical, and Programmatic support services within and across the Navy's virtual SYSCOM. We expect to make use of our demonstrated management experience in unmanned aerial systems (UAS) technology and systems engineering associated with the JOTBS<sup>1</sup>, MLAS ACTD, Tactical Control System, and the Predator UAS system. The management structure we will utilize has been proven in a variety of programs to achieve positive results. Battlespace will tailor a specific Task Support organization to each task order award and integrate that support into the existing Battlespace program management organizational structure.

Battlespace brings a cost-effective and highly efficient program management structure to the Navy. We offer:

- a dedicated and experienced Project Manager with authority to make program-level decisions;
- an organization in which program resources report directly to the project manager;
- cost accounting which supports responsive financial reporting;
- corporate commitment;
- communication at contract performance level;
- when necessary, responsive subcontracting and purchasing;
- a security structure which supports classified work;
- a diverse, well-qualified work force;
- a robust corporate training program to continually upgrade and improve employee skills.

Battlespace is committed to performance-based contracting. We are actively engaged in working with Navy representatives to convert existing contracts to performance-based standards. We understand the foundation of performance-based services and strive to describe our efforts in terms of measurable performance standards (outputs) such as "what, when, where, how many, and how well" the task order work is to be performed. We know that an effective Quality Assurance Plan (QAP), which clearly states performance standards and measures task performance, is a beneficial tool to demonstrate effective, quality task completion...useful to both contractor and customer. Battlespace employs quality assurance and risk assessment in all our work to promote established practices, insure cost savings, and provide outstanding professional services to the customer.

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<sup>1</sup> *USJFCOM*, located in Norfolk, VA is responsible for the JOTBS, composed of UAV ground control elements, air vehicles (2 Predators), sensors, and a mobile Joint Mission Support Module (JMSM). JOTBS provides an integrated UAV C2, C4I, and ISR experimentation capability that is used to explore interoperability concepts and procedures to benefit the joint warfighter and joint force commander.

**Management Organization.** To maximize performance on each task order award, Battlespace will put in place a dedicated Task Team organization. The team will be fully integrated under the leadership of the Project Manager, who controls resources and the division of work through a prescriptive task set that is tailored to the requirements of the task order and the capabilities of each team member. The team will be organized functionally to reflect tasks in the statement of work and to ascertain responsive cooperation with the customer.

**Subcontractor Integration.** In the event a future task order calls for, or otherwise requires, an Associate Contractor Agreement (ACA) and/or subcontractor they will be fully integrated into the Task Team organization.

**Subcontractor Management.** Battlespace is experienced at subcontractor management and the effective integration of subcontractors into contracted efforts. Future task orders may, as necessary, call for Associate Contractor Agreements and/or subcontractor relationships. Subcontractors, when utilized, will be fully integrated into the Battlespace organization to support Seaport-e tasks.

When necessary to execute the Statement of Work for a Seaport-e Task, the Battlespace team will include subcontractors. A Battlespace Contract/Subcontract Administrator manages subcontracts for compliance and administrative matters. A competitive bid process is in place to ensure best value performance.

Each subcontract is separately negotiated to a performance-based contract. In addition to the flow-down to a subcontractor of FAR clauses and other elements of the underlying Seaport-e Support Task, Battlespace requires potential subcontractors disclose Organizational Conflicts of Interest, if any, and requires satisfactory resolution/mitigation prior to execution of a contract instrument. In each and every case the appropriate Non-Disclosure Agreements are put in place, with provisions for protection of proprietary information.

During contract execution when subcontractors participate, the Battlespace Project Manager will continually assess the subcontractor's compliance with terms of the subcontract for security, schedule, cost and technical performance, and will certify invoices for payment.

Day-to-day management of any subcontractor effort from the standpoint of tasking and execution will be performed directly by the Battlespace Project Manager, through liaison with the counterpart subcontractor Project Manager.

The Battlespace Subcontracts Administrator performs liaison with the subcontractor regarding items of a contractual nature.

**Task Team Organization.** We anticipate that future task orders will call for identification of key personnel. Battlespace will propose key personnel, including the project manager, for each project based upon the skills required to execute the tasks. We

know that efficiency is obtained when personnel are working in their chosen area of proficiency. Personnel stability and job satisfaction are important priorities in Battlespace team organization.

Key Personnel proposed for each task order will be designated for tasks directly associated with their expertise. Where necessary other labor categories needed to complete the task(s) will work under the direct supervision of these key personnel Task Managers who will in turn be responsive to the Project Manager.

Each Battlespace team will approach the task and associated problems using a “systems engineering” approach based upon the following basic principles:

- Provide a team of individuals with the collective skills to perform the work and provide the services required.
- Provide the team with technical and management tools and support to facilitate efficient task completion.
- Train the team to approach each task “systematically” by first understanding the requirement, applying proven solutions with known measures of performance, investigating improved solutions adverse to unnecessary risk, and introspection of results through aggressive quality control.
- A key element in technical performance is development of an integrated master plan and schedule (IMPS). The IMPS is an effective tool to monitor progress and insure best quality and cost efficiency.
- A quality assurance and risk assessment plan (as applicable) are developed based upon the individual task work statement. These tools keep the team focused on timely, cost effective delivery of the product.
- Each team member is self-supporting in the production of reports and other administrative items.

Battlespace has proven this approach to be successful in supporting of a variety of unmanned systems engineering, technical, and programmatic support activities.

**In Progress Review.** At the direction of the Battlespace Project Manager, team members participate in periodic in-process reviews (IPR). The periodicities of IPRs are tailored to meet the pace of the task(s) at hand (typically at least every 90 days) or the customer requirement. These reviews provide the opportunity to assess the status and the results of ongoing work, as well as to identify problems encountered during work performance. Opportunities and corrective actions to maintain overall schedule, reduce cost, and ensure quality technical performance is developed and implemented, as necessary, during these reviews.

In addition to the IPR, the Project Manager maintains a continuous internal review of financial and overall project status throughout the period of performance.

**Battlespace Internal Management System.** Each Task Order award will be incorporated into the current Battlespace internal management process.

The Project Manager reports directly to the President/Chief Operating Officer. This arrangement ensures the Project Manager has responsive access to the full expertise of the company, and ensures headquarters-level administrative support is provided to the task team.

The Battlespace Project Manager will plan, control and coordinate all activities required to accomplish the task order; is responsible for performance of work; and has full authority to act for Battlespace on all contract matters relating to daily operation of the contract. The Project Manager has direct access to engineering and subject matter expertise within Battlespace through a matrix organization.

The Project Manager will assign a specific Task Manager to each major and/or recurring task. The Task Manager is expert in the skills needed to complete the task. The Project Manager coordinates the collective efforts of task managers to ensure work performance meets customer priorities and timing.

Project management, as implemented through this Process, brings together all functional disciplines required for a product that most efficiently meets performance requirements technically, logistically and financially.

The Project Manager provides guidance and direction and is at the center of all communications. He issues all budgets and top-level program schedules to each task manager on his team and is responsible for project cost and schedule management. The process uses the following tools:

Schedules: Top-level schedules are developed and issued by the Project Manager for each task order. The task order schedule serves as the project master schedule (IMPS) and is the baseline for all cost account plans and activities.

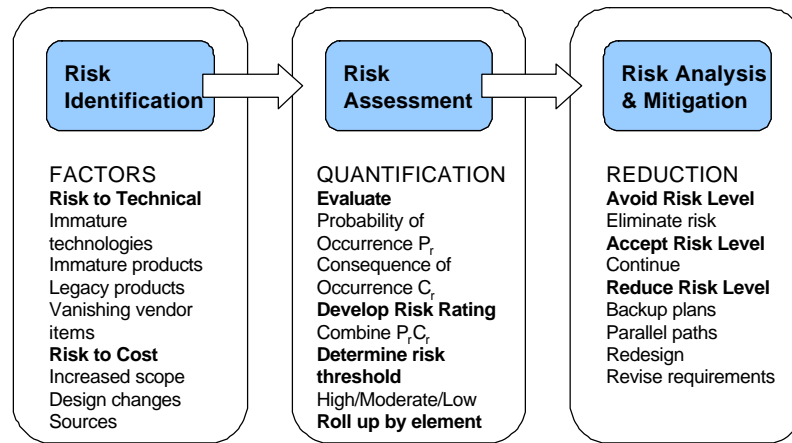
Task Management Matrix: A task matrix is developed for on-going tasks within the Battlespace organization. The matrix is a composite of task break down, level of effort, and personnel assigned. The individual and collective task matrices provide the project managers and the President a tool to ascertain customer priorities are being satisfied while a balanced level of personnel effort is maintained. The matrix is a living entity updated to reflect and satisfy the dynamics of business.

Cost Accounting: Monthly, cost and schedule is summarized using project manager input for completed activities and actual expenditures.

Quality Assurance Plan: Battlespace routinely develops and implements a Quality Assurance Program (QAP) for each task order. As a minimum, the QAP establishes performance standards based on actionable tasks and formulates a QA database for trend analysis. During task order execution the QAP specifies publishing a QA summary of activities. Our QAP can also include an inspection process to assess peripheral project

tasks and areas managed by Battlespace. In cooperation with the customer we advocate a periodic Quality Review Meeting to promote a “partnership mentality” in identifying and resolving any identified negative trends.

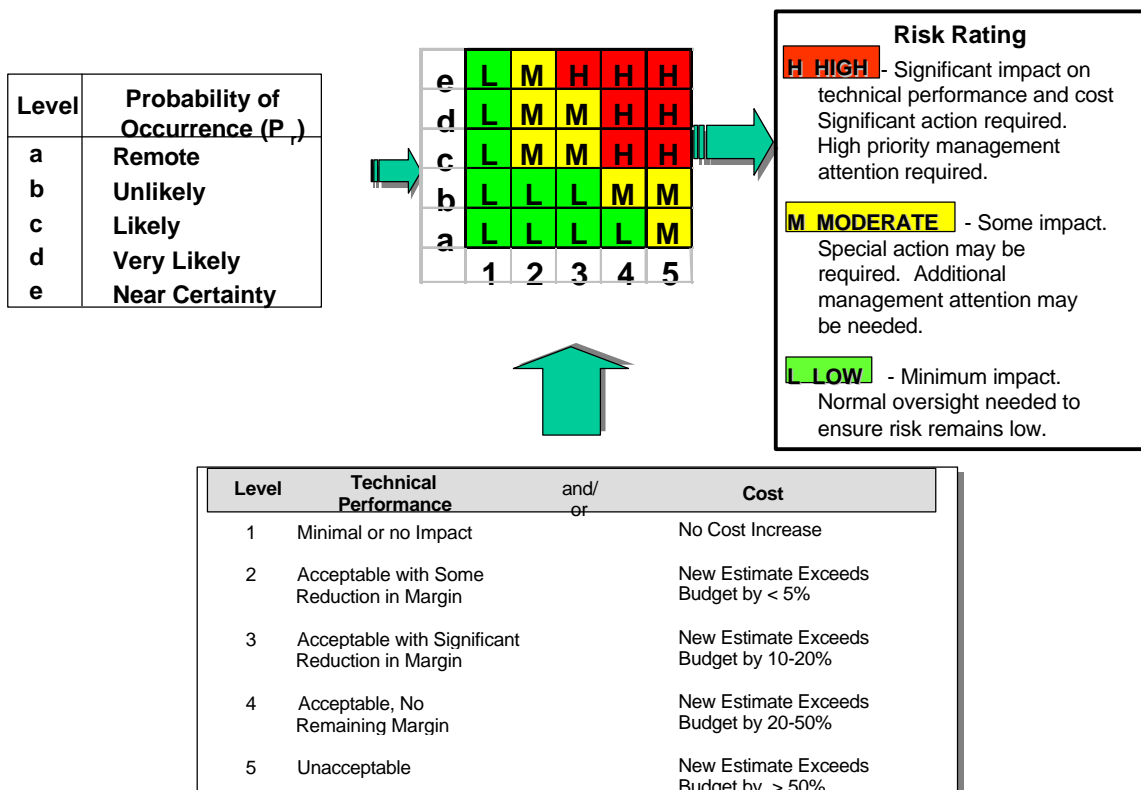
**Risk Management:** Battlespace risk assessment is a methodical process consisting of **identification** of risk areas, **assessment** of risk, and **analysis and mitigation** of risk. The figure below displays these components of risk assessment.



**Battlespace Risk Assessment Process**

The Battlespace approach will capitalize on operational, design, manufacturing and acquisition experience, best judgment and known lessons to identify system risk. To **assess risk**, level of risk is indexed as a function of probability of occurrence and consequence should it occur. A Risk Assessment Guide (matrix), example shown below, is developed to rank each risk item. Trade off studies and sensitivity analysis are conducted based upon the variable elements of the risk element. The final management step will identify **mitigation steps and/or actions**.





**Government Interface And Reporting.** The Battlespace Project Manager will interact closely with the contract officer or contract officer representative to ascertain responsive cooperation with the government customer. We will prepare a concise summary of project activity on a monthly basis (or as required by the task order) and forward a Progress Report that is consistent with the invoice submitted for the same period. The following figure depicts the information typically provided by the monthly report.

Monthly Progress Report Contents (Typical)
<ul style="list-style-type: none"> <li>• current task management matrix</li> <li>• key personnel currently approved on project</li> <li>• expenditure plan for current increment of funding</li> <li>• actual expenditure data for the month</li> <li>• actual cumulative expenditure data for the current increment of funding</li> <li>• labor hours expended for the month</li> <li>• cumulative labor hours expended for the current increment of funding</li> <li>• summary of work performed for past month, highlighting successes achieved, problems encountered, personnel contacted, anticipated follow-up</li> <li>• travel performed for the month</li> <li>• list of data delivered during the month</li> </ul>