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Information Technology Enterprise Solutions-3 Services (ITES-3S)
Ordering Guide
January 2019

FOREWORD

These ordering guidelines contain the information needed to issue task orders against the Information Technology Enterprise Solutions-3 Services (ITES-3S) contracts. These contracts were awarded under the Federal Acquisition Streamlining Act (FASA) and Clinger-Cohen Act, and Section 803 of the National Defense Authorization Act (NDAA) for Fiscal Year (FY) 2002, which requires that the prime contractors be provided a fair opportunity to be considered for task order awards. The contracts are structured as Indefinite Delivery/ Indefinite Quantity (ID/IQ) contracts, using task orders for acquisition of specified services.

These contracts are available to the Army, Department of Defense (DoD), and other Federal agencies. In addition, Government support contractors may place orders against the contracts in support of their Government customers, in accordance with (IAW) Federal Acquisition Regulation (FAR) Part 51.

Questions regarding these guidelines and procedures for placing orders against the contracts should be directed to the Deloitte ITES-3S points of contact listed below.

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Information regarding our ITES-3S contract, including the current version of this Ordering Guide can be found at: https://www2.deloitte.com/us/en/pages/public-sector/solutions/information-technology-enterprise-solution-three-services.html

Table of Contents

Table of Figures

1.0   Background

The objective of the ITES-3S contracts is to meet the Army's enterprise infrastructure and information management goals with a full range of innovative, world-class Information Technology (IT) support services and solutions at a fair and reasonable price. ITES-3S is a multiple award, ID/IQ contract vehicle. It is the Army's primary source of IT-related services worldwide. All DoD and other Federal agencies are authorized to use the contracts to satisfy their IT requirements.

Working in partnership with the prime contractors, Computer Hardware Enterprise Software and Solutions (CHESS) manages the contracts, in coordination with the ACC-RI Contracting Center. Through the use of ITES-3S, users have a flexible means of meeting IT service needs quickly, efficiently, and cost-effectively. Orders may be placed by any contracting officer from the aforementioned agencies. There is **no fee** to place orders against the ITES-3S contract.

2.0   Overall Objectives

The overall objective of ITES-3S is to provide industry best practice, best value, non-personal services to enable a broad range of enterprise-level support services for IT integration and service management activities to the Army, other DoD agencies, and all other Federal agencies including, but not limited to, locations CONUS, OCONUS, and warzone areas.

3.0   Contract Objectives

- Establish and maintain contract methodologies and operations that are flexible, facilitate change, and allow for continuity of user support over the life of the contract.
- Continuously improve task order competition throughout the life of the contract.
- Increase use of subcontractors and teaming partners to bring expert talent and ingenuity to the varied work under ITES-3S, and effectively utilize small businesses to assure achievement of mandatory subcontracting goals.
- Promote the contract to the Army, other DoD agencies, and all other Federal agencies to increase potential customers' awareness of available services, solutions, and benefits of this contract.
- Support and partner with CHESS hardware and software contract holders as a preferred source of supply.

4.0   Program Objectives

- Provide compliant, state-of-the-market, sustainable, supportable, and interoperable IT service solutions worldwide.
- Identify and implement best commercial practices, new technologies, and streamlined approaches that afford the Army and other customers' IT and telecommunications structure the ability to improve their performance and IT business processes (e.g. offering tools, techniques, and practices for migration to a joint enterprise environment, supporting enterprise level services).
- Support and partner with CHESS on the Army's data and reporting requirements through electronic interface and CHESS' IT e-mart.
- Promote the benefits of performance-based contracting by educating the Army

users.
- Continuously seek ways to increase customer satisfaction through delivery of best value and superior IT services.
- Assure affordable, best value, best priced IT solutions.

5.0   Scope of Services

The ITES-3S contracts encompass a full range of innovative, world-class information technology support services and solutions at a reasonable price. Firm Fixed Price (FFP), Time and Materials (T&M), and Cost Reimbursement (CR) Task Orders (TOs) are authorized under this contract. Contract Line Item Numbers (CLINs) cover the following services:
- IT solution services
- IT Subject-Matter Expert (SME)
- IT Functional Area Expert (FAE)
- Incidental construction
- Other direct costs
- IT solution equipment
- Travel and per diem
- IT solution software
- IT solution – Other Direct Costs (ODCs)

The types of services and solutions offered by ITES-3S fall under the following Task Areas: Cybersecurity Services; Information Technology Services; Enterprise Design, Integration and Consolidation Services; Network/Systems Operation and Maintenance Services; telecommunications/ Systems Operation and Maintenance Services; Business Process Reengineering Services; IT Supply Chain Management Services; and IT Education & Training Services. Copies of the ITES-3S contracts can be found on the CHESS IT e-mart. The IT e-mart Web site is https://chess.army.mil. Services will be acquired by issuing individual TOs.

Contract types will be determined IAW the FAR and Defense Federal Acquisition Regulation Supplement (DFARS) based on the circumstances of each order.

6.0   Place of Performance

The place of performance shall be identified in individual task orders. Locations will be Government or contractor sites within CONUS and/or OCONUS locations, including warzone areas. Locations may include Federal, State, or military data centers, and facilities, as defined in individual task orders.

7.0   Type of Contract

This is a Multiple Award Task Order (MATO) IDIQ contract. Individual task orders allowed under this agreement are Fixed Price (FP), Time and Materials (T&M), and Cost Reimbursement (CR).

8.0   Security Requirements

Overarching security requirements and contractor access to classified information shall be as specified in the basic DD Form 254, "Department of Defense Contract Security

Classification Specification," which will be further identified in the DD Form 254 for each TO, as required. All contractor personnel with access to unclassified information systems, including e-mail, shall have at a minimum a favorable National Agency Check (NAC).

9.0   Task Areas

The Army strives to sustain and improve the existing LWN and Army Enterprise Services while also undertaking the initiative to transition to the JIE. The ITES-3S service solutions will provide the required support to achieving these initiatives.

As cited in AR 25-1, the C4IM Services List is the foundation of the LWN Services Catalog. The LWN Services Catalog identifies and defines IT services supported or provided by Army Network Enterprise Centers (NEC). The service portfolios identified are: Cyber-security Services; IT Services; Business Process Reengineering; Enterprise Design, Integration, and Consolidation; Network/Systems Operation and Maintenance; Telecommunications/Systems Operation and Maintenance; IT Supply Chain Management; and IT Education & Training.

The JIE is dependent upon developing and implementing new technical capabilities on an unprecedented scale. As described in "The Department of Defense Strategy for Implementing the Joint Information Environment, September 18, 2013," the JIE focuses around six complex technical areas:

- **Single Security Architecture (SSA)** – Establishing an SSA will collapse network security boundaries, reduce the Department's external attack surface, enable better containment and maneuver in reaction to cyberattack, and standardize management, operational, and technical security controls.
- **Network Normalization** – DoD's current system of disparate network, processing, and storage infrastructures impedes internal and external collaboration for the warfighter and mission partners. As such, a foundational aspect of achieving the JIE is to provide a single, protected information environment that securely, reliably, and seamlessly interconnects warfighters.
- **Identity and Access Management** – Optimized Global Identification, Authentication, Access Control, and Directory Services are central to satisfying the warfighter's need for a portable identity and the ability to share contact information between organizations.
- **Enterprise Services** – An enterprise service is a service, like email, that is provided in a common way across the Department, and is provided by a single organization acting as the enterprise-service provider. DoD is emphasizing development and deployment of enterprise services as part of JIE that are designed to operate in deployed, disconnected, or low-bandwidth information environments.
- **Cloud Computing** – DoD's move to cloud computing presents challenges, especially in the management of thousands of shared computer servers, cybersecurity (as part of single security architecture), resilience and failover, and migration of software applications onto the cloud.
- **Data Center Consolidation** – The DoD will continue to consolidate computing power by closing and consolidating data centers across the Department, while concurrently identifying existing data centers to be transitioned into JIE Core Data Centers (CDCs). Data center consolidation will be integral to facilitating the move

the Department to a standardized computing architecture.

The service portfolios identified below support the design, implementation, and sustainment of these JIE technical areas. The listed sub-tasks under the Task Areas/Service Portfolios are not all inclusive. There are many other sub-tasks that are within ITES-3S scope not only belonging under the Service Portfolios listed below but also to Task Areas/Service Portfolios not listed.

Cybersecurity Services

- Cyber Security Development/Solutions
- Cyber Operations
- Computer Network Defense and Offense Services
- Identity Management Solutions
- Continuous Monitoring Solutions/Services Cyber Security Architecture
- Cyber Forensics & Analytics
- Mobile Security Solutions
- Computer Security Awareness and Training
- Computer Security Incident Response
- Information, System, Data, and Physical Security
- Mainframe Automated Information Security Support
- Biometrics
- Continuity of Operations
- Contingency Planning
- Critical Infrastructure Protection
- Cryptographic Support and Service
- Disaster Recovery
- Policy and Compliance
- Public Key Infrastructure and CAC authentication
- Remote Monitoring/Intrusion Detection
- Security Architecture Design
- Security Hardening
- Secure Video Teleconferencing
- System Certification and Accreditation
- System Recovery Support Services

Information Technology Services

- Application and Service Hosting
- Automated Workflow System Development and Integration
- Big Data Analysis/Management
- Configuration Management
- Capacity Management
- Computer Aided Design/Engineering/Management (CAD/CAE/CAM)
- Computer Systems Administration, Management, and Maintenance
- Design/Specifications for Information Systems
- Data and/or Media Management

- Data Storage Management
- Data Warehousing
- Database Applications Development
- Design/Specifications for Information Dissemination
- DODAF-based Operational & System Architecture Design & Development
- Economic/Business Case Analysis (Cost/Benefit and Risk)
- Electronic Commerce and Electronic Data Interchange Support
- Global/Geographic Information Systems
- Informatics
- Information Architecture Analysis
- IT Architecture Support
- Internet/Intranet/Web Applications/Network Computing
- Legacy Systems Modernization
- Performance Benchmarking/Performance Measurements
- Property Management
- Section 508 Compliance Support
- Simulation and Modeling
- Software/Middleware Development
- Source Data Development
- Statistical Analysis
- Systems Development and Software Maintenance
- Systems Programming
- Video Teleconferencing/Audio /Visual/Media Systems
- Voice over Internet Protocol (VOIP)
- Web and Computer Systems Decision Support Tools
- Web Enabled Applications

Enterprise Design, Integration, and Consolidation

- Collaboration Systems/Facility Development
- Compliance with Interoperability Standards
- Cost Benefit/Cost Effectiveness Analysis
- Independent Verification and Validation
- Information and Knowledge Engineering
- Information Management Life Cycle Planning/Support
- Integrated Solutions Management
- Knowledge Engineering/Management
- Market Research and Prototyping
- Measuring Return on Investment (ROI)

Earned Value Management

- Product Integration
- Reliability and Maintainability
- Requirements Analysis
- Resource Planning Systems Development and Integration

- Resource Systems Management
- Resource Systems Planning
- Reverse Engineering
- Software Engineering
- Software Life Cycle Management
- Systems Integration
- Technology Insertion
- Test and Evaluation
- Wireless Networking

Network/Systems Operation and Maintenance

- Computer Center Technical Support
- Commercial Off-the-Shelf Software Products and Support
- Computer Systems Administration
- Computer Systems Facilities Management and Maintenance
- Licensing Support
- Legacy Systems Maintenance
- Network Management
- Help Desk Support
- Desktop Support
- Software License Management
- Supply Chain Management
- Network Infrastructure Support
- Office Automation Support
- Seat Management/Asset Management

Telecommunications/Systems Operation and Maintenance

- Telecommunications Infrastructure Office Automation Support
- Voice over IP Support
- Handset Management/Asset Management

Business Process Reengineering (BPR)

- Benchmarking/Operational Capability Demonstrations
- Business Case Analysis
- Customer Relationship Management
- E-Business Planning and Support
- Functional Requirements Decomposition
- Gap Analysis
- IT Capital Planning
- Quality Assurance
- Risk Management
- Workflow Analysis

IT Supply Chain Management

- Logistics
- Purchasing
- Inventory Management
- Vendor Management
- Subcontractor Management

IT Education & Training

- User Training Purchasing
- Instructional Design and Modeling & Simulation
- Design & execution of computer-generated imaging/training

10.0 Team Deloitte Subcontractors

The following is a list of the ITES-3S subcontractors along with their business size applicable to the contract.

Figure 1 – PWS Task Areas and Requirements.

	Cybersecurity Services	IT Services	Ent. Design, Integration, Consolidation	Network/ Systems O&M	Telecom/Systems O&M	Business Process Reengineering	IT Supply Chain Management	IT Education and Training	JIE
LARGE Deloitte Consulting LLP	●	●	●	●	●	●	●	●	●
CALIBRE Systems, Inc.	●	●	●	●	●	●	●	●	●
R & K Solutions, Inc.	●	●	●	●		●	●	●	●
SMALL 4M Research	●	●	●			●	●	●	
Credence Management Solutions LLC	●	●	●	●	●	●	●	●	●
The Cybrix Group, Inc.	●	●	●	●	●	●	●	●	●
Denysys Corporation	●	●	●	●	●	●	●	●	●
Dynanet Corporation			●		●	●	●		
Enlighten IT Consulting, Inc.	●	●	●	●		●	●	●	●
Halfaker and Associates, LLC	●	●	●	●	●	●	●	●	●
Henry Elliott and Company, Inc.	●	●	●	●	●	●	●	●	●
InfoAge Solutions Inc.	●	●	●	●	●	●	●	●	●

	PWS Task Areas and Requirements								
	Cybersecurity Services	IT Services	Ent. Design, Integration, Consolidation	Network/ Systems O&M	Telecom/Systems O&M	Business Process Reengineering	IT Supply Chain Management	IT Education and Training	JIE
Java Productions, Inc.	●	●	●			●			
Legato LLC	●	●	●	●	●				
LSINC Corporation	●					●	●		
MSOL, Inc. (dba Macro Solutions)	●	●	●	●	●	●	●	●	●
Prometheus, LLC	●	●	●	●	●	●	●	●	●
QuantiTech Inc.		●	●	●		●			●
Standard Technology, Inc.		●	●	●		●			
Tiber Creek Consulting, Inc.	●	●	●	●		●	●		
TMG Inc., dba The Moore Group, Inc.		●	●	●		●	●	●	
Unissant, Inc.	●	●	●	●		●			
Wood Consulting Services, Inc.	●	●	●	●		●	●		●

11.0 Contract Terms

Separate, multiple awards were made for ITES-3S with the following contract terms and provisions:

Figure 2 – ITES-3S Contract Terms.

Contract Terms	ITES-3S
Contract Maximum	• $12,100,000,000 • The contract maximum represents the total requirement for the life of the contract (including options, if exercised)
Period of Performance	• 9 Years: ○ One five-year base Ordering Period ○ Four one-year Ordering Period options (if exercised)
Pricing Structure	• FFP • T&M • CR
Performance-Based Contracting	• Preferred method for acquiring services
Fair Opportunity to be Considered	• Subject to FAR 16.505

12.0 Labor Categories

Figure 3 – Labor Categories.

Program Management	Project Management	Quality Assurance	IT Systems Architecture	Application Systems	Operations and Logistics
Program Manager – Senior (Project Management Institute (PMI) certification required)	Project Manager – Senior (PMI certification required)	Quality Assurance Manager – Senior (Lean Six Sigma Black Belt Certification Required)	Chief Enterprise Architect	Applications Systems Analyst – Senior, intermediate, associate	Seat Management Administrator
Program Manager – Intermediate (PMI certification desired)	Project Manager – Intermediate (PMI certification desired)	Quality Assurance Analyst – Intermediate (Lean Six Sigma Green Belt Certification Required)	Lead Enterprise Architect	Software Engineer – Senior, intermediate, associate	Configuration Management (CM) Specialist - Senior, intermediate, associate
Program Manager – Associate	Project Manager - Associate	Quality Assurance Analyst – Associate	Senior IT Systems Solution Architect	Applications Programmer – Senior, intermediate, associate	Computer Operator - Senior, intermediate, associate
	Enterprise Architect		Client/Server Network Architect	IT Certified Professional – Senior, intermediate, associate	Distribution Operations Specialist - Senior, intermediate, associate
	Business Analyst – Functional & Technical		Software Architect		
	Project Administrator		Systems Engineer - Senior, intermediate, associate		
	Project Administrator - Associate		Network Engineer – Senior, intermediate, associate		

	Facility Staff Support – Senior, intermediate, associate		Managed System Engineer – Senior, intermediate, associate		
			IT Functional Area Expert & IT Subject Matter Expert		

Figure 4 – Roles and Responsibilities.

Cybersecurity	System Administration	Data Administration	Data Warehousing	Help Desk/End User Support	Internet/Web Operations
Information Assurance Engineer- Senior, intermediate, associate	Systems Administrator - Senior, intermediate, associate	Database Administrator	Data Warehousing Project Manager	Help Desk Coordinator	Web Project Manager
Information Systems Auditor - Senior, intermediate, associate		Database Analyst/Programmer - Senior, intermediate, associate	Data Architect	Help Desk Support Service Specialist - Senior, intermediate, associate	Web Designer - Senior, intermediate, associate
Data Security Analyst - Senior, intermediate, associate		Advanced Database Analyst/Programmer - Senior, intermediate, associate	Data Warehouse Analyst	PC Support Manager	Web Software Developer - Senior, intermediate, associate
Disaster Recovery/COOP/Contingency Administrator		Database Librarian	Data Warehousing Programmer	PC Systems Specialist	Web Technical Administrator
Information Security Specialist - Senior, intermediate, associate			Data Warehousing Administrator	PC Maintenance Technician	Web Content Administrator
IA Policy and Compliance Certified Professional - Senior, intermediate, associate					
Cyber Operations Research Analyst - Senior, intermediate, associate					
Cyber Operations Malware Analyst - Senior, intermediate, associate					
Cyber Watch Operations Certified Analyst - Senior, intermediate, associate					

Network Administration/ Support	Documentation	Enterprise Resource Planning (ERP)/Business Process Development	Information Systems Training	Audio Visual
Network Administrator - Senior, intermediate, associate	Documentation Specialist - Senior, intermediate, associate	ERP Business Analyst – Senior, intermediate, associate	Information Systems Training Manager	Audio Visual Fabrication Engineer - Senior, intermediate, associate
Network Support Technician - Senior, intermediate, associate	Technical Editor	Business Systems Analyst– Senior, intermediate, associate	Information Systems Training Specialist – Senior, intermediate, associate	Audio Visual Programmer - Senior, intermediate, associate
	CAD Specialist		Instructor Technical Training – Senior, intermediate, associate	
	Graphics Specialist			
	Draftsman - Senior, intermediate, associate			

13.0 Hardware/ Software Acquisition

In situations where it is necessary to purchase new commercial software, including preloaded software, to satisfy the requirements of a particular TO, the contractor will first be required to review and utilize available DoD Enterprise Software Initiative (ESI) agreements.

If software is not available to the contractor through a DOD ESI source, the contractor shall be authorized to obtain the software through an alternate source. For Army users, a Statement of Non-Availability (SoNA) is required from CHESS when acquiring non-ESI software regardless of the dollar value. The customer shall access the SoNA process, located on the IT e-mart at https://chess.army.mil/Content/Page/SONA. The SoNA should be included in the TO file upon award.

For DoD users, a Non-DoD contract certification and approval is required for software buys, with the exception of the Microsoft Premier software IAW DFARS 217.78. This Non-DoD documentation is required because the ESI Blanket Purchase Agreements are established against General Services Administration (GSA) ID/IQs.

If related incidental hardware and software are required for a particular TO, the CHESS hardware contracts are the preferred source of supply. For Army users, it is the mandatory source for hardware and software IAW Army Federal Acquisition Regulation Supplement (AFARS) 5139.101. CHESS also has a representative sample list on its web site of Commercial IT Products and Services authorized for use by customers worldwide. A request for quote may be submitted for products not found on the CHESS site. If the hardware and related software required is not available from a CHESS contract or the authorized list, the contractor shall be authorized to obtain the hardware through an alternate source.

For Army users, a SoNA is required for purchase of products from another source regardless of dollar value. The listing of COTS hardware available from CHESS sources can be viewed on the IT e-mart at https://chess.army.mil. The customer shall access the SoNA process, located on the IT e-mart at https://chess.army.mil/Content/Page/SONA. The SoNA should be included in the TO file upon award.

14.0 ITES-3S Roles and Responsibilities

The following is a summary of the roles and responsibilities for the primary organizations in the ITES-3S contract process.

Army Contracting Command – Rock Island (ACC-RI)

The ACC-RI Procuring Contracting Officer's (PCO) roles and responsibilities are as follows:
- Serves as the PCO for the ITES-3S contracts. The PCO has overall contractual responsibility for the ITES-3S contracts. All orders issued are subject to the terms and conditions of the contract. The contract takes precedence in the event of conflict with any order or the Ordering Guide.
- Provides advice and guidance to Requiring Activities' (RA), OCOs, and contractors regarding contract scope, acquisition regulation requirements, and contracting policies.
- Approves and issues base ITES-3S contract modifications.
- Represents the Contracting Officer position at various contract-related meetings.

Computer Hardware, Enterprise Software and Solutions

The CHESS organization's roles and responsibilities are as follows:
- Requiring Activity (RA)s / Administrative Contracting Officer Representative (ACOR) for this acquisition
- Maintains the IT e-mart, a **no-fee** flexible procurement strategy through which an Army user may procure COTS IT hardware, software, and services.
- The CHESS IT e-mart website is: https://chess.army.mil.
- With support from the Information Systems Engineering Command, Technology Integration Center, CHESS assists Army organizations in defining and analyzing requirements for meeting the Army's enterprise infrastructure and infostructure goals.
- Works with other RAs, including those outside of the Army, to help them understand how ITES-3S can best be used to meet their enterprise requirements.
- Conducts periodic meetings with the prime contractors, e.g., In-Process Review, as needed to ensure requirements, such as approved DoD standards, are understood.

Requiring Activity (RA)

RA is defined as any organizational element within the Army, DoD, or other Federal Agencies. The RA's roles and responsibilities are as follows:
- Adheres to the requirements and procedures defined in the ITES-3S contracts and these ordering guidelines.
- Defines requirements.
- Prepares TO requirements packages.
- Funds the work to be performed under ITES-3S orders.

- Provides personnel to evaluate proposals submitted.
- Provides past performance assessments.
- Monitors and evaluates contractor performance.

Ordering Contracting Officer (OCO)

The OCO's roles and responsibilities are as follows:
- OCOs within the Army, DoD, and other Federal agencies are authorized to place orders within the terms of the contract and within the scope of their authority.
- Not authorized to make changes to the contract terms and/or conditions. The OCOs authority is limited to the individual orders.
- Serves as the interface between the contractor and the Government for individual orders issued under the ITES-3S contracts.
- Responsible for determining if bundling of requirements (see FAR 2.101) complies with FAR 7.107.
- Responsible for determining whether consolidation of requirements, compliance, and approval are IAW DFARS 207.170.
- Responsible for requesting, obtaining, and evaluating proposals/quotations and for obligating funds for orders issued.
- The OCO reserves the right to withdraw and cancel a task if issues pertaining to the proposed task arise that cannot be satisfactorily resolved.
- Responsible for identifying when Earned Value Management System is applicable at the TO level IAW DFARS 252.234-7002.

Ordering Contracting Officer's Representative (OCOR)

The Task Order OCOR's roles and responsibilities are as follows:
- Task Order CORs will be designated by letter of appointment from the OCO.
- Serves as the focal point for all task activities, and primary Point of Contact (POC) with the contractors.
- Provides technical guidance in direction of the work; not authorized to change any of the terms and conditions of the contract or order.
- Shall use the measures and standards set forth in the Quality Assurance Surveillance Plan (QASP) to assess contractor performance, thereby ensuring the quality of services required by the TO are met.
- Obtains required COR training. Note: The Army Contracting Command (ACC) COR Guide provides a list of approved COR training courses: https://www.us.army.mil/suite/doc/24452057&inline=true.

Deloitte ITES-3S Program Manager

The Deloitte ITES-3S Program Manager (PM) is responsible for managing the task orders issued/ awarded on the contract vehicle. The PM serves as the primary technical point of contact for all subcontractors and the Government. The PM oversees the ITES-3S Program Management Office, keeping track of all task orders, submitting Monthly Task Order Status Reports and other contract deliverables at the IDIQ level. The PM also coordinates with all Task Order Project Managers on each individual task order awarded to ensure that all task orders are executed consistent with Deloitte standards and processes for uniformity and consistency in delivery. The PM coordinates with other Deloitte leadership to make

decisions on bid/ no-bid on each task order including coordinators with subcontractors to seek inputs to qualify each bid.

Deloitte ITES -3S Subcontracts Manager

The Deloitte ITES-3S Subcontracts Manager (SCM) serves the primary contractual point of contact between Deloitte and the subcontractors. The SCM negotiates, issues, monitors and updates all subcontracts as needed including establishing teaming agreements and other contractual relationships for each task order as needed. The SCM coordinates with each subcontractor to ensure that each subcontractor is registered in the Deloitte vendor portal and is cleared through the independence process.

Deloitte ITES -3S Contracts Manager

The Deloitte Contracts Manager (CM) serves as the primary contractual point of contact between Deloitte and CHESS/ ACO. The CM is responsible for coordinating all modifications to the contract between Deloitte and the Government. The CM coordinates with Deloitte Office of General Counsel and Quality and Risk Management in the management of the contract.

15.0 ITES-3S Ordering Guidance

General

- Ordering is decentralized for all ITES-3S requirements. Ordering under the contracts is authorized to meet the needs of the Army, DOD, and other Federal agencies. There are no approvals, coordination, or oversight imposed by the PCO on any OCO. OCOs are empowered to place orders IAW the terms and conditions of the ITES-3S contracts, ITES-3S ordering guidelines, the FAR, DFARS (as applicable), and the OCO's agency procedures.
- The PCO will not make judgments or determinations regarding orders awarded under the ITES-3S contracts by an OCO. All issues must be resolved consistent with individual agency procedures and/or oversight.
- Upon request, the PCO is available to provide guidance to OCOs executing orders under the ITES-3S contracts.
- The CHESS IT e-mart at https://chess.army.mil is available to make price comparisons among all ITES-3S awardees and solicit competitive quotes. Only services and related incidental hardware/software items are to be released on the ITES-3S IT e-mart. Hardware/software-only items are to be placed on ADMC-2 or ITES- 2H/3H. The OCO will initiate the Task Order Request (TOR) process by issuing a TOR to all awardees via the CHESS IT e-mart. OCOs MUST issue the Request for Proposal (RFP)/TORs via the IT e-mart.
- When posting an RFP/TOR, RAs are not to simply submit an ITES-3S contractor's quote as an RFP/TOR. This is considered to be contractor proprietary information.
- When posting a TOR, include specific delivery instructions for proposal responses. Contractors will indicate their interest via CHESS IT e-mart; however, proposal packages shall be delivered by means identified in the TOR.

Pricing

- All TOs awarded pursuant to this contract on a FFP or T&M basis must be priced IAW

the pricing set forth in the Labor Rate Table (reference contractors' ITES-3S Price Matrix, Section J, Attachment 3). The labor rates in the labor rate table reflect the fully burdened composite rates for each labor category and will apply to all direct labor hours. The composite rates include separate rates for work performed at the contractor site and at the Government site for each labor category. An ITES-3S contractor may propose labor rates that are lower than those specified in its Labor Rate Table but shall not exceed the labor rates in its Labor Rate Table.

- CR TOs are allowable under ITES-3S. CR TOs are suitable for use only when uncertainties involved in contract performance do not permit costs to be estimated with sufficient accuracy to use any type of FP TO. A CR TO may be used only when the contractor's accounting system is adequate for determining costs applicable to the TO and appropriate Government surveillance during performance will provide reasonable assurance that efficient methods and effective cost controls are used.

- The Government's minimum requirements for each labor category are identified in Labor Category Descriptions. Contractors may augment their labor categories and job descriptions on a TO basis. If a contractor decides to augment a labor category; the labor type and cost shall not change. Augmenting a labor category is not defined as adding a new labor category. TO proposals shall be limited to only those labor categories contained within the base contract. The contractor may propose to the Government, at its discretion, additional labor categories and job descriptions within the scope of ITES-3S. The PCO is the only official authorized to add a labor category to the base contract via contract modification.

- Unlike other labor categories, the IT subject-matter expert (SME), IT FAE, and incidental construction categories may only be used if no other labor category can satisfy the requirement. If the ITES-3S contractor proposes these categories when not directed by the OCO, no fee or profit is allowed. OCOs are discouraged from directing the use of FAEs and SMEs. However, if the OCO deems it necessary to direct the ITES-3S contractor to propose these categories, a fixed fee of 3% is allowable. ITES-3S contractors are required to seek and obtain approval from the OCO for the use of these categories when proposed in a TO. There is no fixed labor rate associated with the SME, FAE, and incidental construction categories.

Small Business Set Aside

The following clauses only apply at the order level when the requirement has been set-aside for Small Business:

- 52.219-3 - Notice of HUBZone Set-Aside or Sole Source Award (Nov 2011)
- 52.219-6 - Notice of Total Small Business Set-Aside (Nov 2011) with Alternate I
- 52.219-13 - Notice of Set-Aside of Orders (Nov 2011)
- 52.219-14 - Limitations on Subcontracting (Nov 2011)
- 52.219-27 - Notice of Service-Disabled Veteran-Owned Small Business Set-Aside (Nov 2011)
- 52.219-29 - Notice of Set-Aside for, or Sole Source Award to, Economically Disadvantaged Women-Owned Small Business Concerns (Dec 2015)
- 52.219-30 - Notice of Set-Aside for, or Sole Source Award to, Women-Owned Small Business Concern Eligible Under the Women-Owned Small Business Program (Dec 2015)

Note that the Limitations on Subcontracting clause only applies at the Task Order level. Small businesses may compete on unrestricted TOs without having to meet the requirements of the Limitations on Subcontracting clause.

Exceptions to Fair Opportunity

As provided in FAR 16.505(b)(2), the OCO may waive the requirement to place an order on a competitive basis with a written limited sources justification and approval if one of the following circumstances applies:

- The agency's need for the supplies or services is so urgent that providing a fair opportunity would result in unacceptable delays. Use of this exception requires a justification that includes reasons why the ITES-3S processing time for a fair opportunity to be considered will result in an unacceptable delay to the agency. The justification should identify when the effort must be completed and describe the harm to the agency caused by such a delay.
- Only one contractor is capable of providing the supplies or services required at the level of quality required because the supplies or services ordered are unique or highly specialized. Use of this exception should be rare. When using this exception, explain: (1) what is unique or highly specialized about the supply or service, and (2) why only the specified contractor can meet the requirement.
- The order must be issued on a sole-source basis in the interest of economy and efficiency because it is a logical follow-on to an order already issued under these contracts, provided that all awardees were given a fair opportunity to be considered for the original order.
- A statute expressly authorizes or requires that the purchase be made from a specified source.

FAR 16.505(b)(1)(ii) provides that the OCO is not required to contact each of the awardees if information is available that will ensure that each awardee is provided a fair opportunity to be considered for each order.

The OCO must follow his/her agency's procedures for documenting the process and rationale for selection of the awardee for each TO. At a minimum, the OCO must document the selection to include price consideration.

16.0 Task Order Response Process

Deloitte will seek to continuously improve task order competition throughout the life of the contract and will meet the threshold of 30 percent annually. As TO RFPs are released, Deloitte can provide a bid/no-bid decision within 48 hours and meet expedited turnaround times. As TO RFPs are sent by the Contracting Officer to our ITES-3S PM and PMO Lead, they will be quickly posted in our ITES-3S Team Portal, and an automated email will be sent to every subcontractor's Program and Contracts Manager. Quickly following the initial posting, our ITES-3S PM and PMO Lead will convene a Team-wide call to quickly gauge competitive characteristics such as incumbency, client awareness, past performance, personnel, location, price, solution, and security issues. As shown in **Figure 5**, we have selected companies to join our Team that augment our capability to cover all areas of the PWS worldwide.

A detailed analysis was performed of industry- and solution-leading companies to identify organizations to complement our own coverage and capabilities and offer the best possible team and capabilities for any conceivable ITES-3S needs. Carefully considering all the ITES-3S requirements, we assembled the best-fit Team—one with the experience, staff, and capabilities to provide superior value, and comprehensive quality to ITES-3S customers. We selected the small businesses on our Team based on their capability in specific PWS and client domains and their compliance with applicable small business classifications. We will employ a specific tailored approach for each TO achieve the most affordable, best-value, best-priced IT solutions. For each opportunity, we will quickly craft the best-fit response team by analyzing each subcontractor across the characteristics shown in **Figure 5**.

Figure 5 – TO Team Selection.

Characteristic	Description
Incumbency	Degree to which TO RFP matches specific recent, relevant client work
Client Awareness	Degree to which subcontractor has insight into specific client's need
Past Performance	Degree to which recent and relevant experience fits TO RFP need
Personnel	Degree to which personnel with required skills and experienced are available
Location	Degree to which subcontractor can quickly mobilize personnel in each location
Price	Degree to which subcontractor can offer a best value
Solution	Degree to which subcontractor technical, innovative solution fits TO RFP
Security	Degree to which subcontractor can meet security requirements in TO RFP
Independence	Degree to which subcontractor is free of organizational conflicts of interest

Team responses to factors in **Figure 5** enable us to quickly identify strengths, gaps of each member (including Deloitte) and craft a unique, value-focused combination that optimizes which subcontractor(s) to include on each TO opportunity. Evaluating this information in conjunction with these nine factors helps the PM determine if Deloitte should off/on-ramp subcontractors to meet overall IDIQ objectives, to include small business goals. Our success in using this approach has been demonstrated on large IDIQ projects such as DoD LMSS. **Figure 6** depicts our 10-day TO response process, which spans the technical and management approach through staffing and communication to the Government of our TO proposal.

Figure 6 – Deloitte's 10-day Turnaround TO Proposal Response.

Track	Day									
	1	2	3	4	5	6	7	8	9	10
Technical and Management Approach	Create WBS, Deliverables List, and Identify Risks			Estimate LOE and Risk Mitigation Strategies		Develop Content and Insert in Templates		Program-Level Review and Revision		Final Revision and Approval
Schedule	Draft Schedule Leveraging Project Estimator Tools			Map Dependencies and Critical Path		Align with Tech Approach				
Write Proposal	Develop, Draft Content, and Review					Finalize Content				
Past Performance	• Create Template • Draft PP References • Send Questionnaires to Clients (if Applicable)			Coordinate Edits and Updates to References with References POCs				Followed by		
Price	Determine Framework Based on TO Type		Estimate Cost/ Price and Risk Reserves Leveraging Estimator Tools			Develop Pricing Tables and Incorporate		Corporate-Level Review and Revision		
Personnel	Coordinate with Teaming Partners to Identify Candidates			Check Availability and Obtain Commitments		Prepare Resumes and Staffing Plan				
Communication with Government	Bid/No-Bid Decisions and Q&A Sessions					Communications as Needed				Deliver Proposal

For "go" bids, Deloitte and select subcontractors will use several forms of communication—telephone, email, and in-person meetings—to refine our proposals. Within our ITES-3S Team Portal, we provide the capability for our integrated team to upload and download proposal files to configuration control the material and provide access for reviewers. As the project is launched and delivery begins, the routine communication across the integrated team mostly consists of emails, phone calls, Video Teleconferences (VTCs), and in-person meetings. The TO Project Lead is responsible for managing effective and efficient communication. **Figure 7** provides our process for how we will quickly initiate communication upon TO award.

Figure 7 – TO Award Communication.

Step	Process
Step 1	Our ITES-3S PMO Lead notifies the appropriate subcontractor Program Manager and PMO Lead via email and/or telephone.
Step 2	Deloitte's PM and TO Project Lead convenes a meeting with the appropriate subcontractors to quickly discuss and finalize staffing.
Step 3	Our PMO Lead works with select subcontractors' PMs to quickly finalize TO agreements.
Step 4	Deloitte's PM and TO Project Lead initiates planning of a kickoff meeting in collaboration with the select subcontractor and the Government TPOC.
Step 5	A new set of folders is created in our secure ITES-3S Team Portal, which only select delivery personnel (from Deloitte and our subcontractors) can access. Our PMO Lead initially populates the site with the TO RFP, our technical proposal, and a sanitized award document. During delivery, everyone on the TO team uses the ITES-3S Team Portal to configuration manage all of their deliverables.

17.0 Task Order Request Preparation

The OCO will issue a TOR to all ITES-3S contractors for orders exceeding $3,500.00. The request will include a transmittal letter identifying the TO strategy, contract type, proposal receipt date and time, estimated contract start date, period of performance, and any other related information not contained elsewhere; the appropriate work statement; instructions for submission of a technical and cost/price proposal and selection criteria/basis for award, any special requirements (i.e., security clearances, travel, special knowledge); and other information deemed appropriate for the respective order. Ordering Guide Attachment 7contains a recommended memo requesting proposals and Ordering Guide Attachment 8 contains sample instructions/basis for award.

- Recommend a submission date of 10 calendar days after issuing a TO request for receipt of proposals; however, the scope and complexity of the TO should be considered when determining proposal due date.
- If unable to perform a requirement, the contractor shall submit a "no bid" reply in response to the proposal request. All "no bids" shall include a brief statement as to why the contractor is unable to perform, e.g., conflict of interest.
- In responding to proposal requests that include a requirement to provide products as part of an overall IT services solution, ITES-3S contractors are expected to use CHESS hardware contracts as preferred sources of supply. Other sources may be proposed but will require justification by the contractor and the approval of the OCO. In addition, contractors are expected to facilitate maximum utilization of ESI source software.

18.0 Proposal Submission Instructions

Technical and Price Proposals shall be separate documents and consist of the following tabs: Note: While the Technical Proposal must not contain any reference to price, resource information (such as data concerning labor hours and categories, materials, subcontracts, etc.) must be provided so that a contractor's understanding of the requirements may be evaluated.

TAB 1 – Technical Proposal

Technical proposal information will be streamlined. Page limits are specified below. As a minimum, technical proposals shall address the following elements:

- Technical/Management Approach
- Key Personnel Assigned
- Teaming Arrangements (including subcontractors)
- Risks and Risk Mitigation Plan
- Period of Performance
- Government Furnished Equipment (GFE)/Government Furnished Information (GFI)
- Security (including clearance level)
- Other Pertinent Data (10 pages)

Note: If instructions are for a performance-based task order, and if a performance work statement (PWS) is not already included in the task order request, the Technical Proposal shall also include the offeror's proposed statement of work (SOW) or PWS detailing the performance requirements resulting from the statement of objectives. **(No page limit)**

TAB 2 – Cost/Price Proposal

This part of the proposal shall include details for all resources required to accomplish the requirements (e.g., labor hours, rates, travel, incidental equipment, etc.). The price proposal shall identify labor categories in accordance with the Labor Rate Tables contained in Section B. It must also identify any GFE and/or GFI required for task performance. If travel is specified in the SOW or PWS, airfare and/or local mileage, per diem rates by total days, number of trips, and number of contractor employees traveling shall be included.

19.0 Evaluation Criteria

All evaluation criteria must be identified and clearly explained in the TOR. The TOR must also describe the relative importance of the evaluation criteria. The OCO, in conjunction with the RA, may consider the following evaluation criteria (price or cost must be a factor in the selection criteria) to evaluate contractors' proposals:

- Technical/management approach:
  - o Understanding of the requirement
  - o Technical and management approach
  - o Staffing plan (e.g., skill mix, personnel experience or qualifications and availability of personnel, performance location)
  - o Areas of expertise
  - o Past performance on prior TOs under this contract (e.g., approach, personnel, responsiveness, timeliness, quality, and cost control) (NOTE: If practicable, automated systems such as Past Performance Information Management System or Past Performance Information Retrieval System should be utilized in lieu of requesting past performance information from the contractors).
  - o Current distribution of workload
  - o Knowledge of the customer's organization
  - o Teaming arrangements (including subcontracting)
  - o Security (including clearance level)
  - o Performance-based approach
  - o Other specific criteria as applicable to the individual TO

20.0 Cost/Price Evaluation

This part of the proposal will vary depending upon the contract type planned for the TO. It should include detailed cost/price amounts of all resources required to accomplish the TO (labor hours, rates, travel, etc.). The contractor may not exceed the labor rates specified in its respective contract's ITES-3S Price Matrix. However, the contractor is permitted to propose labor rates that are lower than those established in the Labor Rate Table. The contractor shall fully explain the basis for proposing lower rates. The proposed reduced labor rates will not be subject to audit; however, the rates will be reviewed to ensure the Government will not be placed at risk of nonperformance. The reduced labor rates will apply only to the respective TO and will not change the fixed rates in Labor Rate Tables. The level of detail required shall be primarily based on the contract type planned for use, as further discussed below.

FFP and T&M. The proposal shall identify labor categories IAW the ITES-3S Price Matrices

and the number of hours required for performance of the task. The proposal must identify and justify use of all non-labor cost elements. It must also identify any Government-Furnished Equipment (GFE) and/or Government Furnished-Information (GFI) required for task performance. If travel is specified in the TOR, airfare and/or local mileage, per diem rates by total days, number of trips, and number of contractor employees traveling shall be included in the cost/price proposal. Other information shall be provided as requested in the proposal request.

CR. Both "sanitized" and "unsanitized" cost/price proposals will be required for CR- type TOs only. "Unsanitized" cost proposals are complete cost proposals that include all required information. "Sanitized" cost proposals shall exclude all company proprietary or sensitive data but must include a breakdown of the total labor hours proposed and a breakout of the types and associated costs of all proposed ODCs. Unless otherwise noted, unsanitized proposals will only be provided to the OCO, while sanitized proposals may be provided to the evaluator(s) and other personnel involved in the procurement. Cost/price proposals shall include, at a minimum unless otherwise indicated in the TOR, a complete work breakdown structure that coincides with the detailed technical approach and provides proposed labor categories, hours, wage rates, direct/indirect rates, ODCs, and fees. CR proposals shall be submitted IAW FAR clause 52.215-20 "Requirements for Cost or Pricing Data or Information Other Than Cost or Pricing Data."

Evaluation

If a "mini-competition" is being conducted, a panel of evaluators should be appointed to review the proposals submitted by ITES-3S contractors. For each non-price evaluation factor, the evaluators should identify strengths and weaknesses in the proposals and should assign an adjectival rating (e.g., outstanding, good, etc.) for each non-price factor. The evaluators' findings should be documented in a written evaluation report. The price factor should be evaluated independently from the non-price factors. Individuals who are evaluating non-price aspects of the proposal should not have access to pricing information while performing their evaluations. Evaluations must be conducted fairly and IAW the selection criteria in the solicitation. After an initial evaluation of proposals, negotiations (discussions) may be held. Refer to FAR Part 15 for general guidance on the proper conduct of discussions.
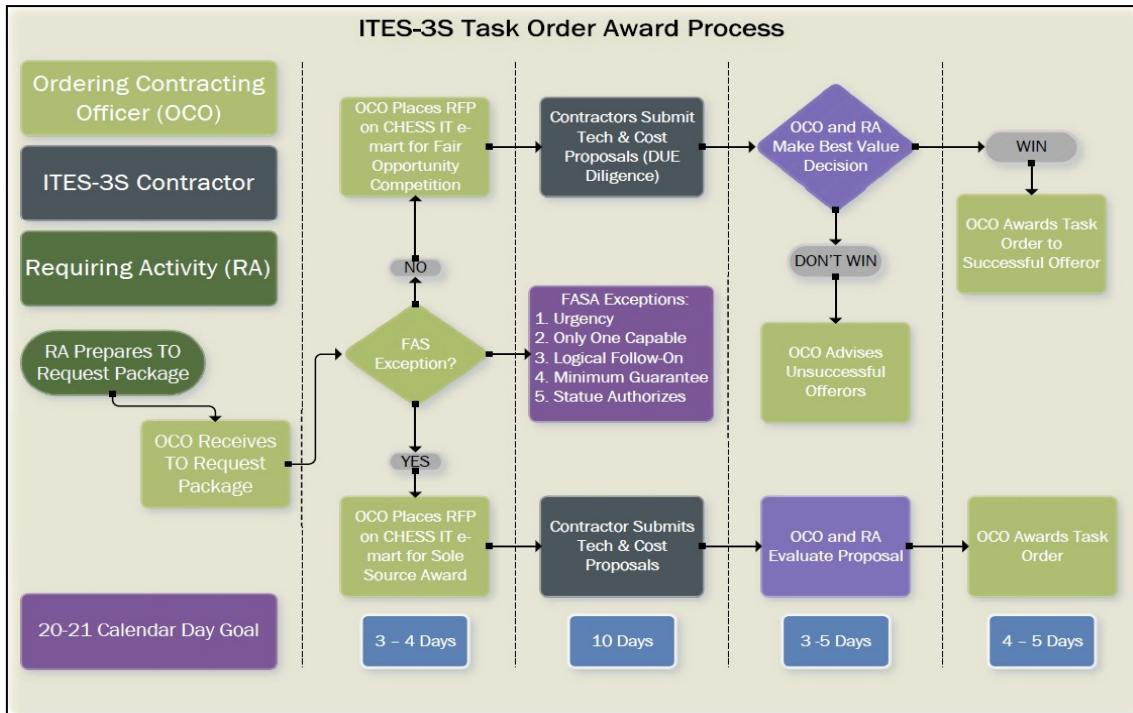
Award

Once evaluations are completed, an authorized selection official must make an award decision and document the rationale for his/her decision. Prior to making a decision, copies of all evaluations must be forwarded to the selection official for his/her review and consideration. The Selection Recommendation Document is signed by the selection official and forwarded to the OCO. This form can also be used to document an exception to the fair opportunity requirements.

IAW 10 U.S. Code § 2304c(d) and FAR 16.505(a)(10), the ordering agency's award decision on each order is generally not subject to protest under FAR Subpart 33.1 except for a protest that an order increases the scope, period, or maximum value of the contract. In lieu of pursuing a bid protest, ITES-3S contractors may seek independent review by the designated Ombudsman. The Ombudsman will review complaints from the contractors and ensure that all contractors are afforded a fair opportunity to be considered for each order,

consistent with the procedures in the contract. The designated Ombudsman is identified in Chapter 2, paragraph 7, of these guidelines. After award, timely notification shall be provided to the unsuccessful offerors and will identify, at a minimum, the awardee and award amount. The ITES-3S TO award process is illustrated below:

Figure 8 – ITES-3S Task Order Award Process.

Post Award Debriefing

Under 10 USC § 2305(b)(5), unsuccessful offerors in competitions for TOs exceeding $5,500,000 have the right to a post-award debriefing if they meet certain request deadline requirements. The deadline requirements can be found in FAR 15.506(a)(1). Under FAR 15.506(a)(4)(i), untimely debriefing requests may be accommodated, and 15.506 is not limited to unsuccessful offerors. Timely requests for a post-award debriefing for TOs meeting the threshold above must be honored, and their debriefings must meet the requirements of FAR 15.506. Also, contracting officers are encouraged to provide debriefings to untimely offerors under competitions exceeding $5,500,000 and to offer a debriefing to all other offerors under TO competitions, even those valued below the mandatory threshold described above. Non- mandatory debriefings should follow all of the requirements in FAR 15.506(d), (e), and (f). Debriefings may be done orally, in writing, or by any method acceptable to the contracting officer.

Evaluation of Contractor's TO Performance

At TO completion, the ITES-3S contractor submits a request for a performance evaluation to the order's COR or his/her designated representative. The order's COR or his/her designated representative shall complete these evaluations for each TO, regardless of dollar value, within 30 days of completion. Performance evaluations shall also be completed annually for orders that have a performance period in excess of one year. Annual

performance evaluations shall be completed within 30 days of TO renewals.

Performance evaluations may also be done, as otherwise considered necessary, throughout the duration of the order (but generally no more than quarterly). The performance evaluations will be located on the CHESS IT e-mart at https://chess.army.mil/Static/SRV_ITS_SB_EVL_CON.

Contractor Performance Assessment Reports (CPARs) are required in the Information Technology or Services sectors for actions valued at $1M or above. A final CPAR is performed when all performance on the contract is completed. Interim CPARs must be performed on deliveries/performance exceeding 18 months. A CPAR should contain past performance information that is current and relevant information for future source selection purposes. It includes the contractor's record of conforming to contract requirements, standards of good workmanship, forecasting and controlling costs, adherence to contract schedules, administrative aspects of performance, reasonable and cooperative behavior, commitment to customer satisfaction, and business-like concern for the interest of the custom.