

October 19, 1999

U.S. Department of Energy
Golden Field Office
1617 Cole Boulevard
Golden, Colorado 80401

Attention: John Golovach

Dear Mr. Golovach,

Integrated Resource Technologies, Inc. (IRT) along with our teaming partner, McNeil Technologies, Inc. (McNeil) is pleased to submit this proposal to the United States Department of Energy (DOE) to provide specialized administrative and technical support services to the Golden Field Office. The proposal is in response to Request for Proposals Number DE-AC36-99GO10429.

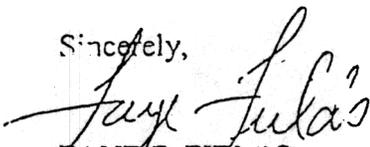
Enclosed are three separate volumes and each is separated into 8 ½" by 11" three ring binders. One original and six copies of Volume I, Offer & Other Documents; one original and six copies of Volume II, Management Proposal; and one original and six copies of Volume III, Cost/Price Proposal are included.

IRT is a woman-owned 8(a) business (certification through March 2004) that fits within the size standard of \$5 million. McNeil, an 8(a) firm, (certified through June 2000) was approved by the Small Business Administration (SBA) as our Mentor under the SBA Mentor-Protégé Program in March 1999.

Together, we offer the DOE Golden Field Office exceptional qualifications to provide the support you seek. In addition to specific knowledge and insight gained from supporting the Energy Efficiency and Renewable Energy program over many years, we have the managerial experience, financial capacity, human resources expertise, and corporate commitment needed for success. We guarantee total satisfaction with our services!

For additional information, please contact Faye Fields by telephone at 703.921.1708, by fax at 703.921.1610 or by email at ffields@mcneiltech.com. Thank you for your consideration.

Sincerely,


FAYE F. FIELDS
President/CEO

350 Indiana Street Suite 800 Golden, Colorado 80401
703.921.1708 Fax 703.921.1610 email: ffields@mcneiltech.com

**Golden Field Office Proposal, Volume II
Management Proposal**

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1.0 UNDERSTANDING AND TECHNICAL APPROACH

1.1 Introduction

Integrated Resource Technologies (IRT) is pleased to provide this response to the Department of Energy (DOE) Golden Field Office (Golden) in response to RFP No. DE-AC36-99G010429 for on-site technical and administration services. We offer Golden a unique combination of expertise in the DOE support services area and a proven capability to implement this project with no service disruption. Additionally, our capability, infrastructure, and senior management commitment and involvement ensure Golden will have a support services asset that will adapt to changing mission/operational/service priorities over the next five years. This proposal highlights our broad knowledge, proven processes, and sincere commitment to your organization. Most importantly, IRT illustrates a dedicated understanding of how to provide customer service and rededicate personnel resources to the job at hand – provide an array of important technical and administrative-related services that will assist you in accomplishing your mission.

IRT was founded in 1986 and in 1995 was approved by the Small Business Administration (SBA) as an 8(a) certified woman-owned small and disadvantaged business. IRT qualifies as a small business under the Standard Industrial Classification 8744 size standard of \$5 million. Headquartered in Columbia, Maryland, IRT also maintains offices in Golden, Colorado and Springfield, Virginia. IRT has built an outstanding reputation for providing exceptional operations and administrative management support to such diverse organizations as the Defense Threat Reduction Agency, the U.S. Customs Service, the Department of Treasury-Bureau of Alcohol, Tobacco and Firearms, and the Washington D.C. Technology Council.

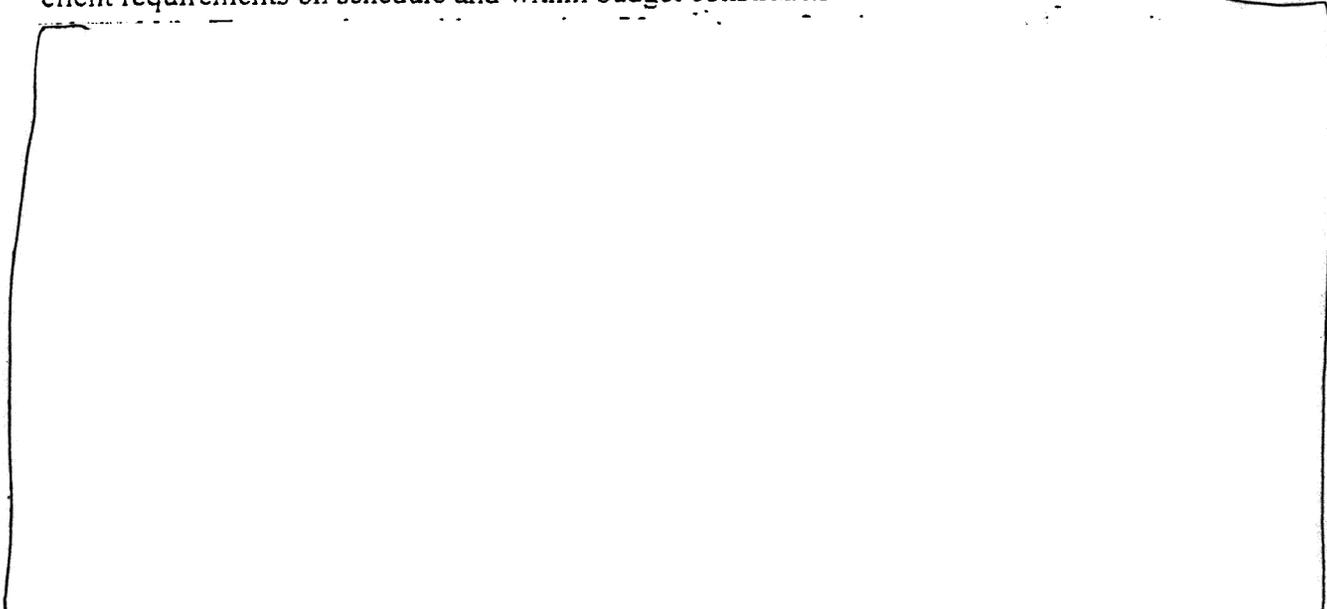
In developing this proposal to provide specialized administrative and technical support services to the DOE Golden Field Office, IRT has enlisted the support of McNeil Technologies, Inc. (McNeil). McNeil was founded in 1985 and is also an SBA 8(a) certified small and disadvantaged business until June of 2000. McNeil has a record of providing support services to the DOE Office of Energy Efficiency and Renewable Energy (EERE) that is unparalleled by any private sector support service contractor. McNeil's current EERE clientele include:

Office of Management and Operations
Office of Building Technology, State and Community Programs
Office of Power Technologies
Office of Transportation Technologies
Federal Energy Management Program
National Renewable Energy Laboratory
Oak Ridge National Laboratory
Sandia National Laboratory

IRT and McNeil have not joined together simply for the purpose of pursuing this proposal. In March, 1999, the SBA approved a formal Mentor-Protege relationship between our organizations

that provides significant advantages to IRT and its clientele. As noted in SBA's letter of approval, "the purpose of the Mentor-Protege program is to enhance the development of the Protege and to encourage approved Mentors to provide various forms of assistance to eligible 8(a) participants. This assistance may include technical and/or management assistance; financial assistance...and/or assistance in performing prime contracts with the Government...." In short, McNeil provides IRT direct access to the technical expertise, project management expertise, and financial management and control expertise that has resulted from a total of more than \$20 million of multiple contract experience supporting EERE programs; contracts on which McNeil has consistently received the highest possible "4.0" contractor performance rating.

Based on our understanding of the requirements of this effort, IRT has assembled an outstanding project management team with extensive experience managing and supporting similar projects within the DOE operating environment. Our project organization structures, lines of responsibilities, and technical approaches have proven extremely effective in meeting EERE client requirements on schedule and within budget constraints.



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1.2 Understanding of Requirements



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This section briefly addresses the Team's understanding of this larger context and the sensitivities required in the execution of these duties. We will then provide a comprehensive understanding of the approaches, qualities, and attributes necessary for fulfilling the requirements detailed in the Statement of Work.

Program Execution

The Golden Field Office serves as the primary field agent for the organizational elements of EERE. As such, it is relied upon by EERE Program Offices as a critical component for successful program execution. The diversity of the EERE program areas requires that the Golden program administrators and support personnel understand and operate effectively within a complex technical, procurement, public policy, and stakeholder environment.

An excellent example of this interdisciplinary capability is the role played by the Golden Field Office in the implementation of the Federal Energy Management Program's (FEMP) Super Energy Savings Performance Contracting (ESPC) program for the Midwest and Central regions. Golden assisted in developing Requests for Proposals and conducting the solicitation for the award of ESPCs on either a regional or technology-specific basis. Golden continues to provide contract administration and management of Regional Super ESPCs in the Central and Midwest regions, and for the parabolic trough and photovoltaic Technology-Specific Super ESPCs.

More recently, Golden has played a critical role in initiating the FEMP Service Network (FSN) to more effectively implement the Super ESPC concept. The FSN was established to enable FEMP to provide technical assistance through delivery orders for other Federal agencies and collect fees after the services were rendered. FEMP retains the funds received from agency reimbursements until the funds are needed to assist other agencies in implementing new projects. The Golden Field Office coordinates and approves Interagency Agreements, and manages and monitors the service center and network operations. In cooperation with the Albuquerque Operations Office, Golden also manages collection and disbursement of funds.

Requirements: Golden program administrators and support personnel must be able to operate effectively within a complex technical, procurement, public policy, and stakeholder environment. They must be able to execute numerous implementation actions across divergent programs accurately, systematically, and on a timely basis.

Management Oversight of NREL

Another vital role of the Golden Field Office is management oversight of the National Renewable Energy Laboratory. Oversight includes review and consent of NREL administrative practices and procedures; responsibility for all operational surety, contractor performance, environmental, safety, and health requirements at NREL; responsibility for approving NREL subcontract activity; and representing Departmental interests in the conduct of the Laboratory's technology transfer activities and execution of cooperative research and development agreements. The co-location of the Golden Field Office with NREL has been a critical factor in its being able to exercise day-to-day management functions, enabling the resolution of contractor management and operations issues without continuous DOE Headquarters involvement.

In order to conduct its responsibilities effectively, Golden historically has been the critical link in the planning processes and organizational interactions between Headquarters and the Laboratory. For example, in 1994 Golden provided significant inputs to the Secretary's Contract Reform Team effort which recognized NREL as a model example of the proper application of performance metrics to management and operations contracts for advancing applied technology objectives. In 1995, Golden oversaw and assisted NREL in undertaking its "NREL 2000" initiative, which successfully streamlined laboratory organization, policies, and procedures as an implementation of the Government Performance Review Act and the DOE Headquarters Strategic Alignment Initiative. In 1998, Golden successfully completed a full and open competition of the NREL M&O contract with just fifteen weeks between release of the Request for Proposal and contract award.

Requirements: It is imperative that the Golden Field Office and its support personnel maintain Golden's reputation for managerial excellence and impartiality before a myriad of competing interests at Headquarters, within the Laboratory, and amongst the larger stakeholder community. Objective management oversight, combined with an atmosphere of cooperation and support, optimizes Laboratory operations and promotes the common objective of advancing EERE applied technology objectives.

Administrative Support to NREL and Regional Offices

Since 1993, the Golden Field Office has acted as a business service center for both NREL and six Regional Support Offices (now termed Regional Offices), providing procurement, human resources, and a variety of administrative services. The support provided by Golden offers value-added efficiencies and economies of scale over having the ROs perform these functions individually. For example, Golden acts as Head of Contracting Activity, providing procurement policy guidance, training, quality control, and technical assistance through standardized, EERE-specific field approaches and applicable guidance. This approach enables streamlined processes and enhanced productivity, and has enabled Golden annually to support thousands of actions relating to negotiating, awarding, and administering contracts, grants, and cooperative agreements involving hundreds of millions of dollars. Golden also takes the lead in implementing and providing training to NREL and the ROs when the Department undertakes new financial and procurement initiatives.

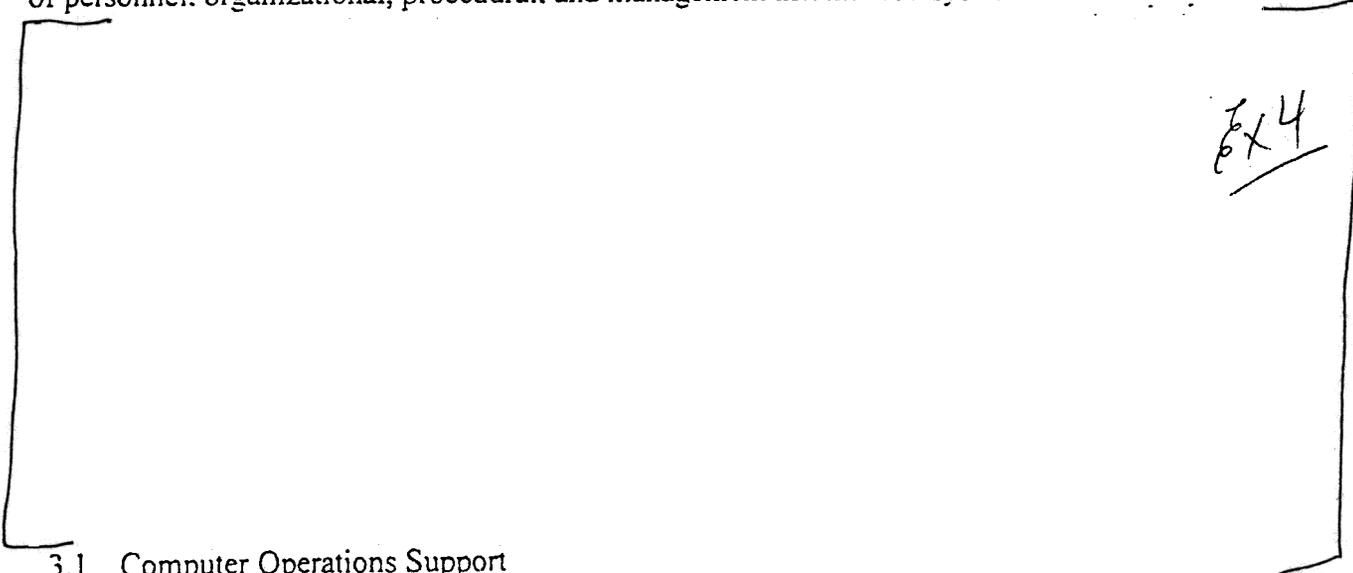
Another critical area of support involves Personnel and Human Resources administration. Golden provides assistance in recruiting, staffing, job classification, and employee relations, as well as providing administrative support for hiring, promotions, training, and performance evaluation and recognition. In addition to avoiding the redundancy of each RO performing these functions independently, Golden ensures standardization of policies and procedures and can act as a single authoritative source for information, training, and instruction when new personnel initiatives emanate from Headquarters.

Golden also provides guidance and assistance to NREL and the ROs in the areas of financial management, internal controls and audits, budget execution, site operations and information management, information resources management, and computer systems, as well as travel directives management, records management, equipment and property management, and safety and health.

Requirements: Golden has the responsibility for assisting and meeting the procurement, human resource, financial, technical, and administrative needs of NREL and the ROs. Doing so entails developed interpersonal skills, a strong technical foundation in relevant support requirements and applicable procedures, and perhaps most importantly, personal attributes such as accuracy, timeliness, and thoroughness that correspond to specific operational requirements of each person's role in the overall support network.

1.3 Technical Approach to Meeting the Requirements

The complex operating environment described above imposes formidable challenges on the successful fulfillment of these requirements. As a result of our understanding of these requirements, IRT has designed a technical approach that ensures project success through the use of personnel, organizational, procedural, and management information system.



3.1 Computer Operations Support

Effective computer operations is as much a management task as it is technical. The effective balancing of daily user needs, hardware, software, and system operating requirements with longer term system maintenance, expansion, and enhancement can only be accomplished successfully through a clearly defined set of roles and standard operating procedures, as well as the ability to manage multiple tasks quickly and effectively. Computer operations are the backbone of modern enterprises on which virtually all other aspects of business operations depend. Yet for users, computer operations should be nearly transparent -- they should hardly have to think about it.

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While the focus of all computer operations support needs to be on enhancing users' abilities and resources, it must be tempered by a dedication to reliability and security.

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As for

the Golden Web site, it must reflect state-of-the-art technology, and be in full compliance with all applicable Federal requirements for public disclosure. Because of the broad number of stakeholders interested in Golden programs, keeping the Web site current in terms of technology, and up-to-date in terms of information, is important for the outreach aspects of Golden's objectives.

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The second pillar in our approach to computer operations " " . At the most basic level the hardware, software, and technical support provided by the IRT Team will allow Golden personnel to access data, generate reports, use their applications, access the Internet, and communicate with the outside world. The IRT Team can help your users understand and apply all of the capabilities of their software and system with knowledgeable user support and programming assistance, and by constantly monitoring and critically evaluating new hardware and software enhancements for Golden to consider adding to its system. To accomplish this the Network Manager, the LAN Administrator, and the Programming Specialist will work together as a well-managed team that is able to quickly anticipate and respond to user needs at all levels, whether it involves training on special features of COTS software, programming new applications, or enhancing the speed and security of the LAN/WAN to improve overall services and reliability. The three specialties assigned in this area are closely related to each other: a new database application may require special security and access controls to limit the number of personnel who can access and change it; and new user software often affects workstation configuration and LAN storage and bandwidth requirements, especially with the growing use of graphics and multimedia.

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The final critical element in Golden's computer requirements

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1.3.2 Records Management Support

Records management must be approached not only in the context of compliance with applicable Federal requirements such as the National Archives and Records Administration (NARA) Evaluation Program, but also as the historical documentation that remains long after issues have subsided and personnel have moved on to other endeavors. Documents must be well organized, catalogued, accessible, and reviewed systematically for determinations of retention, archiving, or disposition.

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The document data base is critical to enable the ready retrieval of documents at any time. This is a particularly important asset in the context of audits or program investigations which occur years after the actual events themselves. Also, attention to certain subject areas, such as strategic planning and organizational design, tends to occur on a cyclical basis. Having ready access to materials relating to such topics can allow better understanding of underlying rationales. The steps associated with retrieval of documents are described in section 1.3.4 under "Filing Support."

There must be a determination of ultimate disposition for all records being archived.



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Finally, an important part of records management is maintaining current Departmental Directives and assisting in the coordination of draft Directive reviews. Topics could range from environmental safety and health issues to computer security. Our personnel will actively search for and maintain a comprehensive and current set of all applicable DOE Directives. As a new Directive is issued, they will assist in evaluating its potential impact on Golden or NREL operations, and ensure coordinated distribution to, and review by, all interested parties.

1.3.3 Office Receptionist Support

IRT recognizes that the Office Receptionist is one of the most critical positions within an organization. The Receptionist is the front line representative, and his/her responsiveness, knowledge, and dependability are a major reflection of the organization's professionalism and effectiveness. IRT's approach to meeting Golden's receptionist requirement recognizes that the criticality of this position requires that multiple people not only be trained to meet this responsibility, but must regularly act in this capacity to ensure that their capabilities and skills are kept sharp and current at all times.

The hours of operation for the receptionist are 7:00 am until 5:00 pm. Under the IRT approach, the normal shift for the receptionist would be from 7:00 am until noon, breaking one hour for lunch, and then continuing again until 4:00 in the afternoon. The periods of 12:00 to 1:00 pm and 4:00 until 5:00 pm are available for two people to take over the receptionist responsibilities on a daily basis. Thus, over a one-week period, two other people will have five hours of experience acting in this position. This arrangement will provide adequate resources to provide uninterrupted support for this position.

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To begin, IRT will provide formal training complete with a reference manual for all individuals acting in the receptionist capacity. The training will include technical information to ensure familiarity with the telecommunications, telefax, and conference calling equipment to be used. It will also address routine procedures for normal operating situations, such as frequently asked questions, and how to handle expected and unexpected visitors. Course materials will also include information on the Golden organization and personnel, procedures to assist in badging new employees at NREL, routine maintenance of the telephone lists and the Standard Operating Procedures manual, and procedures for logging in incoming and outgoing telefaxes. A copy of the manual will be kept at the reception desk for reference purposes at all times. At the end of the training, participants will take a short exam to ensure that all necessary information was imparted effectively. In section 4.0, Staffing, we address the personnel incentives that will be used to motivate individuals with other responsibilities to provide back-up services in this regard.

The receptionist will report directly to a Task Leader who has extensive experience managing such functions (see Section 2.2), and will be the first point of contact for the receptionist in the event of questions or problems. Quality assurance checks will be routinely conducted with Golden personnel at all levels to solicit feedback and develop constructive solutions designed to improve services.

3.4 Mail, Facsimile, and Filing Support

Mail, facsimile, and filing services are the workhorses of administrative support services. Daily critical communications, correspondence, contract documentation, or personnel files are dealt with through these actions. IRT understands the importance of these services and maintains an approach of zero tolerance for lost communications and files. Our approach is designed to be easily implemented, and yet provide the utmost assurance that every document being handled will arrive at its intended destination quickly and efficiently.

All incoming mail, overnight or Federal Express packages are inspected upon receipt and notation made of damage observed. Upon inspection they are opened, date stamped, and logged into a data base. Overnight and Federal Express recipients are notified immediately of their receipt. Other mail materials are then organized into proximate destinations in order to expedite distribution to their final destinations and delivered within hours of receipt.

Our distribution procedures recognize that certain materials, such as financial, procurement, or human resources documents are sensitive by nature and cannot be handled as regular mail. Under IRT standard mail distribution procedures, such materials will be treated as confidential and handled in accordance with applicable Golden procedures.

Telefaxes are dealt with similarly but with additional attention to clarity and completeness. Incoming telefaxes are inspected for both clarity and completeness, and then logged into a central data base. The recipients are contacted immediately of their arrival, and then the materials are held in a pending box for pick up. The pending box is reviewed twice each day and a reminder

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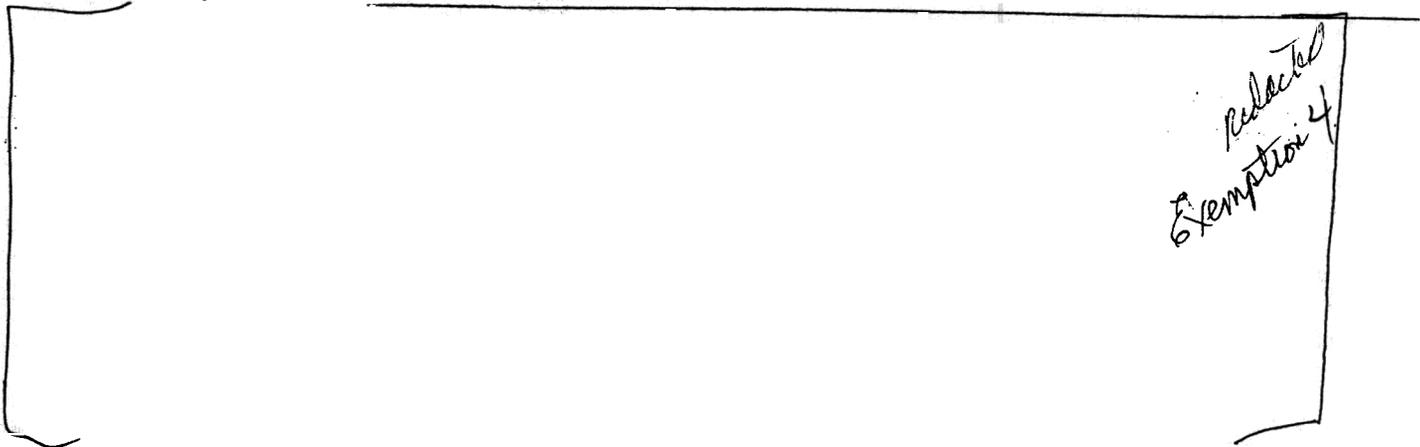
call made regarding those that have not been retrieved. For designated Golden Managers, telefaxes will be hand delivered upon receipt.

For outgoing overnight mail and Federal Express packages, labels are prepared neatly and thoroughly and the date, the addressee, and sender information and tracking numbers are entered into a data base. Materials are hand carried to the closest collection point well in advance of the last collection of the day. In the event that the final pick-up has been made at the most local terminal, arrangements will be made to deliver the package to a station with later hours. The following day the receptionist will use the tracking number to ensure that the materials were delivered, and subsequently alert the sender that the delivery was made.

Filing, as referred to in the Statement of Work, relates to the retrieval and return of materials from the records management operation. Under the IRT approach, materials are first located by their identification number. A red tag noting the time, date, and name of the requestor is completed. When the subject materials are retrieved, the red tag is placed in its normal storage location. The materials are then logged out and signed for by the requestor. Upon return, the materials are reviewed for apparent completeness. They are logged back in, and then as they are returned to their normal storage the red tag is removed and noted with the time and date of return to be filed. In this way, there is a dual tracking system for ensuring that materials being removed from records management control are returned, or that, upon subsequent inspection, the individual in possession can easily be identified.

1.3.5 Personnel Support

Personnel support by nature entails dealing with confidential information on an ongoing basis. Privacy Act considerations must be foremost in the minds of those conducting these services. IRT's approach to providing personnel support services begins with ensuring that all personnel engaged in such activities have the proper knowledge and attitude to maintain the necessary confidentiality.



IRT's approach to automated system operations also begins with cognizant staff reviewing all materials for completeness and clarity prior to commencing entry. After a record is created, a

hard copy is manually reviewed to ensure that all necessary information, such as pay scale settings, is accurately entered. IRT diligently trains its staff to be familiar with all report generation functions of software such as the Corporate Human Resource Information System. In doing so, we have found that we not only can produce higher quality routine reports more quickly, but can also significantly improve the quality and timeliness of generating non-routine information requests as such situations arise.

IRT has found that the effective preparation of vacancy announcements requires presenting a clear representation of critical job characteristics described in the Position Description as well as an appreciation of schedules and deadlines associated with specific postings. Upon receipt, applications must be reviewed for completeness and dealt with confidentially. In responding to applicant inquiries, personnel must be able to balance the sensitivities and uncertainties of applicants applying for new positions against what can and cannot be said during the recruitment process.

Finally, IRT recognizes that personnel services are not just accurate document processing and tracking. Every employee's well being, whether in terms of health care for their dependents or savings for their retirement future, is driven by making the most sound judgements possible on the basis of the best information available. All employees have the right to have their questions answered fully and accurately by someone who understands the importance of the information they are providing. Our personnel will be fully conversant in the basics of HR issues, and we will offer company-paid training to remain updated on changing personnel issues.

3.6 Financial Support

The IRT Team has years of experience providing offices within EERE with financial support with respect to monthly funding disbursements, maintaining spendplans, reconciling account transfers, conducting financial reporting, and accounting for uncosted balances. IRT's approach to financial support is founded on a solid understanding of the EERE funding distribution and accounting processes and procedures.

Upon receipt of funding letters, IRT will support the processing of funds and ensure Budget and Financial Management (BFM) numbers are drawn from the proper Headquarters Budget and Review (B&R) number accounts and applied against the correct program area, such as an NREL Field Work Proposal supporting the Photovoltaics program. Detailed records of the transactions will be maintained, such as planned versus actual funding, fiscal year totals by account, and distributions to ultimate performer, whether it be funds Golden is contracting out directly or forwarding to NREL or the ROs for their disposition. The IRT Team has extensive experience in maintaining both formal EERE financial management tools, such as Spendplan and DISCAS, as well as preparation of ad hoc spreadsheets for preparing reports on non-routine information as the need arises.

The other side of financial support entails monthly reporting to Headquarters of costs incurred by program areas. IRT will ensure that cost, labor and other financial information collected from NREL, the ROs and the Golden program offices are entered into automated financial systems accurately and completely, ensuring a full accounting of costs. Variances between planned and actual costs will be identified and addressed. Due to Congressional concerns, there has been heightened attention given to uncosted balances, resulting in more diligent oversight during the course of the year. The IRT Team can generate ad hoc reports that provide Golden with accurate and complete information on a timely basis, thereby enabling Golden to identify potential program problems in advance and take the necessary steps to rectify them.

Often circumstances arise in which Congressional direction, DOE Orders, or Office of Management and Budget (OMB) circulars change reporting requirements, such as the accounting for uncosted balances, which in turn impact the processes by which the information is gathered, organized, and conveyed. The IRT Team Task Leader has experience supporting these types of changes to systems in order to address new reporting requirements, and will work with Golden financial management personnel to ensure that all necessary process and procedural changes are implemented quickly and effectively.

1.3.7 Public Affairs Support

IRT's approach to Public Affairs support is straightforward and focused on conducting an effective public affairs program in full compliance with applicable Federal laws, regulations and Departmental Orders and guidance.

For example, we provide Freedom of Information Act (FOIA) and Privacy Act (PA) cradle-to-grave request management by responding to FOIA and PA requests within the statutory requirement of 20 working days from receipt, redacting and processing requests for release, preparing written responses to requests, and providing inter/intra agency coordination of information. The IRT Team has successfully utilized this fundamental approach in support of hundreds of FOIA and PA requests.

We have a successful history of working with the Offices of EERE in preparing preliminary press releases. Our process begins with gathering all relevant documentation regarding the subject of the release and thoroughly reviewing it to distill critical, newsworthy information. Appended to the preliminary press release is a compilation of all documentation used in its preparation, highlighted to show specific citations that served as the basis of the information. This allows the reviewer to quickly and efficiently ensure that the information contained in the release is an accurate portrayal of the original circumstances.

In the preparation of draft presentation materials, IRT has a specific procedure that minimizes unnecessary costs and time delays. At the outset, our public affairs specialist will meet with appropriate Golden representatives to define the end product (presentation, brochure, handout material) and the process for its development. Critical information will be clearly understood,

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such as the subject, audience, length, messages, timeframe for development and resources to be utilized. An execution plan will be developed with appropriate milestones. Draft materials will be presented sufficiently early in the process to allow time for revision without causing undue delays. Prior to going into final production, all materials will be carefully proofread to ensure they are accurate and free of typographical error.

1.3.8

1.3.8 Paralegal Support

IRT's approach to paralegal support entails defined procedures for gathering, organizing, and cataloguing of information that is collected on a continuing basis to ensure that all materials prepared in support of the Office of Chief Counsel are accurate, complete, and current. Information gathering is conducted through reviewing case law summaries, legal journals and reports; receiving routine distribution of internal DOE orders and directives; attending hearings and legal forums; and conducting Internet searches. Once obtained, relevant materials are indexed and entered into the existing Golden law library system so they can be readily accessed by the paralegal and the staff of the Office of Chief Counsel.

Pending case files are prepared and organized to include all relevant correspondence and statutory and case references. As new developments occur or new relevant information is gathered, the information is quickly indexed and entered into the files to ensure they remain current at all times. File access is managed similarly to those in the records management operation. However, due to the sensitivity of information on pending legal matters, these files are maintained under strictly controlled access procedures.

In the preparation of draft non-legal correspondence, summaries, and reports, the process begins with a clear understanding of the purpose and scope of the end product and its use. Reviews are then conducted of all relevant legal documentation to provide accurate, rigidly translated, concise, and clearly written materials. Prior to submission, all materials are subjected to stringent quality reviews to ensure that clients are not distracted by unnecessary errors or editorial corrections and can focus their full attention on the technical elements of the document. The materials are prepared sufficiently well in advance of critical deadlines to ensure proper review and finalization on a timely basis.

1.3.9

1.3.9 Project Management Support

Solicitation, selection, and project monitoring and evaluation support is critical to ensuring the timely conduct of program opportunities, that the greatest benefit is derived from competition, and that the greatest value is returned to DOE in its program execution.

IRT's approach to solicitation support ensures program objectives are served through maximum consistency in statement of work descriptions, evaluation criteria, and instructions to the offerors. Statements of work will be drafted that clearly, logically, and concisely reflect program requirements without duplication and inconsistency. Draft Commerce Business Daily (CBD)

notifications based on these documents will accurately reflect the nature of the opportunity allowing maximum attention by qualified bidders well in advance of the issuance of a solicitation. Evaluation criteria and their relative weighting will be well-reasoned and designed to reflect program priorities.

The IRT Team will assist in the development of schedules and time lines to ensure that solicitations are completed as quickly and efficiently as possible. Our experience operating within the energy efficiency and renewable energy community will assist in identifying potential reviewers to serve on merit review boards. We will prepare review packages and assist in the conduct of evaluation sessions, collect reviewer evaluations, prepare minutes of evaluation proceedings, and provide support for the preparation of the Chairperson's report. Upon completion of the merit review team's deliberations, we will prepare documentation and other materials to assist in the conduct of debriefings as needed.

IRT has learned that effective project monitoring and evaluation begins with the maintenance of well organized and comprehensive project files that include all relevant technical and cost proposals, technical reports, cost reports, procurement actions, and any formal procurement correspondence. These files will be complete, enabling IRT to conduct effective evaluations of ongoing projects in order to ensure technical milestones are on track and to identify significant variances in schedule or cost that need early attention by Golden.

1.3.10 Procurement Support

Conducting effective procurement is a critical component of program execution. Solicitation packages must be internally consistent and instructions to offerors must clarify and reinforce the statement of work and evaluation criteria, not obfuscate them. IRT's approach to procurement support is to ensure that the maximum benefit is returned to the program through all phases of the procurement cycle.

IRT will assist in preparing clear and concise CBD announcements and associated descriptions for Web posting to ensure potential bidders fully understand the requirements of the solicitation. Instructions to offerors will be clear and consistent, enabling higher quality responses, thereby facilitating the job of the merit review board. IRT also will assist in posting the RFP on the Golden Web site and distributing hard copies as required. As proposals are received they will be date stamped and logged in to document compliance with procurement specifications.

IRT will assist in the preparation of actual agreements, amendments and other documents. We are familiar with EERE procurement instruments and will prepare them in the proper formats with the appropriate information relative to a specific acquisition action. As funding modifications are received, information will be accurately entered into the PADS, WIN-SAGA, and DISCAS systems. In addition, we have maintained deliverable data bases and will track all contract deliverable requirements and ensure that they meet not only the contractual requirements but the technical requirements as well. We will ensure that all data necessary to provide an

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instant status of each procurement is entered into appropriate tracking systems as the information is received. IRT also will provide all necessary assistance to ensure that procurements are closed out on a timely basis and that all required documentation is archived in compliance with applicable procurement laws and regulations.

A comprehensive reference library of acquisition regulations and associated orders and policies will be kept current through routine Web searches of appropriate Federal Web sites and those of the Commerce Clearing House and other private sector organizations.

3.11 Seattle Regional Office

The challenge in supporting the Seattle Regional Office is to ensure that personnel benefit from the larger support network in Golden without disrupting operational approaches that have been developed to meet the needs of that specific locale.

IRT places a strong emphasis on performance and training. As new and more effective methods of meeting support requirements are realized in the Golden Office, whether in the operation of automated financial systems such as DISCAS, Travel Manager, or approaches to managing travel arrangements, Seattle support staff will be trained quickly and completely. The types of IRT approaches to the functions detailed in the previous sections will also be used/modified in support of Seattle Operations.

All personnel supporting the Seattle Regional Office will be IRT employees. They will always have direct access to the Project Manager as necessary to ensure their requirements for providing the highest quality support are being met fully and on a timely basis.

2.0 ORGANIZATION

2.1 Introduction

The IRT Team's proven approach to project organization management is predicated upon the straightforward processes used in our successful projects supporting the DOE/EERE administrative and technical requirements. These include:

Organizational lines of accountability and authority. IRT's organization is clear and reinforces a team approach to problem solving, information exchange and flexibility, and allows for responsiveness to fluctuating workloads.

Teaming arrangements that enable deployment of appropriate skills and expertise. The IRT Team consists of individuals who can meet the requirements of any given assignment, and do not have to worry about corporate affiliation because of the IRT/McNeil Mentor-Protégé relationship.

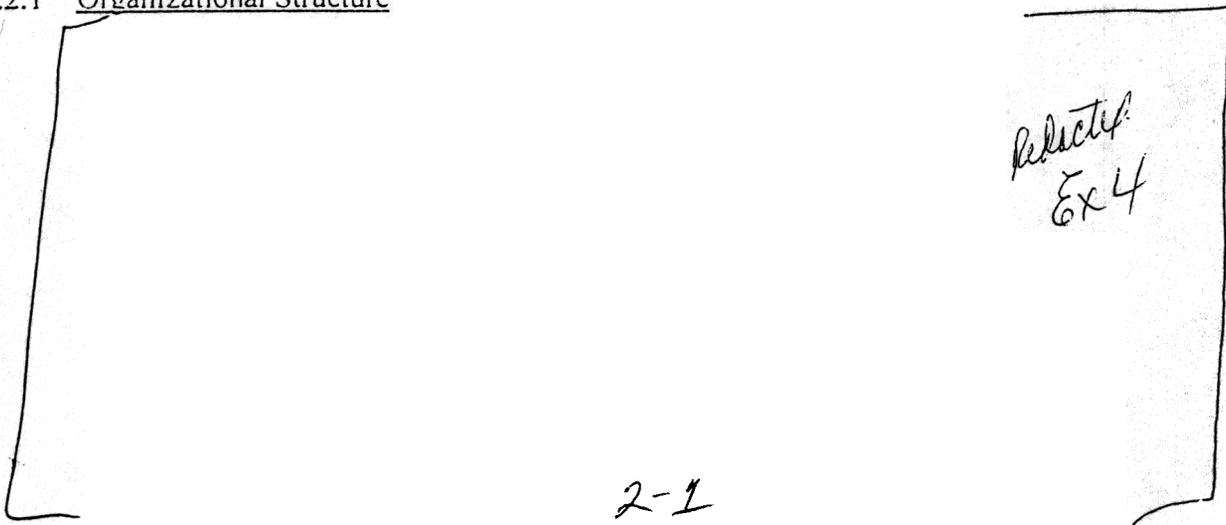
Expert project management personnel. The Project Manager and Task Leaders are expert in deploying innovative approaches to meeting project requirements, sometimes under unforeseen circumstances.

Effective project management practices and responsibilities. The project management practices used by the Team ensure accurate and timely cost controls and technical monitoring of all products, allowing continuous improvement in the quality and effectiveness of services provided.

Available corporate resources. IRT's organization and deployment of project resources, which include additional technical experts and administrative specialists, materials- and offsite facilities as necessary, ensure the maximum availability to meet clerical, critical, non-recurring, and office specific requirements.

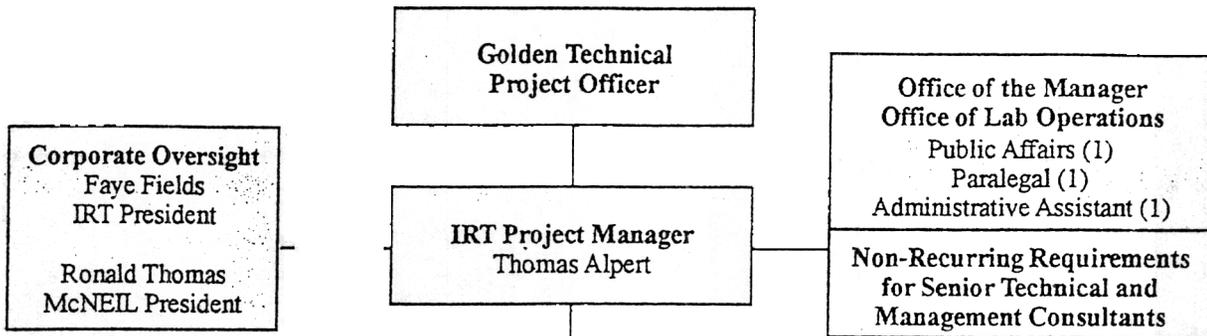
2.2 Organizational Structure and Teaming Arrangements

2.2.1 Organizational Structure



skill mix across the task teams can address peak periods of overloads. Using these principles, we have developed a matrix organization that offers Golden a Team that is ideally structured to deliver quality support services in a responsive, timely, and cost-effective manner.

**Exhibit 2-1
IRT Team Organization**



Redacted Exemption 4

NOTE: Two of the Project Monitor positions are also Task Leader positions, and one of the Computer Specialist positions also serves as a Task Leader.

As our organizational structure indicates, the Project Manager, Mr. Thomas Alpert, is responsible for the overall management of the project and has complete authority to interact with Golden on all contractual issues. He has more than 15 years of progressive experience with program and technical management and project leadership working with Federal government processes and policies, specifically in managing administrative and technical personnel. Later in this section, on page 2-8, "Responsibilities of the Project Team," will highlight the overall responsibilities of the Project Manager as it relates to performing the SOW requirements, while Section 3.0, "Project Manager," will give a detailed description of responsibilities and authorities of the Project Manager.

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Exemption 4

Our Task Leaders are the front line managers of our proposed organization. All of our Task Leaders are active staff members supporting this project. Their managerial responsibilities and project responsibilities ensure knowledgeable professionals are in place to oversee and implement Golden requirements. Mr. Vernon Archer, our proposed Task Leader in support of the Task Team on Management, Administration, and Financial Assistance, is an experienced leader who has most recently been responsible for facilitating administrative support activities across the Office of Energy Efficiency and Renewable Energy's program and Regional Offices. Ms. Roxane Drayton, as Team Leader for Project Management, brings six years of project management and engineering expertise to the effort, with specific experience in performing energy management program support and evaluation. Mr. Samuel McClung, our Task Leader for the Office of Computer Operations, brings more than 11 years of computer management and network administration, specifically in supporting information technology applications.

2.2.2 Teaming Arrangements

IRT and its teaming partner, McNeil Technologies, have worked together closely for more than two years on many related projects and bring the qualifications and expertise that are necessary to provide Golden an integrated and experienced Team of individuals ready to work to meet its mission. IRT and McNeil have executed a formal mentor-protégé alliance. This partnership (formally approved by the SBA) significantly augments the capabilities and personnel resources of IRT, the protégé and a developing woman-owned 8(a) business.

IRT offers an effective subcontractor management approach developed for optimal staff performance and achievement of the Golden Field Office's expectations. Our subcontractor concurs with this management plan and organization. IRT's approach to subcontractor management includes adhering to the following principles:

Subcontractor personnel are each assigned to a task area for which they are well qualified by experience. This ensures that personnel with demonstrated experience are assigned to the relevant task assignment;

Task Leaders are empowered with all of the responsibilities detailed in the Statement of Work, regardless of corporate affiliation. This provides coordination for assignments and personnel management across the project;

Subcontractor staff performance is closely reviewed by Task Leaders and the Project Manager at weekly project management meetings and corrective actions are initiated to maintain a unified team approach;

Monthly status meetings are held with corporate management, and serve as mechanisms to review performance, assure harmony, and to resolve any cost or performance issues;

Mutual agreement to follow contract control provisions where the Project Manager has direct authority to control subcontract resources and assign/remove personnel devoted to this effort and require identical reporting requirements and control stipulations; and

A proven task management plan is in place to handle unforeseen/urgent issues that arise prior to any scheduled subcontract meetings.

The above conditions have consistently provided a transparent teaming structure to our clients and will continue to do so for the Golden Field Office.

2.3 Project Management Key Personnel

IRT recognizes that the overall importance of this project rests on selecting a Project Manager with the best qualifications to manage program implementation support services. We have chosen a qualified, dedicated, motivated, and experienced Project Manager. We have also chosen highly talented Task Leaders to provide support to the Project Manager in the SOW task areas. The following pages demonstrate our Team experience, showing each person's ability to perform the Statement of Work areas. The following pages contain a resume on Mr. Alpert and brief cameo descriptions of our three Task Leaders.

**THOMAS ALPERT
PROJECT MANAGER**

Areas of Expertise

15 Years of Program and Technical Management
Program Management for 45 Technical and Administrative Personnel
LAN Administration and Computer Systems Expertise
Management of Engineering and Program Analysis

Education

M.S., Engineering Physics
B.S., Physics

Relevant Work Experience

Program Manager, System Technology Associates, Inc.

Served as Program Manager for the Western Area Power Administration (WAPA), Rocky Mountain Region Computer, Engineering, Administrative, and Property Management Support Services Contract. Managed diverse tasks for the \$12.6 million, five-year contract. Managed efforts of 50 personnel providing support to WAPA's computer operations, network management, software and data communications equipment, clerical support function, records management, receptionist, mail, fax and filing support, financial support services, procurement support, and all administrative and technical services. Managed staff in multiple locations across the country. Implemented information technology procedures in accordance with government processes and policies. Provided technical oversight, monitoring of processes for continuous improvement, responsible for controlling and reporting progress relative to contract costs, schedule, and quality standards. Responsible for directing and performing personnel functions, and monitoring task progress. Maintained continuous and effective control of contract budget, purchasing, travel, payment approval, and invoicing.

Served as Program Manager for a time and materials contract with the United States Air Force Material Command. Provided engineering support, technical, analytical and certification review of system documents and processes, system configuration management, system data management, and reporting. Responsible for oversight, budget control, and progress reports on contract cost, labor, and adherence to schedule; managed efforts of five engineers in multiple locations.

*Program Manager/System Engineer,**National Systems and Research Company*

Served as Project Leader on a technical support contract with the Air Force Space Command. Provided direct engineering support to development of the systems operation manual. Developed workload schedules, monitored daily activities of six personnel to ensure compliance with task order requirements. Prepared draft task orders and task order management plans, prepared status reports. reviewed and approved technical product deliverables, and served as technical interface with client.

Managed a diverse group of 15 administrative and technical personnel supporting a large contract. Assisted operations manager in creation of contract operational plans and budgets. Executed approved contract plans, controlled and reported progress relative to contract cost, schedule, and quality standards. Maintained continuous and effective financial functions of budgeting, purchasing, travel, invoicing, and reporting.

Led team of five personnel on Air Force Space Command project. Assigned duties and responsibilities to allocated task personnel. developed workload schedules, and monitored daily work efforts to ensure compliance with task order requirements. Prepared status reports. reviewed/approved deliverables, and developed, updated and maintained briefings for various program requirements on operational, system, and technical issues. Reviewed, revised, and updated existing documents relative to contract. Developed draft task orders and task order management plans.

*Chief of Project Office,**Electronic Systems Division, Hanscom Air Force Base*

Responsible for technical management of \$350 million Air Force contract. Managed laboratory personnel and technically monitored over 100 different high technology programs. Responsible for management of eight personnel assigned to the computer operations section of a satellite operations center. Prepared monthly cost analysis reports, authored technical tasking statements, and technically reviewed all contract modifications. Served as program manager for 25 personnel supporting technical and engineering management support at the Air Base.

Special Courses and Studies

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& Exempted 4*

**Vernon Archer
Task Leader**

Management, Administration, Acquisition, and Financial Assistance

Mr. Archer has over five years of experience providing management and oversight to Federal government clients in the support services arena. Currently, Mr. Archer provides support to the Department of Energy's Office of Energy Efficiency and Renewable Energy in which he is responsible for facilitating all administration and communications between its program and field offices. He is responsible for ensuring effective programmatic and administrative support to all EERE activities. He manages the efforts of an on-site staff of seven administrative personnel at the DOE Headquarters building as they provide clerical, mailroom, and other administrative activities in support of the EERE program offices. Mr. Archer oversees these and other efforts, including records management of the EERE offices, document processing and distribution, and ongoing administrative activities such as photocopying and general office clerk duties. Mr. Archer also assists the six EERE Regional Offices and the five program offices by providing weekly reports on EERE activities. He has developed and implemented an action tracking system to monitor the status of controlled correspondence across the EERE organization, and has provided EERE with audit liaison assistance through the coordination of program offices and the GAO. Mr. Archer has an MLS in Information Science and a MA in History. He has specialized training in DOE Audit Resolution and received DOE Management Control Action Officer Training.

**Roxane Drayton
Task Leader
Project Management**

Ms. Drayton has six years of experience in performing management and technical analysis support to various organizations, including the DOE Office of Energy Efficiency and Renewable Energy. As a mechanical engineer currently pursuing her MS in environmental management, Ms. Drayton has expertise in monitoring, analyzing, and evaluating projects. Her experience includes evaluating energy efficient technologies and policies, specifically energy savings projects, and is proficient in the application of various computer tools to address problems in engineering and science. She has worked in support of the Federal Energy Management Program through overseeing the reporting activities of the Federal Energy Efficiency Fund in which she provided detail cost analyses of incompleting projects in response to DOE Comptroller's requests. Ms. Drayton has performed numerous other analyses and oversight of energy management programs including analyses of Federal energy consumption costs, energy saving projects and energy surveys. While working as the Manager of Engineering Services at the American Gas Association (AGA), Ms. Drayton was responsible for identifying Federal agency legislation and proposed regulations that affected the gas industry and in turn developed the technical basis to prepare responses to regulatory agencies on behalf of the AGA. Ms. Drayton is currently working on an analysis and overall assessment of the U.S. Department of Agriculture's building

inventory for compliance with the goals of Executive Order 13123. She is managing and contributing to a final report and briefing materials which will be used to educate USDA offices on the goals and requirements of the Executive Order.

Samuel L. McClung
Task Leader
Computer Operations

Mr. McClung has 11 years of management and telecommunications experience, specifically with systems administration, technical controls operations, and computer system operations and installation. He has worked in the Federal government agency environment supporting the installation, maintenance, and troubleshooting of Local Area Networks (LANs) and Wide Area Networks (WANs), as well as software, hardware, and overall network security. Mr. McClung has knowledge and expertise in working with computer users to troubleshoot various issues and problems, and has been responsible for the daily operations of entire system users. While working for the Chief of Naval Operations at the Pentagon, he was responsible for supervising 15 computer support personnel and the daily computer operations of the facility. In this capacity, he was responsible for the management and administration of the LAN, acted as the leader for all computer operations support, including troubleshooting, software and hardware issues, and overall quality assurance of the computer systems environment. As the system administrator for the Naval Security Group, he managed and performed software upgrades, troubleshot outages, and operated and supervised the operations of UNIX and mainframe computers for five separate systems. He directed and supervised eight personnel on the operations and maintenance of these systems. He was responsible for the management of all system alterations and upgrades. Mr. McClung has a Top Secret Special Compartmented Information security clearance.

2.4 Responsibilities of the Project Team

As demonstrated in our organizational chart, there are clear lines of responsibility for each of the task teams in conducting the task activities for the Golden Field Office. Our structure facilitates management involvement and is designed to facilitate communications amongst each task team, thereby ensuring that all Statement of Work requirements are met in a responsive manner. The following pages will demonstrate the responsibilities of the Project Team in performing the SOW requirements, beginning with the Project Manager, Task Leaders, and then a discussion of how the overall task management responsibilities are an integral part of the IRT project management approach.

2.4 Responsibilities of the Project Manager

The Project Manager is responsible for ensuring overall project success and completion of all project and task team assignments. Mr. Alpert oversees all SOW activities and reports on all technical and financial aspects of the project to the Golden Technical Project Officer. He