



Statement of Capabilities

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Capabilities Statement

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ORGANIZATIONAL STRATEGIES, INC CORPORATE CAPABILITIES

EXECUTIVE SUMMARY

Organizational Strategies Inc. (OSI) is a Native American, Veteran-Owned, Small and Disadvantaged Business certified 8(a) by the Small Business Administration. OSI is a management consulting, information systems and training firm established to provide Industry and Federal Government Agencies professional support. This support includes but is not limited to: program management, Training Technology Applications, Logistics, Systems Acquisition Support, Computer-Based Training (CBT), Instructional Systems Development (ISD), Structured Systems Analysis and Design and Conference Management. OSI's client base and office locations include:

Client Base

- ◆ Department of Homeland Security
- ◆ U.S. Army (USA)
- ◆ U.S. Navy (USN)
- ◆ U.S. Air Force (USAF)
- ◆ U.S. Marine Corps (USMC)
- ◆ Federal Emergency Management Agency (FEMA)
- ◆ National Emergency Training Center (NETC)
- ◆ Bureau of Immigration and Customs Enforcement (BICE)
- ◆ Federal Aviation Administration (FAA)
- ◆ Department of Defense Overseas Dependents' Schools
- ◆ Department of Defense Small & Disadvantaged Business Utilization Office
- ◆ United States Department of Education

Office Locations

OSI maintains offices in close proximity to our clients. This direct site support ensures our ability to provide quality products and services in a timely manner. The OSI corporate office is located in Arlington, VA with field offices established in the following locations:

- ◆ Washington, DC
- ◆ St. Augustine, FL
- ◆ Orlando, FL
- ◆ Pensacola, FL
- ◆ Tampa, FL
- ◆ Patuxent River, MD
- ◆ New River, NC
- ◆ Portland, ME
- ◆ Cincinnati, OH
- ◆ Albuquerque, NM
- ◆ Florence, KY
- ◆ Corpus Christi, TX
- ◆ Estes Park, CO
- ◆ Fort Huachuca, AZ
- ◆ San Jose, CA
- ◆ San Diego, CA

OSI employs highly qualified personnel to ensure that it can provide its clients superior quality work and on time performance and responsiveness. The strong management team OSI has in place is regularly supplemented with creative and proven teaming strategies for providing in depth, specialized expertise, and surge capabilities to ensure effective implementation of our technical solutions. The following is a brief overview of the specific support OSI can provide and some examples of their recent experience.



ACQUISITION MANAGEMENT

OSI has the expertise to support in all areas of Program Acquisition including:

- Development of Acquisition Strategies
- Preparation of Acquisition Documents
- Conduct of Budget Analysis
- Processing Financial Documents (148s, IAs, BPAs)
- Coordinating Procurement/Project Status Reporting
- Tracking Deliverables and Invoices
- CDRL/DID Tracking

Applicable experience includes:

Engineering and Technical Services Support for the U.S. Customs Service. Applied Technology Division - OSI is currently providing the United States Customs Service (USCS) with comprehensive acquisition management technical support. This includes procurement of all USCS and some Immigration Naturalization Service (INS) equipment for sea, air, and land ports of entry within and outside of the continental United States. Requirements specifically include facility assessments, equipment test, evaluation and installation for major programs that encompass narcotics detection (particle and vapor detection), sea container inspection, stolen vehicle identification, non-intrusive inspection devices, destruction of contraband materials, palletized cargo inspection, and hazardous radiation detection devices. These systems are employed by USCS, INS, and law enforcement personnel to help combat terrorist activity, anti-smuggling, and the illegal entry of persons across the Nation's Borders.

Acquisition support for PMA-205 V-22 Training - Managed CDRLs, preparation, receipt and distribution, as well as distribution of monthly reports. Prepared CDRL approval/disapproval letters for the cognizant Deputy PM, Class Desk or APML signature. Maintained and updated the deliverable library (soft copy and hard copy). Provided technical assistance during "alpha contracting" processes. Prepared CDRL approval/disapproval letters. Tracked contracts/orders and modifications. Provided support work on the aircraft as well as attended design related meetings and conferences. Prepared travel authorizations, travel vouchers and local vouchers in Travel Manager for various military and civil servants in the absence of the administrative support staff when required.

ADVANCED TRAINING TECHNOLOGY

The assessment of training technology and its application to meet specific training requirements is a particular strength at OSI. Training specialists at OSI are thoroughly familiar with the latest state-of-the-art in technology, matching the correct technology to meet user requirements, then integrating and prototyping in the form of turn-key systems, as well as implementing the new training and evaluating the impact of training on the operational environment. Methodologies used in OSI's approach conform to the time-tested tenets of Instructional Systems Development (ISD) and Human Factors (HF) Engineering. Areas of support include:

- Needs assessment/Requirements definition
- Computer Based Training (CBT) system design, development, installation and validation
- Training systems requirements analyses
- Criterion-referenced objectives/Objectives hierarchies development
- Media selection
- Simulation design
- Training management systems design and development
- Training system integration, implementation, and evaluation
- Cost/benefit and training effectiveness analyses
- Design, development, implementation and evaluation of courseware with appropriate media mixes including CAI/CMI, full-motion graphics, and seamless interaction in simulation decision-models
- Configuration Management
- Distance learning system development and management support
- Advanced Training Technology Delivery System

Applicable Experience includes:

V-22 Cockpit Management System Training - Provided analysis of with detailed assessments and recommendations. Provided strategic support and professional technical knowledge of the Tactical Environment Network (TEN). Monitored and analyzed trends in Advanced Distributive Learning (ADL) technology for application to common EW training issues. Functioned as a V-22 ATS IPT member to support analysis, research, and development of requirements to upgrade the V-22 ATS Trainer. Developed resource databases within the TEN and provided hardware and software necessary to maintain, modify and upgrade the TEN system.

- * V-22 Subject Matter Experts - Provide Subject Matter Expertise for the design, implementation and evaluation of the V-22 Advanced Distributed Learning Training System, and for the concurrent development of new and modification of existing V-22B courseware for Pilot, Enlisted Aircrew, and Maintenance "C" Initial Training. Specifically, Pilot, Enlisted Aircrew and Maintenance Subject Matter Experts will provide input/advice to the production teams based on their respective operational experience and technical expertise, and act as government representatives for the review, evaluation and acceptance of the production courseware. Provide continued support for the follow-on "Revision and Maintenance" (R&M) contract for the continuous configuration management, updating, and maintenance of the V-22 Advanced Distributed Learning system following delivery and implementation.
- * Instructional Systems Developers - Hold a Masters Degree in Instructional Technology or Educational Technology with ten years experience in aviation training systems analysis design, development and implementation, and a minimum of two years designing and development technology-based training systems. Provide Quality Assurance and oversight for the design, implementation and evaluation of the V-22 Advanced Distributed Learning Training System, and for the concurrent development of new and modification of existing V-22B courseware for Pilot, Enlisted Aircrew, and Maintenance "C" Initial



Training from an Instructional Systems Developer (ISD) perspective. Specifically, Pilot, Enlisted Aircrew and Maintenance ISD experts will provide input/advice to the production teams based on their field of study and academic expertise in adult learning theory. Act as government representatives for the review, evaluation and acceptance of the production courseware. Provide continued support for the follow-on "Revision and Maintenance" (R&M) contract for the continuous configuration management, updating, and maintenance of the V-22 Advanced Distributed Learning system following delivery and implementation.

- * Director CRM Development - Provide oversight for the V-22 CRM program. OSI assists VMMT-204 Commanding Officer in the implementation of an effective CRM program within the guidelines of OPNAV 3710.7 series and OPNAVINST 1542.7 to integrate CRM into academic, simulator and flight training to maximize performance and reduce error, thereby improving mission effectiveness and reducing/preventing mishaps. The effort is to go beyond the minimum requirements outlined in the above instructions to achieve an environment with full CRM integration into the daily planning, training and operations of the V-22. These efforts will include the development of courseware such as appropriate PowerPoint lectures and Computer Based Training lessons in format and functionality compatible with other ADL ICW lessons, the usage of the Computer Aided Debrief Station to expand CRM training and improve data collection, and assist in CRM Facilitator training. The Director CRM development will serve as a coordinator amongst existing and future contractors in an effort to maintain CRM program integrity and standardization. The Director will provide continuing education on CRM industry developments, both military and civilian as appropriate.

Aircraft Maintenance Training System Upgrade, Design and Curriculum Development - OSI designed, developed and delivered fully interactive Organizational Level maintenance training for the US Navy, specifically for the F-14 A, B and D aircraft. The end product included a highly interactive instructor-led classroom presentation (Computer-assisted Instruction) and multimedia student-controlled instruction (Interactive Courseware), using Authorware, maximizing the use of three-dimensional, animated representations of the F-14.

Design for an Expert Tutor for a Cognitive Skills Trainer - Under a Small Business Innovative Research program, OSI developed Virtual Air Intercept Control architecture for training higher order cognitive skills in Navy Radar Intercept Officers (RIO) in the F-14 fighter aircraft. OSI determined the feasibility of building a stand-alone trainer using expert system techniques and defined a diagnostic capability for the trainer in the areas of judgment, decision-making and spatial awareness.

Interactive Courseware for the Submarine On Board Training (SOBT) Maneuvering Board - OSI designed and developed 5 hours of interactive courseware (ICW), using IconAuthor, to support refresher training of maneuvering board operation for use onboard all submarine force commands. The courseware also supports the shore-based training device 21H27 currently in use.

Training Configuration Control Tracking System - Designed and developed a Configuration Control Tracking System for the Naval Air Systems Training Command (NAVAIRSYSCOM), Program Manager Aviation Training Systems (PMA205). The system was developed using an off-the-shelf database management system (ACCESS) and addresses tracking of training requirements of general aviation programs, such as the Air Traffic Control and Physiology trainers, as well as aviation formal school training.

Training for Users of the Traffic Safety Planning Program NETS - For the Network of Employers for Traffic Safety, OSI developed an interactive, computer-managed self-study program that teaches how to use the NETSASSISTANT software to prepare a traffic safety plan for a community. The OSI program walks the user through the procedures of traffic safety planning (with templates), and then permits the user to customize a plan by introducing local data.



AVIATION & VESSEL MAINTENANCE SUPPORT

OSI provides Management Planning and Support Services to include Engineering Support, Integrated Logistics & Supply Support, Information Technology Support and Consulting Services for standardization, modification, operational, maintenance, overhaul, repair and deployment of aircraft and marine vessels.

Unmanned Aerial Vehicles Support (UAV) Support

The Directorate of Border and Transportation Security wishes to conduct a demonstration program utilizing Unmanned Aerial Vehicles (UAV) as part of the Arizona Border Control Initiative. The UAVs will be used for interdiction and border security missions and to confirm intrusions reported by ground sensors both day and night. For interdiction and border security operations the UAVs will be integrated with ground responders, air mobile operations and multiple (interagency) responders. A prime service provided by the UAV will be to help locate lost and injured personnel in the flight areas and guide Search, Trauma and Rescue teams in recovery operations.

Arizona Border Control Initiative (ABCI) is a continuance of enhanced border enforcement efforts underway in Arizona since the late 1990s. ABCI will use UAVs to detect and identify suspicious activities (i.e.: illegal entry, smuggling activity, or drug activity) and to aid in rescuing lost or injured personnel.

Operational, maintenance and other services are required to conduct operations and collect and analyze operational, maintenance, logistics, communications and interagency integration data and document lessons learned.

OSI is part of the ABCI working group and among other tasks will provide recommended changes in operational concepts or mission equipment that could simplify or improve future operations of a similar type.

Autonomous Underwater Vehicle (AUV) Support

OSI provides program management, engineering and technical analytical services for the Autonomous Operations, Future Naval Capabilities Group at the Office of Naval Research. Expertise includes: analysis of program plan annual goals, test Schedules and other objectives, performing analyses and review of AO FNC Contractors' proposed technical performance and achieved versus planned schedules and reviewing system engineering and management control systems and recommend improvements.

Applicable experience includes:

Utilizing Unmanned Aerial Vehicles (UAV) as part of the Arizona Border Control Initiative - OSI is part of the ABCI working group that will provide recommended changes in operational concepts or mission equipment that could simplify or improve future operations of a similar type. Arizona Border Control Initiative (ABCI) is a continuance of enhanced border enforcement efforts underway in Arizona since the late 1990s. ABCI will use UAVs to detect and identify suspicious activities (i.e.: illegal entry, smuggling activity, or drug activity) and to aid in rescuing lost or injured personnel. Operational, maintenance and other services are required to conduct operations and collect and analyze operational, maintenance, logistics, communications and interagency integration data and document lessons learned. The UAVs will be used for interdiction and border security missions and to confirm intrusions reported by ground sensors both day and night.

BUDGET AND FINANCIAL MANAGEMENT

OSI has the expertise to support a variety of Budget and Financial Management tasks including:

- Conducting Budget Plan Analysis
- Developing System Data Base(s)
- Create Budget Documents
- Tracking Funding Documents
- Obligation Status Tracking
- Tracking Project Budgets
- Develop and Evaluate Technical and Cost Proposals

Applicable experience includes:

Budget support for PMA-205 V-22 Training - Prepared funding documents and contract modifications for posting into STARS and entered APN-1 and RDT&E vouchers. Resolved STARS and MOCAS discrepancies with the ACO, DCMC and DFAS. Prepared and routed MIPRS, analyzed and reconciling Unliquidated Obligations, Negative Unliquidated Obligations, Unmatched Disbursements, and Contract Reconciliation. Coordinated with (APN, RDTE, and OMN) Financial Budget Managers to facilitate timely Obligations and Expenditures and contractual commitments and reporting. Updated and created spreadsheets for FY funding requirements. Coordinated and participated in POM issue sheet reviews.

INFORMATION TECHNOLOGY

At OSI, we manage and develop multiple high level IT & software development projects. We are proficient in computer based training, web development, general purpose discrete-event simulation modeling, multimedia development, and IT/network support. OSI sustained excellent performance on serving government and commercial entities, successfully completing projects that include SBIR Phase I, II, and III competition for the Marine Corps' V-22 Osprey program Advanced Training Technology Delivery System, DoD Small and Disadvantaged Business Utilization Websites, DoD F/A18 Interactive Courseware, DHS NFIRS 5.0 Self Study Program Courseware, and Accenture's Magnet multimedia projects.

- Web Application Development & Maintenance
- Interactive Application Development
- Database Design & Implementation
- Web & Multimedia Development
- System Administration
- Development Technologies
- Security

Applicable experience includes but is not limited to:

Department of Defense (DoD), Office of Small & Disadvantaged Business Utilization (OSADBU) – Provided the OSADBU with complete IT/Network support, as well as web development & design support services. Redesigned their entire website, ensured it met with all government regulations (i.e. text only).

INTERNATIONAL SUPPORT

The United States Customs and Border Protection (CBP), Office of International Affairs is the Executive Agent for the Department of State Border Security and Law Enforcement Assistance Program. Under this program, the U.S. has committed to provide the Border Guard and/or Customs Service of various Newly Independent States (NIS) Nations the capability to control borders, thereby preventing illegal commerce in drugs, monies, goods, peoples and most important the spread of Weapons of Mass Destruction. OSI is assisting in this program by providing project management, technical assistance, contract/procurement support, and budget analysis directed towards specific projects to include assisting with systems acquisitions of technical products.

Applicable experience includes:

Technical Services Support for the U.S. Customs Service, Office of International Affairs — OSI is currently providing support to the USCS International Affairs efforts in the areas of systems engineering and equipment acquisition. This support includes the research and acquisition of high-tech equipment to fulfill the Department of State requirements for Border Security in foreign countries.

LOGISTICS SUPPORT

Successful programs and systems depend on focused, effective and efficient logistics planning and execution throughout life stages of those programs. For every stage of a program, OSI provides knowledgeable logistics management and functional expertise to plan and implement the actions necessary to achieve operational system success. OSI's logistics professionals support every program stage from initiation to disposal including:

- Preparation of Logistics Planning Documents
- Formulation and Execution of Logistical Support Plans & Budgets
- Life cycle cost analysis
- Conducting Reviews of Delivered Documentation
- Identification and Coordination of Training Requirements
- Monitoring Equipment Reliability Reports
- Analyzing Equipment Support Requirements
- Analyzing Potential Component Obsolescence
- Configuration Management

Applicable Experience includes:

Configuration Management, Life Cycle Sustainment Support, and selected management efforts to the SPAWAR Tampa – OSI provides program management support and service to SPAWAR clients and other entities within the SPAWAR organization, as well as assists SPAWARSCEN Charleston (SSCC) Tampa Operations develop life cycle sustainment management plans, material fielding plans, configuration management plans, logistics analysis and other logistic related documentation. OSI coordinates Sustainment activities in support of client systems and equipment and leads efforts to transition Sustainment functions of related programs to SPAWARSCEN Tampa operations. We also provide consultation, recommendations, and support for logistic and Sustainment functions.

Engineering, Technical Documentation, Logistics, and Configuration Update Support - OSI supports the Naval Air Systems Command in the life-cycle support of aviation maintenance training systems and equipment. This support includes providing engineering, technical documentation, logistics and



configuration support for the rework, update, and modification of existing and newly procured Naval Aviation Maintenance Trainers (NAMTs), Simulated Aviation Maintenance Trainers (SAMTs), and Hybrid Trainers. This requirement varies with each trainer depending on usage, amount of simulation incorporated into the trainer, technical directive update requirements, engineering changes identified to improve training, and age since initial issue. Logistical support and engineering are key elements for ensuring a successful and complete support program. Configuration data updates and documentation are critical for identifying future modification requirements.

Naval Aviation Training Systems Configuration Management - Support for this effort applies to all NAVAIRSYSCOM PMA205 activities involved in the design, development, acquisition, production, operation, and support of aviation training equipment. This includes Harrier, F-14, F/A-18, A-6 and A4 trainers, associated weapons systems and automatic test equipment. This plan applies to "Trainer" changes, that is, potential or proposed changes that are generated to correct deficiencies, improve design or operation, increase reliability and/or maintainability, enhance supportability, effect life cycle cost savings, or adapt training equipment to new training requirements.

E-6B/Airborne Command Post (ABNCP) logistics and configuration management support - OSI is providing engineering technical documentation, logistics and configuration support for the E-6B ABNCP training program update requirements. Providing IV&V services to ensure that all aviation trainer equipment functions, operations, responses and interfaces are identical to those of the latest aircraft configuration modifications.

MARKETING/OUTREACH

Using a structured approach, OSI strives to continually broaden our customer's way of thinking introducing them to the newest trends in technology. This is done through a variety of different venues: Marketing & Outreach, Conference Management, Training and Information Management Solutions. Our in-house marketing and design team develops strategic marketing plans that elevate our clients to the next level of success. Areas of expertise include but are not limited to: Advertisements/Articles, Document Archiving, Conference Materials, Public Relations and Trade Show Booth/Kiosks.

Conference Management & Support

OSI has put into production a multiple of conference/symposia varying in size. These events include everything from smaller sized roundtable meetings consisting of 10-20 attendees to a much larger conference/symposia consisting of 800+ attendees. The OSI Team plans, coordinates and implements all aspects of a Conference. Conference location, facilities, lodging and menu items are researched and final selection is done in close coordination with the client. OSI provides the personnel necessary to orchestrate a seamless event. OSI staff provides the on-site registration, conference set-up/break-down services, and all audio-visual services and equipment for the conferences. All conference materials are prepared or coordinated by OSI including printed conference materials, name badges, signage and gifts.

- Site selections, accommodations/rates, meeting facilities, food/beverage requirements & transportation
- Conference Registration & Financial Management
- Customer support/help desk /Toll Free Hot-Line/On-line Phone Management & Operation.
- Audio-Visual Support and Equipment
- Database Management
- Status Reports/Documentation of logistical/budgetary info. and network/database revisions
- Web Hosting

Applicable experience includes:



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Department of Defense (DoD), Office of Small & Disadvantaged Business Utilization (OSADBU) - A substantial portion of the OSADBU effort was to coordinate and produce conferences/symposia. Multiple conferences/symposia of varying sizes have been put into production by OSI. Among events planned was The Department of Defense (DoD), Mentor Protégé Conference, held at The Ritz Carlton, Pentagon City where over 350 people attended, consisting of DoD large prime contractors, small businesses and government personnel. Highlights included The Honorable Edwin Meese III, 75th Attorney General (opening keynote speaker) and The Honorable Caspar W. Weinberger, Former Secretary of Defense as the luncheon keynote speaker. The DoD Small Business Training (SBT) Conference is held in different locations throughout the United States and brings in anywhere from 600-850 attendees. The OSI team successfully orchestrated both conferences from cradle to grave for three consecutive years.

Provided Exhibition Support Services to FAA Program Conference/Symposia (Oshkosh, RTCA, ATCA, NBAA, & AOPA) - OSI supported FAA intra-organizational and FAA/contractor technical working groups and meeting activities at locations to include sites outside of the Washington/Baltimore Metropolitan Area. Provided analysis, evaluation, test and implementation for database development. Provided assistance in the Investment Analysis and Solution Implementation phases of the FAA Database Management System. Provided written technical assessments of configuration control. Conducted reviews of the technology base and made recommendations regarding procedures for use in FAA managed systems. Provided risk analysis on the supportability of new database design concepts and approaches to improve/achieve life cycle goals. Reviewed existing support problems by reviewing deficiency reports and developing recommended innovative design changes to improve supportability. Developed recommended criteria for incorporation into design specifications required to achieve life cycle support requirements. Provided documentation to support hardware and software development.

Visual & Media Development

There are several different venues that can be utilized to get the message across to your target audience. OSI utilizes all venues, always remaining on the cutting edge of the newest marketing trends. OSI's in-house marketing and design team develops strategic marketing plans that elevate their clients to the next level of success.

- Advertisements/Articles/Briefings/Flyers /Brochures/Newsletters/Press Releases/Conference Materials
- Trade Show Booth/Kiosks
- Web Design & Development/CD Production

Applicable experience includes:

Department of Defense (DoD), Office of Small & Disadvantaged Business Utilization (OSADBU) – Provided a full range of marketing materials in a variety of different medias.

Federal Emergency Management Agency (FEMA) - Produced one complete sample product for the Fire Prevention and Community Risk Reduction (EFOP CRR) for their review. The sample product included the following items: Fact Sheet, Brochure, Guide, CD and Wall Chart, as well as developed 20 full-color, high-resolution, digitally-produced sets of professional quality job aid products to be pilot tested.

Document Archiving

OSI also has a fully equipped Information Management Center where documents are scanned and converted into electronic files transitioning our clients into a paperless environment, freeing our clients from endless rows of filing cabinets.



PROGRAM MANAGEMENT

OSI offers a broad range of Program Management Services. Our team of experienced professionals provide the leadership and oversight our clients need consisting of multiple projects including project identification, design, development, and delivery. OSI will ensure project schedules are met and system resources are used effectively and that all required resources including manpower, production standards, computer time, and facilities are available for program implementation. Our Program Managers serve as focal point-of-contact with client regarding program activities making sure to operate within client guidance, contractual limitations, and Company business and policy directives. Specific support areas include but are not limited to:

- Program Coordination
- Formulation of Acquisition Planning Strategies for Equipment and Training
- Development of Program Acquisition and Financial Documents
- Facilitate Milestone and IPT Reviews, TEMP Development, Contracting Sessions
- Development and Maintenance of Current and Out-Year Planning Documents
- Development and Tracking of Project Schedules

Applicable Experience includes:

Provided Program and System Support MV-22 and CV-22 Training - Evaluated, reviewed and analyzed technical projects related to the MV-22 and CV-22 Training and provided acquisition of new technologies support to improve the effectiveness and readiness of existing and proposed training systems. Facilitated program-level training and provided program and system support during development and production of the Maintenance Trainer Suite. Monitored milestone schedule achievements and metrics and provided program management recommendations. Supported development of the training system. Attended and supported program and technical training meetings, demonstrations, site visits and other training program initiatives. Provided research and verification of current DAES submittal information. Utilized the CARS Hotline Support Team to assist with software challenges occurring within the program office. Established working relationships with the budget, travel and DFAS personnel. Interfaced with various contractor/vendors and NAVAIR engineers to coordinate review, acceptance and management of RDT&E, EP-3E and VPU contract deliverables. Participated in Program Management and Milestone Reviews, IPT Reviews, TEMP Development, and Contracting Sessions. Coordinated POM issue sheet reviews. Identified and tracked the status of requirements for production decision reviews. Managed CDRLs, preparation, receipt and distribution, as well as distribution of monthly reports. Provided support with planning, management/program management, risk management, risk mitigation plans, configuration management and equipment integration objectives.

Program support the Department Of Homeland Security United States (US) Customs And Border Protection (CBP) – Our team provides program management support, as well as aids in the identification of system logistical support requirements and solutions. Tasks encompass facilities, support equipment, training, maintenance, and technical manuals. Findings are integrated into program documentation. OSI does reviews of vendor submitted proposals for new and/or replacement equipment and participate in equipment design reviews. Evaluate technical material including source data and reports including test plans, maintenance and operators' manuals, acceptance tests, and acceptance test reports. Conducts market surveys and requirements reviews of radiation screening, imaging and inspection devices that may be used to inspect cargo containers, palletized and un-palletized cargo, vehicles, and personnel for detection of concealed illegal drugs, WMD and other contraband.

Air-to-Air Missile Program – OSI provided program management support including financial and budget tracking, presentation support, studies and analysis of acquisition issues, review of test results, documentation

development and justification, scheduling and planning for the Joint Naval-Air Force program. Special efforts are required in meeting all requirements for Defense Acquisition Board decisions for the AIM-9X missile.

Naval Air Systems Command (NAVAIR), Multiple Award Contract - OSI is currently a part of the Anteon/ISI team that won the MAC contract at Patuxent River, MD for support services for all phases of naval aircraft and aviation weapon systems including research, design, development and engineering, acquisition, test and evaluation, training facilities and equipment, repair and modification and in-service engineering and logistic support for Naval Air Systems Command and non-Naval Air Systems Command programs.

STRATEGIC PLANNING

OSI provides comprehensive assessments, intelligence collection, and analysis for the establishment of dissemination procedures. Members of our staff have extensive experience in reviewing a wide range of data and can assess how that information is developed, processed, analyzed, and disseminated to field personnel for action. OSI reviews the structure and organization of client offices and makes recommendations of how to improve upon these structures. Our reviews incorporate information gathered from statistical analyses, satellite tracking, testimonies, as well as other information sources.

Applicable experience includes:

Strategic Assessment of the USCS Air & Marine Interdiction Program - This strategic assessment was authorized by the Commissioner of the U.S. Customs Service (USCS) to determine the effectiveness of the Air and Marine Interdiction Division (AMID) in carrying out its mission and to make recommendations to the Commissioner for improvements in AMID operations. This assessment placed its primary focus on the collection and analysis of data from key individuals and organizations. These included the U.S. Department of State, the Department of Defense, Drug Enforcement Administration, the Counter-Narcotics Center (CNC), the U.S. Southern Command, The Office of National Drug Control Policy, The Coast Guard, and the Customs Service, as well as from representatives from host nations in the Source and Transit Zones

Assessment of the U.S. Customs Service Intelligence Program - Under the direction of the Commissioner, U.S. Customs, OSI carried out a comprehensive assessment of Customs intelligence collection, gathering, analysis, and dissemination procedures and activities used to identify potential threats before they present themselves at U.S. borders. OSI reviewed the broad range of intelligence data that is available for law enforcement purposes and identified what types of intelligence information is shared with Customs and what information is not, but which could have a beneficial impact on Customs' ability to carry out its mission more effectively. Assessed how intelligence information is developed for use by Customs, how it is analyzed and disseminated to field personnel for law enforcement purposes. Reviewed internal Customs mechanisms and procedures to assess the effectiveness of how intelligence information is received, collected and analyzed. Assessed the types of intelligence data that is imparted to other Government agencies and law enforcement organizations including identifying any risk assessments for potential redundancy, breaches or distortions of information that is released.

SUPPORT FOR EMERGENCY MANAGEMENT & EMERGENCY RESPONSE ORGANIZATIONS

OSI provides emergency management, response training and program development for federal, state, and local organizations. Specialty areas include incident command, arson mitigation, community education, urban search-and-rescue, and anti-terrorist training. OSI's team of talented professionals, both core staff and contractor subject matter specialists, offer an impressive array of services, including:

- Performance problem definition
- Performance improvement program development
- Program management support
- Training materials development (i.e. Student Manuals, Instructor Guides, supporting audiovisual materials and CMI components)
- Exercise and simulation development
- Multi-level program evaluation

Applicable experience includes:

National Emergency Training Center United States Fire Administration National Fire Academy - Developed the Fire Prevention and Community Risk Reduction (EFOP CRR) course for the Executive Fire Officer Program. This included conducting a needs analysis meeting, preparing and submitting a needs analysis report, documenting the meeting results, conducting a design meeting and preparing a design report. Our team implemented the complete analysis and design cycle including: Technical Approach/Workplan, Product Development, Pilot Testing, Additional Use Planning, Second Pilot and Changes, Final Report and transitioning the product to new venues and audiences

Federal Emergency Management Agency (FEMA) - Coordinated with approximately 30 different Subject Matter Experts (SME's) from all across the U.S. to successfully design, develop, test and revise new web based applications and desktop/CD-ROM applications and courseware for the FEMA. Tasks included performing needs analysis, preparing design reports and management plans, conducting front-end analysis, design, testing and implementation. Prior to final production configuration and implementation, OSI developed and provided CD-ROMs for remote location training, testing and evaluation prior.

SYSTEMS ENGINEERING AND ANALYSIS

OSI has expertise in multiple areas related to engineering analyses, systems design, and test and evaluation including:

- Researching and Establishing System Requirements
- Conducting Market Surveys & Trade Studies
- Developing System and Equipment Specifications
- Developing System Integration Requirements
- Identifying Equipment Logistical Requirements
- Analyzing Performance, Cost, Schedule, etc.
- Providing Test/Evaluation Support for System Acceptance

Applicable experience includes:

Test and Evaluation Support for the Department of Defense Thunder Mountain Evaluation Center - OSI provides technical support to the Thunder Mountain Evaluation Center (TMEC) in the testing and evaluation of security and inspection equipment. Tasking includes the planning and execution of integrated



demonstrations and assessments of existing and advanced prototype systems in Government designated environments. Efforts include conducting engineering evaluations to determine inspection and intrusion system capabilities. In addition OSI personnel identify for each candidate system or component the potential mechanical, electronic, and automation integration issues. This support also includes the generation of appropriate Program Plans, Concept of Operations (CONOPS), and Interagency coordination requirements. OSI personnel recently designed and implemented a remote security traffic gate system for a U.S. military base. The system allows for the detection and identification of vehicles and personnel approaching unmanned gates. This information is shared with a central location for controlled access.

Engineering and Maintenance Services for the U.S. Customs Service. Air and Marine Interdiction Division - OSI provides technical support to the Air and Marine Interdiction Division in their mission to detect, interdict, track and apprehend aircraft, marine, and land vehicles, and individuals attempting to smuggle contraband into the United States. This support includes aircraft acquisition and modification for the P-3 Airborne Early Warning Program, and logistics and maintenance support for all marine platforms at National Maintenance Support Center.

Technical and Engineering Support Services in support of the Mobile Aircraft Firefighter Training Device (MAFTD) - Perform training device Test and Evaluation and assist the government in inspection and acceptance of MAFTDs delivered by the prime contractor, including safe and proper operation of controls, components and safety devices. Perform Organizational, intermediate and corrective maintenance.

Lead Systems engineer for TAMDA Systems - Developing a prototype Advance Development Model (ADM) to measure Anti-Submarine Warfare (ASW) Multistatic environmental parameters to enhance performance of various platforms under various conditions, to determine what modifications may be required to increase their effectiveness, and assess their potential in satisfying future ASW technology insertion.

Engineering Analyses for AIWS Advanced Development Program - Performed engineering analyses and determined the interfaces needed to make the Navy's Advanced Interdiction Weapon System (AIWS) compatible with the existing navigation, target acquisition and fire control systems of the Navy and Marine Corps type/model aircraft.

Engineering, Maintenance and Support Services for Advanced Interdiction Weapons System Configuration Control - Identified and investigated existing concurrency problems related to aircraft/weapon delivery and simulation delivery and provide recommendations. Developed a concept paper for a Naval Aviation Training Systems Configuration Management System to support the Advanced Interdiction Weapons System.

INS/Customs Systems Support - OSI provided support to the R&D directorate of Customs for introduction of fast lanes at the borders. Design and development of a prototype Vehicle Stopping System has been completed. The system includes development of a net that traps gate runners.

US Army Reserves – OSI recently provided the US Army Reserves with an evaluation of their Total Quality Management program. The review resulted in a significant improvement in the submission of goals, objectives and results for their annual competition.

Design Criteria for the Development of a Technology Data Users Network (TDUN) - This project was undertaken as a result of a requirement to analyze, evaluate and integrate the processes, theories, and techniques associated with the selection, design, development, acquisition, use and evaluation of Computer Based Instruction (CBI) technologies within the Department of Defense and other federal agencies. A conceptual TDUN was generated which included: 1) alternative descriptions of TDUN network schema; 2) an

identification of linking data element requirements; 3) an identification of design report requirements; 4) the determination of validation and testing plan requirements; and 5) a listing of criteria for the design of a TDUN.

Engineering, Maintenance and Support Services for Advanced Interdiction Weapons System Configuration Control - Identified and investigated existing concurrency problems related to aircraft/weapon delivery and simulation delivery and provide recommendations. Developed a concept paper for a Naval Aviation Training Systems Configuration Management System to support the Advanced Interdiction Weapons System.

Engineering and Technical Services in Support of Integration of Anti-Submarine Warfare (ASW) Trainers - Performed engineering and technical assessment of integration requirements to include ECPs for the integration into the ASW "A" School program of the ASW Acoustic Trainer (14D1) and the Interactive Multi-dimensional Acoustic Trainer (IMAT). Reviewed the application of new technologies inherent with the IMAT and their long-term impacts upon life cycle maintenance and logistic support functions for ASW training.

Engineering Analysis for Helicopter (UH-1N & CH-46) Cockpit Procedures Trainer Upgrades - Performed a pre-modification analysis of the UH-1N Cockpit Procedures Trainer (CPT) in order to establish the requirements for an upgrade of the CPT to conform to the latest NATOPS configuration. Supported the requirements definition for the CH-46 Aircrew Procedures trainer which involved the addition of a visual system for procedural training.

Engineering Analysis and Documentation Support for the CH-53 Aircrew Procedures Trainer - Provided engineering analyses and documentation support for the upgrade of a CH-53 CPT into an Aircrew Procedures Trainer (APT). The upgrade incorporated a control loading system and a visual system as well as customized flight models and algorithms for scenario generation.

T-34C Flight Refurbishment and Modernization - Provided systems engineering design analysis and Design-to-Cost-Studies for upgrading and modernizing the 25 T-34C Flight Simulators. Assisted in the development of Trainer Systems Engineering Management Plan, Design Specification, Trainer Facilities Report and Trainer Systems Operation and Maintenance Manuals.

Environmental Engineering

Modern Business operates in very competitive markets. Today's population is increasingly aware of wider social issues, such as the environment and its protection. There is a growing requirement placed upon industry and service companies to be able to demonstrate environmental responsibility to customers, legislators, employees, shareholders, investors and environmental groups. The result has been an upsurge in environmental legislation worldwide. Consequently, the costs of environmental incidents (real and hidden) are increasing, not only in terms of the fines or clean-up, but in adverse publicity which often follows. Effective Environmental Management Solutions can reduce your organization's impact on the environment, improve operational efficiency, identify opportunities for cost savings and reduce environmental liability.

- Coordinate environmental analysis
- Provide liaison between U.S. Treasury and U.S. Customs for Environmental Regulations
- Ensure U.S. Customs compliance with National Environment Policy Act

Facilities/Physical Securities

Most organization's owners/developers/users have a vision of the ultimate organization and infrastructure that they need to meet their goals. However they often require help in planning the path to their vision. Universal Solutions Engineering – Organizational Strategies, Incorporated (USE-OSI), using a structured



systems approach, can help plan the solutions and path desired and then act as your representative in discussions with design and construction firms to execute the selected actions.

Research & Development

OSI has been involved in two major projects under Navy sponsorship, which include modeling and simulation of human behavior characteristics, and virtual reality applications. Corporate areas of expertise include:

- Research and analysis studies
- Test bed applications
- Engineering prototypes
- Modeling and simulation
- Conceptual design and development
- Virtual reality/expert systems application

Applicable experience includes:

Team Target Engagement Simulation (TTES) - Tasked with analysis and development of core technologies for use in individual combatant and small unit force-on-force training devices. Investigated the integration of the University of Pennsylvania's JACK animated human software into the TTES. JACK is a human modeling and simulation system, which displays and manipulates human and geometric figures on a graphics workstation. This graphical display is used to represent the movements and postures of both hostile combatants and networked team players in a synthetic environment.

HAPTIC Interface to Virtual Environments - OSI was tasked, in working with the Naval Air Warfare Center, Training Systems Division (NAWC-TSD), with analysis into the development and evaluation of virtual environment technologies for training applications. A specific goal was the use of generic hardware and reconfigurable software to provide training environments for a variety of tasks. This analysis will help to determine the types of models used to represent sensory feedback in a virtual environment.

Expert Tutor for Cognitive Skills Trainer - Under a Small Business Innovative Research program, OSI developed Virtual Air Intercept Control architecture for training higher order cognitive skills in Navy Radar Intercept Officers (RIO) in the F-14 fighter aircraft. OSI determined the feasibility of building a stand-alone trainer using expert system techniques and defined a diagnostic capability for the trainer in the areas of judgment, decision-making and spatial awareness.

TECHNICAL TRAINING SUPPORT

OSI provides comprehensive acquisition management and technical training related support. This effort ensures that the training, logistics and acquisition management systems meet the requirements for the current and planned aircraft and ancillary support systems. This support includes the timely placement of the correct acquisition and financial documents for keeping the program in-sync with its development. Specific support areas include:

- Facilitate program-level training program/system support during the development/production
- Monitor milestone schedule achievement and inputs required by the program-level management.
- Conduct training related support for development of training systems
- Support programmatic and technical training working meetings, demonstrations, site visits and training program initiatives.
- Researching and verifying current DAES submittal information
- Concept formulation and requirements definition
- Feasibility studies
- Data/information modeling
- Organizational data flow requirements analyses

Applicable experience in these areas includes:

V-22 Cockpit Management System Training - Provided analysis of with detailed assessments and recommendations. Provided strategic support and professional technical knowledge of the Tactical Environment Network (TEN). Monitored curriculum and training systems development. Obtained technical training source data for validation and verification. Provided Training Program management support for operation and maintenance of common EW systems including site visits and SME interviews and provided program management services and inputs addressing common EW training issues.

- * V-22 Courseware Integration Team Lead - As facilitator for this high performance team, OSI bears overall responsibility for Contract Processing, Cost/Schedule/Technical Control, Performance Monitoring, Risk Management, Quality Assurance, and Configuration Management in the Joint (USMC/USAF) Multi-Discipline (Pilot, Enlisted Aircrew, and Maintainer) development and delivery project for SCORM conformant Advanced Distributed Learning Courseware for the V-22 schoolhouses at both Marine Corps Air Station New River, NC and Kirtland Air Force Base, Albuquerque, NM. This high performance team is comprised of nearly 200 personnel representing government acquisition, industry, and joint Warfighter legs of the Acquisition Triad in a teaming environment based on a forward-focused strategy of delivering tactically relevant, curriculum-driven training to the Warfighter. The team lead is responsible and empowered to execute all V-22 Advanced Distributed Learning courseware projects providing overall direction and leadership, and serving as the single voice of the courseware development team, representing the interests of USMC and USAF Warfighters, industry courseware developers and acquisition personnel to all external agencies.
- * V-22 Lead SME - Operational Test Pilot, Instructor Pilot, and Functional Check Pilot in the V-22 Osprey, holding all flight leadership and tactical mission designations in the V-22 Osprey. Provides advice and counsel on V-22 acquisition, training and employment from an Assault Support perspective based on extensive operational background in Expeditionary Warfare and Naval Aviation Training systems. Advises PMA-275 on all facets of V-22 training and employment from an operational perspective, and represents the Warfighter community in the acquisition of V-22 training systems. Sits as a core member of the Courseware Integration Team decision-making body, advises the V-22 Master Syllabus Team on V-22 operations, advises the V-22 Configuration Management Team on change impact to courseware.

Provides leadership for a team of courseware reviewers acting as government representatives for the review, evaluation and acceptance of production courseware. Provides daily liaison between the Warfighter and acquisition communities, and ensures their requirements are adequately addressed by the efforts of industry. Provides input, advice and direction to the production teams based on their respective operational experience and technical expertise, and act as government representative for the review, evaluation and acceptance of production courseware. Provides continued support for the follow-on "Revision and Maintenance" (R&M) contract for the continuous configuration management, updating, and maintenance of the V-22 Advanced Distributed Learning system following delivery and implementation.

Training Program Configuration Concurrency Management – Provided support through application of program and configuration management principles required by the sponsor in order to analyze, plan, develop, and implement policies and standards for Naval Aviation Weapon System Training Systems. Provided program recommendations for managing concurrency issues between basic aircraft and aircraft simulators; advance distributed learning courseware and maintenance training devices. Performed analysis and prepared reports/presentations of training systems data for the V-22 Training Program Manager. Tracked and evaluated ECP's for training device applicability and maintained oversight of the ECP implementation cycle. Participated in CCB meetings as the V-22 Training Configuration Concurrency Team Lead and prepared CCB agendas, briefings and minutes with CCB decisions and implementation status documented.

Front-End Analysis of Training Requirements for Global Positioning System (GPS) - OSI conducted a front-end analysis of "A" School operator and maintenance training requirements for the Global Positioning System (GPS). This analysis specifically assessed the feasibility of developing a generic interactive, computer-based lesson, which could be utilized for all DoD and commercial applications of GPS technology. A specific goal of this project was the definition of generic tasks and skills required by users for system operation/utilization.

Assessment of New Training Technologies - Performed an assessment of state-of-the-art training technologies for the Naval Air Systems Command. Reviewed documents from previous efforts, "Non-personal Studies and Analysis services for Assessment of New training Technologies" and "Managers Guide to New Training Technologies". Conducted independent investigations, research, analysis and synthesis of available information to reflect technological advances made since 1989. Applications and potential for new training technologies are focusing on fulfilling the NATTC "A" School training requirements.

Front-End Analysis of Modeling and Simulation Requirements - OSI conducted a front-end analysis, examining modeling and simulation requirements for electronic warfare (EW) applications to be delivered via the Aviation Multifunction Electronics Warfare Trainer (AMEWT). OSI developed recommendations and prototype models for upgrading and expanding the modeling provided in the current AMEWT system.

Training Program Support for the French ASTARTE Communications System - Provided management support to the Naval Air Systems Command (PMA271) for the training of French non commissioned officers in the maintenance of airborne communications systems. The program required liaison with the French embassy for logistics associated with the welfare of the French students, and technical interfaces with Naval Maintenance Training Group Detachment instructors. Bilingual translation and PR services provided.

Primary Aircrew Training System (PATS) Training Management Information System (TMIS) - OSI was tasked with the analysis, evaluation and identification of configuration alternatives for the Primary Aircrew Training System (PATS) Training Management Information System (TMIS). Included was the development of recommendations, and functional requirements for the PATS TMIS system, utilizing commercial-off-the-shelf products.

