

## Patriots for Truth

Voices of the American Intelligence Media



CORRUPTION *May 20, 2018* *May 21, 2018*

## Halper: Senior Executive Service Spy.

(<https://patriots4truth.org/2018/05/20/halper-senior-executive-service-spy/>)

Proof from Halper's Institute of World Politics:

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Stefan Halper is a “Career Incumbent” SES employee (proof the SES is *hiding* Halper’s *SES Career Incumbent* association with SES)

Stefan Halper. (Accessed May 20, 2018) (<https://www.fbcoverup.com/docs/library/2018-05-20-Stefan-Halper-Faculty-Biography-The-Institute-of-World-Politics-accessed-May-20-2018.pdf>). Faculty Biography. The Institute of World Politics.

Halper’s Faculty Bio at The Institute of World Politics (<https://www.fbcoverup.com/docs/library/2018-05-20-Stefan-Halper-Faculty-Biography-The-Institute-of-World-Politics-accessed-May-20-2018.pdf>).

- 1980 National Director, Policy Coordination, Reagan-Bush 1980 (presidential campaign)
- 1981-1984 Deputy Assistant Secretary of State for Politico-Military Affairs.
- (Portfolio included China-US relations, Taiwan, non-proliferation, technology transfer, unco

Plum Book 1984 (<https://www.fbcoverup.com/docs/library/1984-11-22-S-Prt-98-286-Plum-Book-Policy-and-Supporting-Positions-Committee-on-Governmental-Affair-US-Senate-98th-Congress-2d-Session-GPO-Nov-22-1984.pdf#page=145>).

Plum Book 1984, p.145 (<https://www.fbcoverup.com/docs/library/1984-11-22-S-Prt-98-286-Plum-Book-Policy-and-Supporting-Positions-Committee-on-Governmental-Affair-US-Senate-98th-Congress-2d-Session-GPO-Nov-22-1984.pdf#page=145>). – Stefan Halper = “.....do.....” = Career Incumbent

BUREAU OF POLITICO-MILITARY AFFAIRS					
Do	Director	Vacant	PL		
Do	do	Temporarily Canceled	SES		
Do	Deputy Director		PL		FSO
Do	Senior Advisor	Career Incumbent	SES		CA
Do	Special Advisor		SES		CA
Do	Principal Deputy Assistant Secretary	do	SES		CA
Do	Director, Office of Policy Analysis	do	SES		CA
Do	Foreign Affairs Officer	David N. Schwartz	B	GS-14	Nov. 1, 1987.
Do	Director, Office of Regional Security Affairs	Career Incumbent	SES		CA
Do	Foreign Affairs Officer	Steven Aoki	B	GS-14	Apr. 1, 1986.

This entry does not identify the name of the person, but instead indicates that the identity is “do”. “Do” presumably means Ditto, although it is not defined. In this context it means a “Career Incumbent”

Plum Book 1984, p. 09 (<https://www.fbcoverup.com/docs/library/1984-11-22-S-Prt-98-286-Plum-Book-Policy-and-Supporting-Positions-Committee-on-Governmental-Affair-US-Senate-98th-Congress-2d-Session-GPO-Nov-22-1984.pdf#page=9>).


#### LEGEND

Incumbent:

Career Incumbent: Incumbent is a career member of the Senior Executive Service or the Foreign Service.

# The Institute of World Politics

Faculty Portal



Programme in 2001. Professor Halper lectures on latter 20th and early 21st Century U.S. foreign policy, US-China relations, China in the World, Anglo-American relations, and contemporary international security issues.

In addition to his position at the Department, Professor Halper was Senior Research Fellow at Magdalene College, Cambridge until October 1, 2011 when he was elected by the Governing Body to a "Life Fellowship."

**Professional Experience**

Halper served in the White House (1971-1977) during the Nixon and Ford Administrations.

- 1971-1973 White House Domestic Council;
- 1973-74 White House Office of Management and Budget. Assist. Director, Management and Evaluation Division
- 1974- January 20, 1977 White House Office of the Chief of Staff. Assistant to the Chief of Staff. (responsibilities included summary and analysis of foreign developments and security issues)
- 1977-79 Legislative Assistant to Senator William Roth (R-Del.) and Special Counsel to the Joint Economic Committee.
- 1979-80 National Director, Policy Development. George H.W. Bush. Presidential campaign
- 1980 National Director, Policy Coordination. Reagan-Bush 1980 (presidential campaign)
- **1981-1984 Deputy Assistant Secretary of State for Politico-Military Affairs.**
- (Portfolio included China-US relations, Taiwan, non-proliferation, technology transfer, unconventional warfare.)

## List Of Contract Actions Matching Your Criteria

Results 1 - 3 of 3 as of May 12, 2018 7:05:52 PM

Award ID (Mod#):	<a href="#">HQ003412C0039</a> (0) <a href="#">(View)</a>	Award Type:	DEFINITIVE CONTRACT
Vendor Name:	<a href="#">HALPER, STEFAN</a>	Contracting Agency:	<a href="#">WASHINGTON HEADQUARTERS SERVICES (WHS)</a>
Date Signed:	May 30, 2012	Action Obligation:	\$197,625.67
Referenced IDV:		Contracting Office:	<a href="#">WASHINGTON HEADQUARTERS SERVICES</a>
NAICS (Code):	RESEARCH AND DEVELOPMENT IN THE SOCIAL SCIENCES AND HUMANITIES ( <a href="#">541720</a> )	PSC (Code):	SUPPORT- PROFESSIONAL: OTHER ( <a href="#">R499</a> )
Vendor City:	GREAT FALLS	Vendor DUNS:	<a href="#">078459148</a>
Vendor State:	VA	Vendor ZIP:	<a href="#">220663224</a>
Global Vendor Name:	<a href="#">HALPER STEFAN</a>	Global DUNS Number:	<a href="#">078459148</a>

Award ID (Mod#):	<a href="#">HQ003416P0148</a> (0) <a href="#">(View)</a>	Award Type:	PURCHASE ORDER
Vendor Name:	<a href="#">HALPER, STEFAN</a>	Contracting Agency:	<a href="#">WASHINGTON HEADQUARTERS SERVICES (WHS)</a>
Date Signed:	September 27, 2016	Action Obligation:	\$282,295
Referenced IDV:		Contracting Office:	<a href="#">WASHINGTON HEADQUARTERS SERVICES</a>
NAICS (Code):	RESEARCH AND DEVELOPMENT IN THE SOCIAL SCIENCES AND HUMANITIES ( <a href="#">541720</a> )	PSC (Code):	SPECIAL STUDIES/ANALYSIS- FOREIGN/NATIONAL SECURITY POLICY ( <a href="#">B549</a> )
Vendor City:	GREAT FALLS	Vendor DUNS:	<a href="#">078459148</a>
Vendor State:	VA	Vendor ZIP:	<a href="#">220663224</a>
Global Vendor Name:	<a href="#">HALPER STEFAN</a>	Global DUNS Number:	<a href="#">078459148</a>

Award ID (Mod#):	<a href="#">HQ003418P0148</a> (P00001) <a href="#">(View)</a>	Award Type:	PURCHASE ORDER
Vendor Name:	<a href="#">HALPER, STEFAN</a>	Contracting Agency:	<a href="#">WASHINGTON HEADQUARTERS SERVICES (WHS)</a>
Date Signed:	July 26, 2017	Action Obligation:	\$129,280
Referenced IDV:		Contracting Office:	<a href="#">WASHINGTON HEADQUARTERS SERVICES</a>
NAICS (Code):	RESEARCH AND DEVELOPMENT IN THE SOCIAL SCIENCES AND HUMANITIES ( <a href="#">541720</a> )	PSC (Code):	SPECIAL STUDIES/ANALYSIS- FOREIGN/NATIONAL SECURITY POLICY ( <a href="#">B549</a> )
Vendor City:	GREAT FALLS	Vendor DUNS:	<a href="#">078459148</a>
Vendor State:	VA	Vendor ZIP:	<a href="#">220663224</a>
Global Vendor Name:	<a href="#">HALPER STEFAN</a>	Global DUNS Number:	<a href="#">078459148</a>

All Roads Lead to the Queen (<https://youtu.be/xOZcFRdnsoo>).



Stefan Halper is Senior Executive Service  
([https://patriots4truth.org/2018/05/19/who-is-](https://patriots4truth.org/2018/05/19/who-is-stephan-halper/)  
[stephan-halper/](https://patriots4truth.org/2018/05/19/who-is-stephan-halper/))

2 Comments (<https://patriots4truth.org/2018/05/20/halper-senior-executive-service-spy/#comments>)

2 thoughts on “Halper: Senior Executive Service Spy”

**Autonomous Collective** says:

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May 20, 2018 at 10:47 pm

I'm now convinced we live in a PLUTOCRACY.

plu·toc·ra·cy

ploo'täkräsē

noun

government by the wealthy.

a country or society governed by the wealthy.

plural noun: plutocracies

an elite or ruling class of people whose power derives from their wealth.

Reply →

**Ri-chard** says:

May 21, 2018 at 6:55 pm

Dear AIM

Will you let your readers know of the hard stuff instead of the diversion reporting on SES and SERCO? After all Field McConnell has been reporting on that for years.

Example of the hard stuff to except.

UNITED STATES OF AMERICA SI 1984/1817

SOCIAL SECURITY (UNITED STATES OF AMERICA) ORDER 1984

Supplement No. 99 [June 2012] 10.8221

1984 No. 1817

SOCIAL SECURITY

The Social Security (United States of America)

Order 1984

Made – – – – 22nd November 1984

Coming into Operation

Articles 1 and 2 1st January 1985

Article 3 1st January 1988

[Under S.I. 1988/591, any provision in the following Order relating to the calculation of widow's allowance under U.K. legislation includes a reference to a widow's payment under U.K. legislation.]

[Under art. 2 of SI 1995/767 the SSC&B Act 1996 (c. 4), the SSA Act 1992 (c. 5) and the Jobseekers Act 1995 (c. 18) are modified so that the effect can be given to the proposal that any references in the Agreement set out in Sch. 1 to this Order, to sickness benefit, invalidity benefit or invalidity pension under UK legislation shall include short-term incapacity benefit or long-term incapacity benefit and to the proposal that any provisions relating to the calculation or payment of the former benefits apply also to the appropriate latter benefit.]

[Under Art. 2 of S.I. 2012/360 the SS Admin Act 1992 (c. 5), the SS Conts and Bens Act 1992 (c. 4), and Part 1 of the Welfare Reform Act 2007 (c. 5) are modified so that the effect can be given to the proposal that any references to invalidity benefit or invalidity pension under UK legislation, shall include a reference to employment and support allowance which is a contributory allowance awarded by virtue of the Employment and Support Allowance (Transitional Provisions, Housing Benefit and Council Tax Benefit) (Existing Awards) (No. 2) Regulations



## Additional Research Topics Federal Project

Award \$24.6M No Due Date Last active 9 months ago

Federal contract opportunity HQ0034-ONA-13-BAA-0001 for research and development in the social sciences and humanities at Washington Headquarters Services WHS, Acquisition Directorate.

Overview

Activity 36

Federal contract opportunity HQ0034-ONA-13-BAA-0001 for research and development in the social sciences and humanities at Washington Headquarters Services WHS, Acquisition Directorate.

Due Not available  
Solicitation Number HQ0034-ONA-13-BAA-0001  
Contract Number(s) HQ0034-14-C-0075, HQ0034-14-P-0148, HQ0034-14-D-0017-0001, HQ0034-14-C-0015, HQ0034-14-C-0089, HQ0034-15-C-0091, HQ0034-15-C-0102, HQ0034-15-C-0112, HQ0034-15-P0116, HQ0034-15-C-0066, HQ0034-15-D-0021, HQ0034-15-C-0048, HQ, HQ003415-C-0047, HQ0034-15-C-0096, HQ0034-15-C-0110, HQ0034-15-C-0101, HQ0034-16-P-0114, HQ0034-16-P-0114(), HQ0034-16-P-0118, HQ003417P0078, hq003417p0013, HQ003417P0103, HQ003417C0070, HQ003417C0058, HQ003417C0068, HQ003417P0060, HQ003417C0078  
Additional Info Link None listed  
Set-Aside No Set-Aside Used

Contact(s) Rodney Johnson, Maryam Fatima  
Category Research and Development in the Social Sciences and Humanities  
Agency Other Defense Agencies  
Office Washington Headquarters Services  
Location WHS, Acquisition Directorate

Awarded Vendor(s) Halper, Stefan Great Falls VA, Hudson Institute, Inc. Washington DC, Center For Strategic And Budgetary Assessments Washington DC (DBA Csba), Center For A New American Security Inc. Washington DC (DBA Cnas), IHS International LC Charlottesville VA, Booz Allen Hamilton Inc. Mclean VA, Dynamis, Inc. Fairfax VA, The Johns Hopkins University Baltimore MD, The Project 2049 Institute Arlington VA, SPR Inc. Alexandria VA, Stratevarious, LLC Washington VA, Center For Strategic And International Studies Inc Washington DC (DBA Csis), Solarium LLC Leesburg VA, The Atlantic Council Of The United States, Inc. Washington DC (DBA Atlantic Council)

Synopses Tue, Oct 20, 2015 11:13 AM

The contractor would undertake a one year study on a topic selected by the Office of Net Assessment from the following proposed list of topics or another topic of interest to ONA:

- 1884-1909 - Era of Industrial and Strategic Evolution.
- The 1950s - Combining the power of the atom, rockets, and inertial navigation.
- We Are Great Britain, China is US.
- Mahan on Space - Leveraging the conceptualization of seapower to define space as an area of competition.
- Robert A. Lovett - A study of strategic large organization management.

The contractor would produce one 40-50 page paper in the base year with options to initiate further studies in two option years focusing on various key aspects of the central problem identified in this proposal. To inform these analyses, the contractor would survey the available literature, consult with key experts and officials, and elicit insights and vet findings. The contractor would complete the project within 12 months of the date of contract award.

Thu, Oct 15, 2015 3:29 PM

The ultimate goal of the "Speaking Truth to Nonproliferation" project is to identify the current obstacles to earlier and closer cooperation between nuclear nonproliferation intelligence and policy making officials to avoid bad futures well before they become inevitable. In a number of cases our intelligence was clear enough but there was a reluctance to ruffle the diplomatic waters unless absolutely necessary, or to risk other aspects of an international relationship, with the result that the window for effective U.S. action closed. What then happens is that, in the case of friendly states, we rationalize that there is nothing much we can do and default to a general acquiescence in things-as-they-are. In the case of unfriendly states-North Korea, Iran, Syria-the discussion turns quickly to military action. NPEC believes there is much to be learned from a detailed historical analysis about avoiding the either-or of acquiescence or resort to military action.

Thu, Oct 15, 2015 3:14 PM

The objective of this project is to frame, assess, and understand potential boundary alterations in the Middle East and North Africa over the next twenty years and their potential for affecting U.S. national security and military strength or activity in the region.

The topics to be analyzed are:

1. Desired boundaries by major State and non-State actors within the Middle East and North Africa, including potential alliance, proxy, and affiliation boundaries;
2. Consideration of what boundaries might in fact result from those realized desires; and,
3. The implications of such boundaries for the U.S. on security, stability and force projection.

[Thu, Oct 15, 2015 3:03 PM](#)

This project will examine the present character and future impact of the current conflict between Sunni and Shiite Islam within the Greater Middle East in the light of its historical roots and antecedents. It will apply that perspective to future situations and challenges that may be faced by U.S. armed forces in the region. Overall it would seek to describe the variety of environments and their dynamic in which American forces might have to respond in the defense of American interests.

[Thu, Oct 15, 2015 2:47 PM](#)

The contractor would undertake a one-year (with an option year) multi-disciplined study, leveraging open source and classified materials as well as products derived from conferences and workshops to produce five analytical products focused on various aspects of precision strike regimes. CNAS will conduct one conference and two workshops in the base year and one conference and one workshop in the option year. Travel for military trade show, professional conference attendance, research, interviews, and on-site inspection is also required. The contractor would complete the first three tasks within 12 months of the date of contract award (the base year) and the remaining two tasks within 24 months of the date of contract award (the option year).

[Thu, Oct 15, 2015 2:38 PM](#)

The contractor would undertake a one-year (with an option year) multi-disciplined study, leveraging open source and classified materials as well as products derived from conferences and workshops to produce five analytical products focused on various aspects of precision strike regimes. CNAS will conduct one conference and two workshops in the base year and one conference and one workshop in the option year. Travel for military trade show, professional conference attendance, research, interviews, and on-site inspection is also required. The contractor would complete the first three tasks within 12 months of the date of contract award (the base year) and the remaining two tasks within 24 months of the date of contract award (the option year).

[Wed, Oct 7, 2015 9:23 AM](#)

Examine Russia's Hybrid Threat Tactics

[Wed, Oct 7, 2015 9:07 AM](#)

Scooter Libby - Fostering Strategic Thinking Outside of Government

[Mon, Sep 29, 2014 3:38 PM](#)

This study will conduct future space wargames.

[Thu, Sep 25, 2014 4:35 PM](#)

This study will address Great State, Great Power

[Tue, Aug 5, 2014 11:37 AM](#)

This study will address Power Projection in a Mature Precision Strike Regime.

[Previous Synopsis](#)

This study will address US Strategic Posture in a Proliferating World.

[Previous Synopsis](#)

This award is an indefinite delivery, indefinite quantity contract for CSBA for a proposed series of studies with an ordering period of 5 years including the base and all options.

[Previous Synopsis](#)

This study will address the art and practice of National Security Strategy.

[Previous Synopsis](#)

This study will address China in the year 2030 to meet the needs of the Director, Net Assessments.

[Previous Synopsis](#)

This publication constitutes a Broad Agency Announcement (BAA) as contemplated in Federal Acquisition Regulation (FAR) 6.102(d)(2). A formal Request for Proposal (RFP), solicitation and/or additional information regarding this announcement will not be issued. Request for same will be disregarded. This BAA is issued by Washington Headquarters Services, Acquisition Directorate on behalf of the Office of the Director, Net Assessments. The community of interest for this BAA is the Office of the Director, Net Assessments. The WHS/AD will not issue paper copies of this announcement. The Government reserves the right to select for award all, some or none of the proposals in response to this announcement. The Government reserves the right to fund all, some or none of the proposals received under this BAA. The Government provides no funding for direct reimbursement of proposal development costs. Technical and cost proposals (or any other material) submitted in response to this BAA will not be returned. It is the policy of the WHS/AD to treat all proposal as sensitive competitive information and to disclose their contents only for the purposes of evaluation. FOR A COMPLETE DESCRIPTION AND TO VIEW ENTIRE BAA, PLEASE SEE ATTACHED FILE ENTITLED, BAA - RESEACH AND STUDIES FOR THE TASK FORCE FOR BUSINESS AND STABILITY OPERATIONS. FOR RESPONSE DATES, PLEASE SEE ATTACHED FILE ENTITLED, BAA - RESEARCH AND STUDIES FOR THE TASK FORCE FOR BUSINESS AND STABILITY OPERATIONS UNDER THE SCHEDULE OF CUT-OFF DATES SECTION.

[Previous Synopsis](#)

This publication constitutes a Broad Agency Announcement (BAA) as contemplated in Federal Acquisition Regulation (FAR) 6.102(d)(2). A formal Request for Proposal (RFP), solicitation and/or additional information regarding this announcement will not be issued. Request for same will be disregarded. This BAA is issued by Washington Headquarters Services, Acquisition Directorate on behalf of the Office of the Director, Net Assessments. The community of interest for this BAA is the Office of the Director, Net Assessments. The WHS/AD will not issue paper copies of this announcement. The Government reserves the right to select for award all, some or none of the proposals in response to this announcement. The Government reserves the right to fund all, some or none of the proposals received under this BAA. The Government provides no funding for direct reimbursement of proposal development costs. Technical and cost proposals (or any other material) submitted in response to this BAA will not be returned. It is the policy of the WHS/AD to treat all proposal as sensitive competitive information and to disclose their contents only for the purposes of evaluation. FOR A COMPLETE DESCRIPTION AND TO VIEW ENTIRE BAA, PLEASE SEE ATTACHED FILE ENTITLED, BAA - RESEACH AND STUDIES FOR THE TASK FORCE FOR BUSINESS AND STABILITY OPERATIONS. FOR RESPONSE DATES, PLEASE SEE ATTACHED FILE ENTITLED, BAA - RESEARCH AND STUDIES FOR THE TASK FORCE FOR BUSINESS AND STABILITY OPERATIONS UNDER THE SCHEDULE OF CUT-OFF DATES SECTION.



Federal contract opportunity HQ0034-ONA-13-BAA-0001 for research and development in the social sciences and humanities at Washington Headquarters Services WHS, Acquisition Directorate.

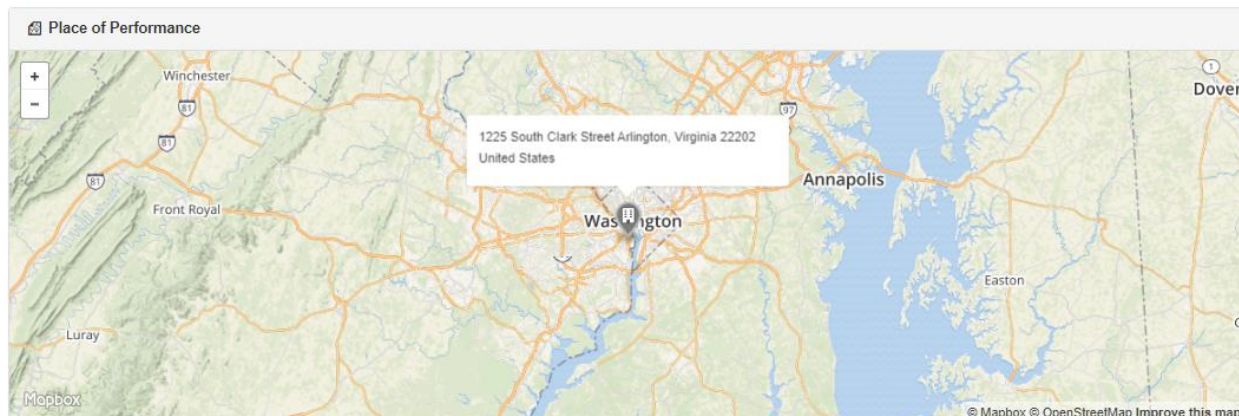
GovTribe

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Contracts				
IDV HQ003415D0021	Ends: 7/13/2020	Long Term Strategy Group, LLC Washington DC (DBA Ltsg)	Obligated: 57%	Funding Status: Funded as Executed Offers Received: 17 <b>\$3.9m</b>
Award HQ003415C0091	Ends: 9/29/2018	Dynamis, Inc. Fairfax VA	Obligated: 60%	Funding Status: Funded as Executed Offers Received: 1 <b>\$2.9m</b>
Award HQ003415D0021-HQ003417F0499	Ends: 9/24/2018	Long Term Strategy Group, LLC Washington DC (DBA Ltsg)	Obligated: 12%	Funding Status: Funded as Executed Offers Received: 17 <b>\$138.3k</b>
Award HQ003415D0021-0004	Ends: 7/31/2018	Long Term Strategy Group, LLC Cambridge MA (DBA Ltsg)	Obligated: 100%	Funding Status: Fully Funded Offers Received: 17 <b>\$1m</b>
Award HQ003417C0078	Ends: 7/30/2018	The Atlantic Council Of The United States, Inc. Washington DC (DBA Atlantic Council)	Obligated: 100%	Funding Status: Fully Funded Offers Received: 5 <b>\$148.8k</b>
Award HQ003415D0021-HQ003417F0328	Ends: 7/30/2018	Long Term Strategy Group, LLC Cambridge MA (DBA Ltsg)	Obligated: 100%	Funding Status: Fully Funded Offers Received: 17 <b>\$120.4k</b>
Award HQ003417C0058	Ends: 7/30/2018	Dynamis, Inc. Fairfax VA	Obligated: 19%	Funding Status: Funded as Executed Offers Received: 9 <b>\$176.1k</b>
Award HQ003415D0021-HQ003417F0353	Ends: 7/30/2018	Long Term Strategy Group, LLC Cambridge MA (DBA Ltsg)	Obligated: 20%	Funding Status: Funded as Executed Offers Received: 17 <b>\$375.4k</b>
Award HQ003417C0070	Ends: 7/25/2018	Stratevarious, Inc. Grand Rapids MI	Obligated: 46%	Funding Status: Funded as Executed Offers Received: 13 <b>\$143.2k</b>
Award HQ003417C0068	Ends: 7/25/2018	Center For Strategic And International Studies Inc Washington DC (DBA Csis)	Obligated: 100%	Funding Status: Fully Funded Offers Received: 17 <b>\$152.8k</b>

Files		
Package	File	Description
Modification 2	<a href="#">13-BAA-0001_Amendment_3.pdf</a>	The purpose of this amendment is to: 1.Eliminate hard-copy proposal submis...
Modification 1	<a href="#">2013_BAA_v2.0_Amendment_2.docx</a>	The purpose of this amendment is to added two new research opportunity desc...
Amendment 1	<a href="#">2013_BAA_v2.0_Amendment_1.docx</a>	Amended Broad Agency Announcement on 6/19/2014
Amendment 1	<a href="#">KTR_EXPENSE_BREAK_DOWN.xlsx</a>	Required expense reporting sheet
Broad Agency Announcement	<a href="#">HQ0034-ONA-13-BAA-0001.pdf</a>	Broad Agency Announcement for the Office of the Director, Net Assessments.

These PDF files follow.



**BROAD AGENCY ANNOUNCEMENT: HQ0034-ONA-13-BAA-0001**

This publication constitutes a Broad Agency Announcement (BAA) in accordance with (IAW) Federal Acquisition Regulation (FAR) Part 35.016 and FAR 6.102(d) (2). A formal Request for Proposal (RFP), solicitation and/or additional information regarding this announcement will not be issued. This BAA is issued by Washington Headquarters Services, Acquisition Directorate (WHS/AD) on behalf of the Office of Net Assessment, Office of the Secretary of Defense. The community of interest for this BAA is the Office of Net Assessment, Office of the Secretary of Defense.

WHS/AD will not issue paper copies of this announcement. The Government reserves the right to select for award all, some, or none of the proposals in response to this announcement. The Government reserves the right to fund all, some or none of the proposals received under this BAA. The Government provides no funding for direct reimbursement of proposal development costs. Technical and cost proposals (or any other material) submitted in response to this BAA will not be returned. WHS/AD will treat all proposals as sensitive competitive information and disclose their contents only for the purposes of evaluation.

**I. ELIGIBILITY INFORMATION**

This BAA is open to all profit and non-profit businesses as well as institutions of higher education. All business entities may submit a proposal, which will be considered by the Government.

All offerors are required to be registered in the System for Award Management (SAM). Information on SAM registration is available at <https://www.sam.gov/portal/public/SAM>.

**II. GENERAL INFORMATION**

**II.1. Agency Name:**

Washington Headquarters Services, Acquisition Directorate  
Enterprise Analysis & Studies Division  
1225 S. Clark Street  
Suite 910  
Arlington, VA 22202

**II.2. Research Opportunity Title and Program Name:**

Research and Studies for the Office of Net Assessment (OSD/NA)

**II.3. Research Opportunity Number:** HQ0034-ONA-13-BAA-0001

**II.4. Response Dates:**

Proposals will be accepted for a period of five years on a bi-monthly basis beginning June 17, 2013 and ending on June 12, 2018. (See paragraph VIII of this announcement for proposal cut-off dates)

## **II.5. Questions and Communications:**

All questions should be directed via e-mail to the following contacts:

Email: [majesta.hartley@whs.mil](mailto:majesta.hartley@whs.mil) and [matthew.trangenstein@whs.mil](mailto:matthew.trangenstein@whs.mil)

## **III. RESEARCH OPPORTUNITY DESCRIPTION**

The Office of Net Assessment conducts and sponsors analyses that compare the standing, trends, and future prospects of U.S. and foreign military capability and military potential. Priority is given to assessing aspects of the security environment and parts of the world that are likely to change in the future, and that may present threats or opportunities to the U.S. Assessments may focus on specific theaters, regions, functions, mission areas, major weapons categories, doctrine, etc., as well as on demographic, economic, and political developments that may affect the power and strategies of nations.

**Objective and Areas of Interest:** The Office of Net Assessment seeks proposals that respond to the following areas of interest. Proposals will be considered that undertake comprehensive approaches to one or more of the following areas, or that investigate one or more particular aspect(s) or case(s) that belong to the broader areas listed below:

**1. Future Naval Warfare:** OSD/NA is interested in proposals to study the changing character of military competition on and under the surface of the sea. The increasing sophistication and proliferation of long-range anti-ship location and strike systems may make surface naval vessels considerably more vulnerable over the decades ahead. This may affect not just U.S. forces, but any nation seeking to project or sustain naval power. Under the sea, trends in instrumentation and the development of undersea infrastructure may change the character of the undersea competition and may have an impact on the current U.S. superiority in undersea warfare. Of particular interest is an assessment of the future undersea competition accounting for current and emerging trends in nation-state and non-nation state objectives, associated operating concepts, and advances in commercial, scientific, and military technology. This could include studies that illuminate future strategic opportunities and vulnerabilities, including the potential for new or expanded DoD roles, in the undersea environment.

**2. Proliferated world:** OSD/NA is interested in proposals exploring heuristic, future security environments marked by varying degrees of nuclear proliferation. Of specific interest are the effect of greater nuclear proliferation on the US Government's ability to execute its overall national security policy, the ability of the US military to accomplish missions assigned to it (in particular DoD's ability to project force when directed by the National Command Authority), the role of Ballistic Missile Defense/Air Defense, the viability of US nuclear forces in a new nuclear environment, and the continued ability of the US to deter aggression against the homeland, our forces, and our Allies. Of additional interest is the influence of greater nuclear proliferation on the military programs, including nuclear, of third actors, changes, if any, in risk perception/management by key players in regional military balances, changes in deterrent postures and practices of regional

powers in a proliferated environment, and changes in dynamic of conflict in environments where proliferation already has occurred.

**3. Space:** OSD/NA is interested in space as an area of military competition that is or may be undergoing significant change. The growing role of commercial space assets, many replicating traditional military capabilities, is opening this area to new competitors. Other powers are also developing substantial space programs with major, though uncertain, military implications. OSD/NA is interested in studies and analyses of the changing competition, possible scenarios, and the characteristics of new and emerging competitors as they relate to space as an area of military competition.

**4. Sustaining Current Areas of U.S. Advantage:** OSD/NA is interested in diagnoses of specific areas of military competition in which the United States has or might plausibly develop a position of considerable competitive advantage. This includes assessments of trends - technological, political, economic, military, and others - that may fundamentally change the character of the competition or substantially alter the competitive position of the United States or other actors. OSD/NA is also interested in analyses of emerging areas of military competition in which the United States may want to develop positions of advantage, as well as strategies that the Department of Defense might plausibly pursue.

**5. History (Military):** OSD/NA is interested in studies on historical topics of interest to the Department of Defense, with a particular emphasis on military history. This includes but is not limited to the history of specific campaigns, both ancient and modern, particularly in Asia or the Middle East; histories of ancient empires; histories of religious warfare; and histories of the development of new technologies, operational concepts, and doctrine.

**6. Precision Strike:** OSD/NA is interested in studies, wargames, and other analytic efforts exploring the potential future maturation and proliferation of technologies and concepts associated with precision strike, including reconnaissance, command and control, and weapon delivery systems of both long- and short-range. OSD/NA is interested in efforts that examine how the maturation and proliferation of precision strike may bring changes in the character of warfare over the next 20-40 years, as well as the broad strategic implications of these changes in warfare, including changes for the United States as well as potential competitors. OSD/NA is also interested in assessments of possible competitors who may enter the precision strike competition, including their strengths, weaknesses, and their ambitions in this emerging area of military competition.

**7. Additional Research Topics:** Proposals on other germane topics may be of interest. These proposals could address aspects of the future security environment, or possible alternative futures that may affect the shape and character of geostrategic competition. They might also propose analyses that compare the standing, trends, and future prospects of US and foreign military capability and military potential, or assess underlying factors with important effects on those issues, and that are not covered in the topics listed above.

#### **IV. AWARD INFORMATION:**

**IV.1. Period of Performance:** The period of performance of the awards typically ranges from one to five years. Options will be considered at the government's discretion.

#### **IV.2. Instrument Type:**

The type of funding instrument selected by the Government may be a contract, grant or cooperative agreement. Award may be made consistent with 10 U.S.C. 2358, 10 U.S.C. 2361, and 10 U.S.C. 2374(a). Contract type and funding arrangements are at the discretion of the Government.

Offerors who desire to submit a stream of related proposals or multiple proposals in different BAA areas of interest throughout the life of the BAA solicitation may propose an Indefinite Delivery, Indefinite Quantity (IDIQ) type contractual arrangement. IDIQ proposal should be submitted separately from orders for tasks based on the intention to submit a significant number of proposals across the life of this BAA.

If the government awards an IDIQ contract as a result of the contractor's proposal, only projects submitted as proposals under the BAA solicitation will be awarded as task orders on the IDIQ. All contract types and contractual arrangements are at the discretion of the Government. The preferred contract type is firm fixed priced contract with costs for travel as a reimbursable item. If option years are appropriate for the project being submitted, the offeror may propose and price project tasks and deliverables for option years, so long as the term of those option years does not extend past the term of the IDIQ.

#### **V. SUBMISSION OF PROPOSAL**

##### **V.1. Proposal Submission**

The due date for proposals delivered to 1225 S. Clark St., Ste. 910, Arlington, VA 22202 is no later than 1 p.m. (EST) on the dates listed in the schedule under paragraph VIII of this announcement. All proposals must state clearly which specific proposal cut-off date and area of interest that the proposal is being submitted to.

##### **V.2. Address for Proposal Submission:**

The delivery address for proposals is:

WHS/Acquisition Directorate  
ATTN: Majesta Hartley/ Matthew Trangenstein  
1225 S. Clark Street, Suite 910  
Arlington VA 22202

WHS/Acquisition Directorate  
ATTN: Majesta Hartley/Matthew Trangenstein  
1155 Defense Pentagon  
Washington, D.C. 20301-1155

NOTE: If delivery is made the 2<sup>nd</sup> address (Defense Pentagon) actual delivery will be made 1-3 days after cut-off date but must be postmarked by the due date to be considered timely. Due to the



difficulties in receiving regular mail, offerors are encouraged to use U.S. postal service overnight or a delivery service. Proposals submitted by fax or e-mail will not be accepted nor considered.

1225 S. Clark St., Ste. 910 deliveries- Please contact one of the two people below at least 30 minutes before delivery to coordinate delivery of proposals:

Majesta Hartley	Matthew Trangenstein
703-545-8993	703-545-3582

**V.3. Validity of Proposals:** Offerors must state the period which the proposal will be valid. All proposals shall be valid for a period of 12 months or longer from the date of submission.

**V.4. Content and Format of Proposals**

V.4.1. Marking of proposals for classified/proprietary information: The proposals submitted in response to this BAA are expected to be unclassified. The proposal submissions will be protected from unauthorized disclosure in accordance with FAR 15.207(b), applicable law, and DoD regulations. Offerors are expected to appropriately mark each page of their submission that contains proprietary information. The proposal should include a severable, self-standing Statement of Work, which contains only unclassified information and does not include any proprietary restrictions.

V.4.2. Important Note: Titles given to the proposals should be descriptive of the work they cover and not be merely a copy of the title of this solicitation.

V.4.3. Format of Proposals:

V.4.3.1. Number of Pages: Content of Technical proposal shall not be more than 30 pages. No page limit on content of Cost proposal.

V.4.3.2. Number of Copies: Five hard copies (one (1) original and four (4) copies) and two (2) electronic copies on CD-ROM, (in Microsoft Word or Excel).

V.4.3.3. Accepted Format: The Technical Proposal shall be submitted in Microsoft Word. The Cost Proposal shall be submitted in Microsoft Word and/or Microsoft Excel. All Excel spreadsheets shall contain formulas. The Word files shall not be zipped or otherwise condensed. Staying true to the Department of Defense Green Procurement Strategy and promoting environmental stewardship-The Government does not desire the proposal submissions to be in binders, nor is it necessary. All aforementioned copies shall be submitted bound in an economical manner.

**V.5. Content of Technical Proposals:**

The technical proposal should include the following sections, at a minimum, each starting on a new page.

V.5.1. Title page: (Not included in page limitations.) This should include the words “Technical Proposal” and the following:

- BAA number;
- Title of proposal;
- Date submitted;
- Identity of Offeror;
- Principal Investigator, (name, phone, fax, e-mail)
- Business contact; (name, phone, fax, e-mail); and,
- Duration of effort
- Area of interest

V.5.2. Technical Approach and Deliverables: A detailed description of the approach planned, results targeted and products to be delivered. Definitions of deliverables (i.e., Manuscript, Report, Wargame) should be included in this section of the technical approach. Deliverables should also be identified in the Cost Proposal, and costs should be distributed among them appropriately.

V.5.3. Statement of Work: A Statement of Work (SOW) clearly detailing the scope and objectives of the effort; tasks to be completed; the technical approach; and deliverables. It is anticipated that the proposed SOW will be incorporated as an attachment to the resultant award instrument. To this end, such proposals must include a severable self-standing SOW without any proprietary restrictions, which can be included in the contract award instrument. Include a detailed listing of the technical tasks/subtasks and deliverables anticipated, organized by year, if applicable.

V.5.4. Qualifications: A discussion of previous accomplishments and work in this, or closely related areas, and the qualifications of the investigators. Key personnel resumes should be attached to the proposal and will not count toward the page limitations.

## **V.6. Content of Cost Proposals:**

The cost proposal should include a detailed breakdown of all costs by cost category by calendar/fiscal year. All cost proposals should provide a breakdown of chargeable costs based strictly on deliverables. The following cost areas should be included, if applicable for derivation of pricing:

V.6.1. Direct Labor: Individual labor category or person, with associated labor hours and unburdened direct labor rates;

V.6.2. Indirect Costs: Fringe Benefits, Overhead, G&A, etc.

V.6.3. Travel: Destination, number of trips, number of days per trip, departure and arrival destinations, number of people, etc. Recognition that travel receipts will be submitted in the format of the form attached to this BAA.

V.6.4. Consultant: Provide consultant agreement or other document which verifies the proposed daily/hourly rate. Consultant rates for contracts issued under this BAA shall not exceed \$187.50 per hour (Max daily rate of \$1,500.00).

V.6.5. Other Direct Costs: should be itemized with costs or estimated costs.

## **VI. INFORMATION ON EVALUATION**

All proposal submissions will be evaluated through a technical/scientific/cost decision process with technical and scientific considerations being more important than cost. Even though cost is of less importance than the technical and scientific factors combined, it will be considered in the overall evaluation. The degree of its importance will increase with the degree of equality of the proposals in relation to the other factors on which selection is to be based, or when the cost is so significantly high as to diminish the value of the technical superiority to the Government. Evaluation Criteria 1-3 are listed in descending order of priority. Any sub-criteria listed under a particular criterion are of equal importance to each other.

VI.1. Potential contribution to ONA's mission and Department of Defense concerns

VI.1.1. The degree of innovation

VI.1.2. The soundness and feasibility of technical approach

VI.1.3. The offeror's understanding of the problem and the technical effort needed to address the problem

VI.2. Offeror's capabilities, related experience, and past performance, including the qualifications, capabilities, and experience of the proposed personnel

VI.2.1. The quality of technical personnel proposed

VI.2.2. The offeror's experience in relevant efforts with similar resources

VI.2.3. The ability to manage the proposed effort

VI.3. The realism of the proposed cost

VI.3.1. Total cost relative to benefit

VI.3.2. Realism of cost levels for facilities and staffing

## **VII. NEGOTIATION AND AWARD OF PROPOSALS**

The Government may award/ select proposals with or without negotiations. The Government may ask for additional information/clarification of the proposal at the discretion of the Government. Awards may be made subject to availability of funds IAW FAR 232.18, Availability of Funds and FAR 232.19, Availability of Funds for the Next Fiscal Year. No further awards will be made after June 12, 2019 or sooner if this BAA solicitation is amended to change the final date. Proposals submitted in response to this BAA will not be returned. The Government will not inform nor notify of the unselected/unaccepted proposals; offerors are hereby informed that the submitted proposal(s) will not be considered nor accepted for award after one year (12 twelve months) from the date of submission cutoff date unless notified otherwise by the Government.

**VIII. SCHEDULE OF PROPOSAL RECEIPT CUT-OFF DATES**

- a) June 17, 2013(only submission date to be considered for funding using FY13 funds)
- b) October 15, 2013
- c) December 17, 2013
- d) February 25, 2014
- e) April 22, 2014
- f) June 24, 2014 (final submission date to be considered for funding using FY14 funds)
- g) October 14, 2014
- h) December 16, 2014
- i) February 24, 2015
- j) April 21, 2015
- k) June 23, 2015 (final submission date to be considered for funding using FY15 funds)
- l) October 20, 2015
- m) December 15, 2015
- n) February 23, 2016
- o) April 19, 2016
- p) June 21, 2016 (final submission date to be considered for funding using FY16 funds)
- q) October 18, 2016
- r) December 20, 2016
- s) February 21, 2017
- t) April 25, 2017
- u) June 20, 2017 (final submission date to be considered for funding using FY17 funds)
- v) October 24, 2017
- w) December 19, 2017
- x) February 20, 2018
- y) April 24, 2018
- z) June 12, 2018 (final submission date to be considered under this BAA)

ATTACHMENT: Required Form for Submission of Travel Receipts

Support for Contract:  
Employee/Consutant:  
Reason:  
Invoice #

Lodging  
Tax  
Per Diem  
Airfare  
TOTAL \$ -

LODGING		
Date	Name	Amount

TOTAL \$ -

PER DIEM						
Date	From	To	Location	Lodging	Meals	Incidental

TOTAL \$ - \$ -

AIR FARE			
Date	From	To	Amount

TOTAL \$ -

MISC.		
Date	Explanation:	Amount

MILEAGE					
Date:	From	To	Miles	Rate	AMOUNT

TOTAL

NOTES					
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**BROAD AGENCY ANNOUNCEMENT: HQ0034-ONA-13-BAA-0001**

This publication constitutes a Broad Agency Announcement (BAA) in accordance with (IAW) Federal Acquisition Regulation (FAR) Part 35.016 and FAR 6.102(d) (2). A formal Request for Proposal (RFP), solicitation and/or additional information regarding this announcement will not be issued. This BAA is issued by Washington Headquarters Services, Acquisition Directorate (WHS/AD) on behalf of the Office of Net Assessment, Office of the Secretary of Defense. The community of interest for this BAA is the Office of Net Assessment, Office of the Secretary of Defense.

WHS/AD will not issue paper copies of this announcement. The Government reserves the right to select for award all, some, or none of the proposals in response to this announcement. The Government reserves the right to fund all, some or none of the proposals received under this BAA. The Government provides no funding for direct reimbursement of proposal development costs. Technical and cost proposals (or any other material) submitted in response to this BAA will not be returned. WHS/AD will treat all proposals as sensitive competitive information and disclose their contents only for the purposes of evaluation.

**I. ELIGIBILITY INFORMATION**

This BAA is open to all profit and non-profit businesses as well as institutions of higher education. All business entities may submit a proposal, which will be considered by the Government.

All offerors are required to be registered in the System for Award Management (SAM). Information on SAM registration is available at <https://www.sam.gov/portal/public/SAM>.

**II. GENERAL INFORMATION**

**II.1. Agency Name:**

Washington Headquarters Services, Acquisition Directorate  
Enterprise Analysis & Studies Division  
1225 S. Clark Street  
Suite 910  
Arlington, VA 22202

**II.2. Research Opportunity Title and Program Name:**

Research and Studies for the Office of Net Assessment (OSD/NA)

**II.3. Research Opportunity Number:** HQ0034-ONA-13-BAA-0001

**II.4. Response Dates:**

Proposals will be accepted for a period of five years on a bi-monthly basis beginning June 17, 2013 and ending on June 12, 2018. (See paragraph VIII of this announcement for proposal cut-off dates)

## II.5. Questions and Communications:

All questions should be directed via e-mail to the following contacts:

Email: [maryam.fatima.civ@mail.mil](mailto:maryam.fatima.civ@mail.mil); [toyia.s.lewis2.civ@mail.mil](mailto:toyia.s.lewis2.civ@mail.mil); and [matthew.o.trangenstein.civ@mail.mil](mailto:matthew.o.trangenstein.civ@mail.mil)

## III. RESEARCH OPPORTUNITY DESCRIPTION

The Office of Net Assessment conducts and sponsors analyses that compare the standing, trends, and future prospects of U.S. and foreign military capability and military potential. Priority is given to assessing aspects of the security environment and parts of the world that are likely to change in the future, and that may present threats or opportunities to the U.S. Assessments may focus on specific theaters, regions, functions, mission areas, major weapons categories, doctrine, etc., as well as on demographic, economic, and political developments that may affect the power and strategies of nations.

**Objective and Areas of Interest:** The Office of Net Assessment seeks proposals that respond to the following areas of interest. Proposals will be considered that undertake comprehensive approaches to one or more of the following areas, or that investigate one or more particular aspect(s) or case(s) that belong to the broader areas listed below:

**1. Future Naval Warfare:** OSD/NA is interested in proposals to study the changing character of military competition on and under the surface of the sea. The increasing sophistication and proliferation of long-range anti-ship location and strike systems may make surface naval vessels considerably more vulnerable over the decades ahead. This may affect not just U.S. forces, but any nation seeking to project or sustain naval power. Under the sea, trends in instrumentation and the development of undersea infrastructure may change the character of the undersea competition and may have an impact on the current U.S. superiority in undersea warfare. Of particular interest is an assessment of the future undersea competition accounting for current and emerging trends in nation-state and non-nation state objectives, associated operating concepts, and advances in commercial, scientific, and military technology. This could include studies that illuminate future strategic opportunities and vulnerabilities, including the potential for new or expanded DoD roles, in the undersea environment.

**2. Proliferated world:** OSD/NA is interested in proposals exploring heuristic, future security environments marked by varying degrees of nuclear proliferation. Of specific interest are the effect of greater nuclear proliferation on the US Government's ability to execute its overall national security policy, the ability of the US military to accomplish missions assigned to it (in particular DoD's ability to project force when directed by the National Command Authority), the role of Ballistic Missile Defense/Air Defense, the viability of US nuclear forces in a new nuclear environment, and the continued ability of the US to deter aggression against the homeland, our forces, and our Allies. Of additional interest is the influence of greater nuclear proliferation on the military programs, including nuclear, of third actors, changes, if any, in risk perception/management by key players in regional military balances, changes in deterrent postures and practices of regional

powers in a proliferated environment, and changes in dynamic of conflict in environments where proliferation already has occurred.

**3. Space:** OSD/NA is interested in space as an area of military competition that is or may be undergoing significant change. The growing role of commercial space assets, many replicating traditional military capabilities, is opening this area to new competitors. Other powers are also developing substantial space programs with major, though uncertain, military implications. OSD/NA is interested in studies and analyses of the changing competition, possible scenarios, and the characteristics of new and emerging competitors as they relate to space as an area of military competition.

**4. Sustaining Current Areas of U.S. Advantage:** OSD/NA is interested in diagnoses of specific areas of military competition in which the United States has or might plausibly develop a position of considerable competitive advantage. This includes assessments of trends - technological, political, economic, military, and others - that may fundamentally change the character of the competition or substantially alter the competitive position of the United States or other actors. OSD/NA is also interested in analyses of emerging areas of military competition in which the United States may want to develop positions of advantage, as well as strategies that the Department of Defense might plausibly pursue.

**5. History (Military):** OSD/NA is interested in studies on historical topics of interest to the Department of Defense, with a particular emphasis on military history. This includes but is not limited to the history of specific campaigns, both ancient and modern, particularly in Asia or the Middle East; histories of ancient empires; histories of religious warfare; and histories of the development of new technologies, operational concepts, and doctrine.

**6. Precision Strike:** OSD/NA is interested in studies, wargames, and other analytic efforts exploring the potential future maturation and proliferation of technologies and concepts associated with precision strike, including reconnaissance, command and control, and weapon delivery systems of both long- and short-range. OSD/NA is interested in efforts that examine how the maturation and proliferation of precision strike may bring changes in the character of warfare over the next 20-40 years, as well as the broad strategic implications of these changes in warfare, including changes for the United States as well as potential competitors. OSD/NA is also interested in assessments of possible competitors who may enter the precision strike competition, including their strengths, weaknesses, and their ambitions in this emerging area of military competition.

**7. Additional Research Topics:** Proposals on other germane topics may be of interest. These proposals could address aspects of the future security environment, or possible alternative futures that may affect the shape and character of geostrategic competition. They might also propose analyses that compare the standing, trends, and future prospects of US and foreign military capability and military potential, or assess underlying factors with important effects on those issues, and that are not covered in the topics listed above.

#### **IV. AWARD INFORMATION:**

**IV.1. Period of Performance:** The period of performance of the awards typically ranges from one to five years. Options will be considered at the government's discretion.

#### **IV.2. Instrument Type:**

The type of funding instrument selected by the Government may be a contract, grant or cooperative agreement. Award may be made consistent with 10 U.S.C. 2358, 10 U.S.C. 2361, and 10 U.S.C. 2374(a). Contract type and funding arrangements are at the discretion of the Government.

Offerors who desire to submit a stream of related proposals or multiple proposals in different BAA areas of interest throughout the life of the BAA solicitation may propose an Indefinite Delivery, Indefinite Quantity (IDIQ) type contractual arrangement. IDIQ proposal should be submitted separately from orders for tasks based on the intention to submit a significant number of proposals across the life of this BAA.

If the government awards an IDIQ contract as a result of the contractor's proposal, only projects submitted as proposals under the BAA solicitation will be awarded as task orders on the IDIQ. All contract types and contractual arrangements are at the discretion of the Government. The preferred contract type is firm fixed priced contract with costs for travel as a reimbursable item. If option years are appropriate for the project being submitted, the offeror may propose and price project tasks and deliverables for option years, so long as the term of those option years does not extend past the term of the IDIQ.

#### **V. SUBMISSION OF PROPOSAL**

##### **V.1. Proposal Submission**

The due date for proposals delivered to 1225 S. Clark St., Ste. 910, Arlington, VA 22202 is no later than 1 p.m. (EST) on the dates listed in the schedule under paragraph VIII of this announcement. All proposals must state clearly which specific proposal cut-off date and area of interest that the proposal is being submitted to.

##### **V.2. Address for Proposal Submission:**

The delivery address for proposals is:

WHS/Acquisition Directorate  
ATTN: Maryam Fatima/Toyia Lewis/Matt Trangenstein  
1225 S. Clark Street, Suite 910  
Arlington VA 22202

1225 S. Clark St., Ste. 910 deliveries- Please contact one of the **three** people below at least 30 minutes before delivery to coordinate delivery of proposals:

Maryam Fatima	Toyia Lewis	Matthew Trangenstein
703-545-1320	703-545-0625	703-545-3582

**V.3. Validity of Proposals:** Offerors must state the period which the proposal will be valid. All proposals shall be valid for a period of 12 months or longer from the date of submission.

#### **V.4. Content and Format of Proposals**

V.4.1. Marking of proposals for classified/proprietary information: The proposals submitted in response to this BAA are expected to be unclassified. The proposal submissions will be protected from unauthorized disclosure in accordance with FAR 15.207(b), applicable law, and DoD regulations. Offerors are expected to appropriately mark each page of their submission that contains proprietary information. The proposal should include a severable, self-standing Statement of Work, which contains only unclassified information and does not include any proprietary restrictions.

V.4.2. Important Note: Titles given to the proposals should be descriptive of the work they cover and not be merely a copy of the title of this solicitation.

V.4.3. Format of Proposals:

V.4.3.1. Number of Pages: Content of Technical proposal shall not be more than 30 pages. No page limit on content of Cost proposal.

V.4.3.2. Number of Copies: Five hard copies (one (1) original and four (4) copies) and two (2) electronic copies on CD-ROM, (in Microsoft Word or Excel).

V.4.3.3. Accepted Format: The Technical Proposal shall be submitted in Microsoft Word. The Cost Proposal shall be submitted in Microsoft Word and/or Microsoft Excel. All Excel spreadsheets shall contain formulas. The Word files shall not be zipped or otherwise condensed. Staying true to the Department of Defense Green Procurement Strategy and promoting environmental stewardship-The Government does not desire the proposal submissions to be in binders, nor is it necessary. All aforementioned copies shall be submitted bound in an economical manner.

#### **V.5. Content of Technical Proposals:**

The technical proposal should include the following sections, at a minimum, each starting on a new page.

V.5.1. Title page: (Not included in page limitations.) This should include the words “Technical Proposal” and the following:

- BAA number;



- Title of proposal;
- Date submitted;
- Identity of Offeror;
- Principal Investigator, (name, phone, fax, e-mail)
- Business contact; (name, phone, fax, e-mail); and,
- Duration of effort
- Area of interest

V.5.2. Technical Approach and Deliverables: A detailed description of the approach planned, results targeted and products to be delivered. Definitions of deliverables (i.e., Manuscript, Report, Wargame) should be included in this section of the technical approach. Deliverables should also be identified in the Cost Proposal, and costs should be distributed among them appropriately.

V.5.3. Statement of Work: A Statement of Work (SOW) clearly detailing the scope and objectives of the effort; tasks to be completed; the technical approach; and deliverables. It is anticipated that the proposed SOW will be incorporated as an attachment to the resultant award instrument. To this end, such proposals must include a severable self-standing SOW without any proprietary restrictions, which can be included in the contract award instrument. Include a detailed listing of the technical tasks/subtasks and deliverables anticipated, organized by year, if applicable.

V.5.4. Qualifications: A discussion of previous accomplishments and work in this, or closely related areas, and the qualifications of the investigators. Key personnel resumes should be attached to the proposal and will not count toward the page limitations.

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The cost proposal should include a detailed breakdown of all costs by cost category by calendar/fiscal year. All cost proposals should provide a breakdown of chargeable costs based strictly on deliverables. The following cost areas should be included, if applicable for derivation of pricing:

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## **VI. INFORMATION ON EVALUATION**

All proposal submissions will be evaluated through a technical/scientific/cost decision process with technical and scientific considerations being more important than cost. Even though cost is of less importance than the technical and scientific factors combined, it will be considered in the overall evaluation. The degree of its importance will increase with the degree of equality of the proposals in relation to the other factors on which selection is to be based, or when the cost is so significantly high as to diminish the value of the technical superiority to the Government. Evaluation Criteria 1-3 are listed in descending order of priority. Any sub-criteria listed under a particular criterion are of equal importance to each other.

### **VI.1. Potential contribution to ONA's mission and Department of Defense concerns**

- VI.1.1. The degree of innovation
- VI.1.2. The soundness and feasibility of technical approach
- VI.1.3. The offeror's understanding of the problem and the technical effort needed to address the problem

### **VI.2. Offeror's capabilities, related experience, and past performance, including the qualifications, capabilities, and experience of the proposed personnel**

- VI.2.1. The quality of technical personnel proposed
- VI.2.2. The offeror's experience in relevant efforts with similar resources
- VI.2.3. The ability to manage the proposed effort

### **VI.3. The realism of the proposed cost**

- VI.3.1. Total cost relative to benefit
- VI.3.2. Realism of cost levels for facilities and staffing

## **VII. NEGOTIATION AND AWARD OF PROPOSALS**

The Government may award/ select proposals with or without negotiations. The Government may ask for additional information/clarification of the proposal at the discretion of the Government. Awards may be made subject to availability of funds IAW FAR 232.18, Availability of Funds and FAR 232.19, Availability of Funds for the Next Fiscal Year. No further awards will be made after June 12, 2019 or sooner if this BAA solicitation is amended to change the final date. Proposals submitted in response to this BAA will not be returned. The Government will not inform nor notify of the unselected/unaccepted proposals; offerors are hereby informed that the submitted proposal(s) will not be considered nor accepted for award after one year (12 twelve months) from the date of submission cutoff date unless notified otherwise by the Government.

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- i) February 24, 2015
- j) April 21, 2015
- k) June 23, 2015 (final submission date to be considered for funding using FY15 funds)
- l) October 20, 2015
- m) December 15, 2015
- n) February 23, 2016
- o) April 19, 2016
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- r) December 20, 2016
- s) February 21, 2017
- t) April 25, 2017
- u) June 20, 2017 (final submission date to be considered for funding using FY17 funds)
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- w) December 19, 2017
- x) February 20, 2018
- y) April 24, 2018
- z) June 12, 2018 (final submission date to be considered under this BAA)

ATTACHMENT: Required Form for Submission of Travel Receipts

**BROAD AGENCY ANNOUNCEMENT: HQ0034-ONA-13-BAA-0001**

This publication constitutes a Broad Agency Announcement (BAA) in accordance with (IAW) Federal Acquisition Regulation (FAR) Part 35.016 and FAR 6.102(d) (2). A formal Request for Proposal (RFP), solicitation and/or additional information regarding this announcement will not be issued. This BAA is issued by Washington Headquarters Services, Acquisition Directorate (WHS/AD) on behalf of the Office of Net Assessment, Office of the Secretary of Defense. The community of interest for this BAA is the Office of Net Assessment, Office of the Secretary of Defense.

WHS/AD will not issue paper copies of this announcement. The Government reserves the right to select for award all, some, or none of the proposals in response to this announcement. The Government reserves the right to fund all, some or none of the proposals received under this BAA. The Government provides no funding for direct reimbursement of proposal development costs. Technical and cost proposals (or any other material) submitted in response to this BAA will not be returned. WHS/AD will treat all proposals as sensitive competitive information and disclose their contents only for the purposes of evaluation.

**I. ELIGIBILITY INFORMATION**

This BAA is open to all profit and non-profit businesses as well as institutions of higher education. All business entities may submit a proposal, which will be considered by the Government.

All offerors are required to be registered in the System for Award Management (SAM). Information on SAM registration is available at <https://www.sam.gov/portal/public/SAM>.

**II. GENERAL INFORMATION**

**II.1. Agency Name:**

Washington Headquarters Services, Acquisition Directorate  
Enterprise Analysis & Studies Division  
1225 S. Clark Street  
Suite 910  
Arlington, VA 22202

**II.2. Research Opportunity Title and Program Name:**

Research and Studies for the Office of Net Assessment (OSD/NA)

**II.3. Research Opportunity Number:** HQ0034-ONA-13-BAA-0001

**II.4. Response Dates:**

Proposals will be accepted for a period of five years on a bi-monthly basis beginning June 17, 2013 and ending on June 12, 2018. (See paragraph VIII of this announcement for proposal cut-off dates)

## II.5. Questions and Communications:

All questions should be directed via e-mail to the following contacts:

Email: [maryam.fatima.civ@mail.mil](mailto:maryam.fatima.civ@mail.mil); and [toyia.s.lewis2.civ@mail.mil](mailto:toyia.s.lewis2.civ@mail.mil);

## III. RESEARCH OPPORTUNITY DESCRIPTION

The Office of Net Assessment conducts and sponsors analyses that compare the standing, trends, and future prospects of U.S. and foreign military capability and military potential. Priority is given to assessing aspects of the security environment and parts of the world that are likely to change in the future, and that may present threats or opportunities to the U.S. Assessments may focus on specific theaters, regions, functions, mission areas, major weapons categories, doctrine, etc., as well as on demographic, economic, and political developments that may affect the power and strategies of nations.

**Objective and Areas of Interest:** The Office of Net Assessment seeks proposals that respond to the following areas of interest. Proposals will be considered that undertake comprehensive approaches to one or more of the following areas, or that investigate one or more particular aspect(s) or case(s) that belong to the broader areas listed below:

**1. Future Naval Warfare:** OSD/NA is interested in proposals to study the changing character of military competition on and under the surface of the sea. The increasing sophistication and proliferation of long-range anti-ship location and strike systems may make surface naval vessels considerably more vulnerable over the decades ahead. This may affect not just U.S. forces, but any nation seeking to project or sustain naval power. Under the sea, trends in instrumentation and the development of undersea infrastructure may change the character of the undersea competition and may have an impact on the current U.S. superiority in undersea warfare. Of particular interest is an assessment of the future undersea competition accounting for current and emerging trends in nation-state and non-nation state objectives, associated operating concepts, and advances in commercial, scientific, and military technology. This could include studies that illuminate future strategic opportunities and vulnerabilities, including the potential for new or expanded DoD roles, in the undersea environment.

**2. Proliferated world:** OSD/NA is interested in proposals exploring heuristic, future security environments marked by varying degrees of nuclear proliferation. Of specific interest are the effect of greater nuclear proliferation on the US Government's ability to execute its overall national security policy, the ability of the US military to accomplish missions assigned to it (in particular DoD's ability to project force when directed by the National Command Authority), the role of Ballistic Missile Defense/Air Defense, the viability of US nuclear forces in a new nuclear environment, and the continued ability of the US to deter aggression against the homeland, our forces, and our Allies. Of additional interest is the influence of greater nuclear proliferation on the military programs, including nuclear, of third actors, changes, if any, in risk perception/management by key players in regional military balances, changes in deterrent postures and practices of regional



powers in a proliferated environment, and changes in dynamic of conflict in environments where proliferation already has occurred.

**3. Space:** OSD/NA is interested in space as an area of military competition that is or may be undergoing significant change. The growing role of commercial space assets, many replicating traditional military capabilities, is opening this area to new competitors. Other powers are also developing substantial space programs with major, though uncertain, military implications. OSD/NA is interested in studies and analyses of the changing competition, possible scenarios, and the characteristics of new and emerging competitors as they relate to space as an area of military competition.

**4. Sustaining Current Areas of U.S. Advantage:** OSD/NA is interested in diagnoses of specific areas of military competition in which the United States has or might plausibly develop a position of considerable competitive advantage. This includes assessments of trends - technological, political, economic, military, and others - that may fundamentally change the character of the competition or substantially alter the competitive position of the United States or other actors. OSD/NA is also interested in analyses of emerging areas of military competition in which the United States may want to develop positions of advantage, as well as strategies that the Department of Defense might plausibly pursue.

**5. History (Military):** OSD/NA is interested in studies on historical topics of interest to the Department of Defense, with a particular emphasis on military history. This includes but is not limited to the history of specific campaigns, both ancient and modern, particularly in Asia or the Middle East; histories of ancient empires; histories of religious warfare; and histories of the development of new technologies, operational concepts, and doctrine.

**6. Precision Strike:** OSD/NA is interested in studies, wargames, and other analytic efforts exploring the potential future maturation and proliferation of technologies and concepts associated with precision strike, including reconnaissance, command and control, and weapon delivery systems of both long- and short-range. OSD/NA is interested in efforts that examine how the maturation and proliferation of precision strike may bring changes in the character of warfare over the next 20-40 years, as well as the broad strategic implications of these changes in warfare, including changes for the United States as well as potential competitors. OSD/NA is also interested in assessments of possible competitors who may enter the precision strike competition, including their strengths, weaknesses, and their ambitions in this emerging area of military competition.

**7. Additional Research Topics:** Proposals on other germane topics may be of interest. These proposals could address aspects of the future security environment, or possible alternative futures that may affect the shape and character of geostrategic competition. They might also propose analyses that compare the standing, trends, and future prospects of US and foreign military capability and military potential, or assess underlying factors with important effects on those issues, and that are not covered in the topics listed above.

**8. Economics:** The Office of Net Assessment is interested in the study of economics in peace and war. This area includes studies of the economic conditions and constraints affecting relative military power, including the economic burden on the US and on major competitors and allies of military and

other strategic activities; methods of estimating comparative future trends in major power economic capacity and military spending; and improved cross-national comparisons of the size of military and related programs. OSD/NA is also interested in the economic dimension of military crises and warfare, including the character of economic warfare in a range of contexts and the implications for the United States, allies, and adversaries. More specifically, OSD/NA has a particular interest in analyses of the impact of interruptions in trade, such as blockades and quarantines, and other measures that might be taken as part of future economic warfare.

**9. Wargames:** OSD/NA is interested in innovative approaches to implement wargames to explore the competition between peer and near-peer competitors. OSD/NA is interested in new gaming formats enabling expansion of understanding of, and interactions between, modern and emerging warfare areas such as information, cyber, and space combat operations. OSD/NA is interested in several different styles and types of gaming formats, depending on the nature of the question under examination. OSD/NA desires games that effectively match structure, adjudication, processes, visualization, and data capture to the level of rigor appropriate to the understanding of the problems. Proposals should address how iterative games and analysis can improve understanding of problems (e.g. moving from unstructured to structured, etc.).

#### **IV. AWARD INFORMATION:**

**IV.1. Period of Performance:** The period of performance of the awards typically ranges from one to five years. Options will be considered at the government's discretion.

#### **IV.2. Instrument Type:**

The type of funding instrument selected by the Government may be a contract, grant or cooperative agreement. Award may be made consistent with 10 U.S.C. 2358, 10 U.S.C. 2361, and 10 U.S.C. 2374(a). Contract type and funding arrangements are at the discretion of the Government.

Offerors who desire to submit a stream of related proposals or multiple proposals in different BAA areas of interest throughout the life of the BAA solicitation may propose an Indefinite Delivery, Indefinite Quantity (IDIQ) type contractual arrangement. IDIQ proposal should be submitted separately from orders for tasks based on the intention to submit a significant number of proposals across the life of this BAA.

If the government awards an IDIQ contract as a result of the contractor's proposal, only projects submitted as proposals under the BAA solicitation will be awarded as task orders on the IDIQ. All contract types and contractual arrangements are at the discretion of the Government. The preferred contract type is firm fixed priced contract with costs for travel as a reimbursable item. If option years are appropriate for the project being submitted, the offeror may propose and price project tasks and

deliverables for option years, so long as the term of those option years does not extend past the term of the IDIQ.

## **V. SUBMISSION OF PROPOSAL**

### **V.1. Proposal Submission**

The due date for proposals delivered to 1225 S. Clark St., Ste. 910, Arlington, VA 22202 is no later than 1 p.m. (EST) on the dates listed in the schedule under paragraph VIII of this announcement. All proposals must state clearly which specific proposal cut-off date and area of interest that the proposal is being submitted to.

### **V.2. Address for Proposal Submission:**

The delivery address for proposals is:

WHS/Acquisition Directorate  
ATTN: Maryam Fatima/Toyia Lewis  
1225 S. Clark Street, Suite 910  
Arlington VA 22202

1225 S. Clark St., Ste. 910 deliveries- Please contact one of the two people below at least 30 minutes before delivery to coordinate delivery of proposals:

Maryam Fatima	Toyia Lewis
703-545-1320	703-545-0675

**V.3. Validity of Proposals:** Offerors must state the period which the proposal will be valid. All proposals shall be valid for a period of 12 months or longer from the date of submission.

### **V.4. Content and Format of Proposals**

V.4.1. Marking of proposals for classified/proprietary information: The proposals submitted in response to this BAA are expected to be unclassified. The proposal submissions will be protected from unauthorized disclosure in accordance with FAR 15.207(b), applicable law, and DoD regulations. Offerors are expected to appropriately mark each page of their submission that contains proprietary information. The proposal should include a severable, self-standing Statement of Work, which contains only unclassified information and does not include any proprietary restrictions.

V.4.2. Important Note: Titles given to the proposals should be descriptive of the work they cover and not be merely a copy of the title of this solicitation.

V.4.3. Format of Proposals:

V.4.3.1. Number of Pages: Content of Technical proposal shall not be more than 30 pages. No page limit on content of Cost proposal.

V.4.3.2. Number of Copies: Five hard copies (one (1) original and four (4) copies) and two (2) electronic copies on CD-ROM, (in Microsoft Word or Excel).

V.4.3.3. Accepted Format: The Technical Proposal shall be submitted in Microsoft Word. The Cost Proposal shall be submitted in Microsoft Word and/or Microsoft Excel. All Excel spreadsheets shall contain formulas. The Word files shall not be zipped or otherwise condensed. Staying true to the Department of Defense Green Procurement Strategy and promoting environmental stewardship-The Government does not desire the proposal submissions to be in binders, nor is it necessary. All aforementioned copies shall be submitted bound in an economical manner.

## **V.5. Content of Technical Proposals:**

The technical proposal should include the following sections, at a minimum, each starting on a new page.

V.5.1. Title page: (Not included in page limitations.) This should include the words “Technical Proposal” and the following:

- BAA number;
- Title of proposal;
- Date submitted;
- Identity of Offeror;
- Principal Investigator, (name, phone, fax, e-mail)
- Business contact; (name, phone, fax, e-mail); and,
- Duration of effort
- Area of interest

V.5.2. Technical Approach and Deliverables: A detailed description of the approach planned, results targeted and products to be delivered. Definitions of deliverables (i.e., Manuscript, Report, Wargame) should be included in this section of the technical approach. Deliverables should also be identified in the Cost Proposal, and costs should be distributed among them appropriately.

V.5.3. Statement of Work: A Statement of Work (SOW) clearly detailing the scope and objectives of the effort; tasks to be completed; the technical approach; and deliverables. It is anticipated that the proposed SOW will be incorporated as an attachment to the resultant award instrument. To this end, such proposals must include a severable self-standing SOW without any proprietary restrictions, which can be included in the contract award instrument. Include a detailed listing of the technical tasks/subtasks and deliverables anticipated, organized by year, if applicable.

V.5.4. Qualifications: A discussion of previous accomplishments and work in this, or closely related areas, and the qualifications of the investigators. Key personnel resumes should be attached to the proposal and will not count toward the page limitations.

## **V.6. Content of Cost Proposals:**

The cost proposal should include a detailed breakdown of all costs by cost category by calendar/fiscal year. All cost proposals should provide a breakdown of chargeable costs based strictly on deliverables. The following cost areas should be included, if applicable for derivation of pricing:

V.6.1. Direct Labor: Individual labor category or person, with associated labor hours and unburdened direct labor rates;

V.6.2. Indirect Costs: Fringe Benefits, Overhead, G&A, etc.

V.6.3. Travel: Destination, number of trips, number of days per trip, departure and arrival destinations, number of people, etc. Recognition that travel receipts will be submitted in the format of the form attached to this BAA.

V.6.4. Consultant: Provide consultant agreement or other document which verifies the proposed daily/hourly rate. Consultant rates for contracts issued under this BAA shall not exceed \$187.50 per hour (Max daily rate of \$1,500.00).

V.6.5. Other Direct Costs: should be itemized with costs or estimated costs.

## **VI. INFORMATION ON EVALUATION**

All proposal submissions will be evaluated through a technical/scientific/cost decision process with technical and scientific considerations being more important than cost. Even though cost is of less importance than the technical and scientific factors combined, it will be considered in the overall evaluation. The degree of its importance will increase with the degree of equality of the proposals in relation to the other factors on which selection is to be based, or when the cost is so significantly high as to diminish the value of the technical superiority to the Government. Evaluation Criteria 1-3 are listed in descending order of priority. Any sub-criteria listed under a particular criterion are of equal importance to each other.

VI.1. Potential contribution to ONA's mission and Department of Defense concerns

VI.1.1. The degree of innovation

VI.1.2. The soundness and feasibility of technical approach

VI.1.3. The offeror's understanding of the problem and the technical effort needed to address the problem

VI.2. Offeror's capabilities, related experience, and past performance, including the qualifications, capabilities, and experience of the proposed personnel

VI.2.1. The quality of technical personnel proposed

VI.2.2. The offeror's experience in relevant efforts with similar resources

VI.2.3. The ability to manage the proposed effort

VI.3. The realism of the proposed cost

VI.3.1. Total cost relative to benefit

VI.3.2. Realism of cost levels for facilities and staffing

**VII. NEGOTIATION AND AWARD OF PROPOSALS**

The Government may award/ select proposals with or without negotiations. The Government may ask for additional information/clarification of the proposal at the discretion of the Government. Awards may be made subject to availability of funds IAW FAR 232.18, Availability of Funds and FAR 232.19, Availability of Funds for the Next Fiscal Year. No further awards will be made after June 12, 2019 or sooner if this BAA solicitation is amended to change the final date. Proposals submitted in response to this BAA will not be returned. The Government will not inform nor notify of the unselected/unaccepted proposals; offerors are hereby informed that the submitted proposal(s) will not be considered nor accepted for award after one year (12 twelve months) from the date of submission cutoff date unless notified otherwise by the Government.

**VIII. SCHEDULE OF PROPOSAL RECEIPT CUT-OFF DATES**

- a) June 17, 2013(only submission date to be considered for funding using FY13 funds)
- b) October 15, 2013
- c) December 17, 2013
- d) February 25, 2014
- e) April 22, 2014
- f) June 24, 2014 (final submission date to be considered for funding using FY14 funds)
- g) October 14, 2014
- h) December 16, 2014
- i) February 24, 2015
- j) April 21, 2015
- k) June 23, 2015 (final submission date to be considered for funding using FY15 funds)
- l) October 20, 2015
- m) December 15, 2015
- n) February 23, 2016
- o) April 19, 2016
- p) June 21, 2016 (final submission date to be considered for funding using FY16 funds)
- q) October 18, 2016
- r) December 20, 2016
- s) February 21, 2017
- t) April 25, 2017
- u) June 20, 2017 (final submission date to be considered for funding using FY17 funds)
- v) October 24, 2017
- w) December 19, 2017
- x) February 20, 2018
- y) April 24, 2018
- z) June 12, 2018 (final submission date to be considered under this BAA)

ATTACHMENT: Required Form for Submission of Travel Receipts



**BROAD AGENCY ANNOUNCEMENT: HQ0034-ONA-13-BAA-0001**  
**Amendment 03**

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**II. GENERAL INFORMATION**

**II.1. Agency Name:**

Washington Headquarters Services, Acquisition Directorate  
Enterprise Analysis & Studies Division  
1225 S. Clark Street  
Suite 910  
Arlington, VA 22202

**II.2. Research Opportunity Title and Program Name:**

Research and Studies for the Office of Net Assessment (OSD/NA)

**II.3. Research Opportunity Number:** HQ0034-ONA-13-BAA-0001

**II.4. Response Dates:**

Proposals will be accepted for a period of five years on a bi-monthly basis beginning June 17, 2013 and ending on June 12, 2018. (See paragraph VIII of this announcement for proposal cut-off dates)

## **II.5. Questions and Communications:**

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Email: [maryam.fatima.civ@mail.mil](mailto:maryam.fatima.civ@mail.mil); and [rodney.a.johnson77.civ@mail.mil](mailto:rodney.a.johnson77.civ@mail.mil)

## **III. RESEARCH OPPORTUNITY DESCRIPTION**

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**2. Proliferated world:** OSD/NA is interested in proposals exploring heuristic, future security environments marked by varying degrees of nuclear proliferation. Of specific interest are the effect of greater nuclear proliferation on the US Government's ability to execute its overall national security policy, the ability of the US military to accomplish missions assigned to it (in particular DoD's ability to project force when directed by the National Command Authority), the role of Ballistic Missile Defense/Air Defense, the viability of US nuclear forces in a new nuclear environment, and the continued ability of the US to deter aggression against the homeland, our forces, and our Allies. Of additional interest is the influence of greater nuclear proliferation on the military programs, including nuclear, of third actors, changes, if any, in risk perception/management

by key players in regional military balances, changes in deterrent postures and practices of regional powers in a proliferated environment, and changes in dynamic of conflict in environments where proliferation already has occurred.

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**4. Sustaining Current Areas of U.S. Advantage:** OSD/NA is interested in diagnoses of specific areas of military competition in which the United States has or might plausibly develop a position of considerable competitive advantage. This includes assessments of trends - technological, political, economic, military, and others - that may fundamentally change the character of the competition or substantially alter the competitive position of the United States or other actors. OSD/NA is also interested in analyses of emerging areas of military competition in which the United States may want to develop positions of advantage, as well as strategies that the Department of Defense might plausibly pursue.

**5. History (Military):** OSD/NA is interested in studies on historical topics of interest to the Department of Defense, with a particular emphasis on military history. This includes but is not limited to the history of specific campaigns, both ancient and modern, particularly in Asia or the Middle East; histories of ancient empires; histories of religious warfare; and histories of the development of new technologies, operational concepts, and doctrine.

**6. Precision Strike:** OSD/NA is interested in studies, wargames, and other analytic efforts exploring the potential future maturation and proliferation of technologies and concepts associated with precision strike, including reconnaissance, command and control, and weapon delivery systems of both long- and short-range. OSD/NA is interested in efforts that examine how the maturation and proliferation of precision strike may bring changes in the character of warfare over the next 20-40 years, as well as the broad strategic implications of these changes in warfare, including changes for the United States as well as potential competitors. OSD/NA is also interested in assessments of possible competitors who may enter the precision strike competition, including their strengths, weaknesses, and their ambitions in this emerging area of military competition.

**7. Additional Research Topics:** Proposals on other germane topics may be of interest. These proposals could address aspects of the future security environment, or possible alternative futures that may affect the shape and character of geostrategic competition. They might also propose analyses that compare the standing, trends, and future prospects of US and foreign military capability and military potential, or assess underlying factors with important effects on those issues, and that are not covered in the topics listed above.

**8. Economics:** The Office of Net Assessment is interested in the study of economics in peace and war. This area includes studies of the economic conditions and constraints affecting relative military

power, including the economic burden on the US and on major competitors and allies of military and other strategic activities; methods of estimating comparative future trends in major power economic capacity and military spending; and improved cross-national comparisons of the size of military and related programs. OSD/NA is also interested in the economic dimension of military crises and warfare, including the character of economic warfare in a range of contexts and the implications for the United States, allies, and adversaries. More specifically, OSD/NA has a particular interest in analyses of the impact of interruptions in trade, such as blockades and quarantines, and other measures that might be taken as part of future economic warfare.

**9. Wargames:** OSD/NA is interested in innovative approaches to implement wargames to explore the competition between peer and near-peer competitors. OSD/NA is interested in new gaming formats enabling expansion of understanding of, and interactions between, modern and emerging warfare areas such as information, cyber, and space combat operations. OSD/NA is interested in several different styles and types of gaming formats, depending on the nature of the question under examination. OSD/NA desires games that effectively match structure, adjudication, processes, visualization, and data capture to the level of rigor appropriate to the understanding of the problems. Proposals should address how iterative games and analysis can improve understanding of problems (e.g. moving from unstructured to structured, etc.).

#### **IV. AWARD INFORMATION:**

**IV.1. Period of Performance:** The period of performance of the awards typically ranges from one to five years. Options will be considered at the government's discretion.

#### **IV.2. Instrument Type:**

The type of funding instrument selected by the Government may be a contract, grant or cooperative agreement. Award may be made consistent with 10 U.S.C. 2358, 10 U.S.C. 2361, and 10 U.S.C. 2374(a). Contract type and funding arrangements are at the discretion of the Government.

Offerors who desire to submit a stream of related proposals or multiple proposals in different BAA areas of interest throughout the life of the BAA solicitation may propose an Indefinite Delivery, Indefinite Quantity (IDIQ) type contractual arrangement. IDIQ proposal should be submitted separately from orders for tasks based on the intention to submit a significant number of proposals across the life of this BAA.

If the government awards an IDIQ contract as a result of the contractor's proposal, only projects submitted as proposals under the BAA solicitation will be awarded as task orders on the IDIQ. All contract types and contractual arrangements are at the discretion of the Government. The preferred contract type is firm fixed priced contract with costs for travel as a reimbursable item. If option years are appropriate for the project being submitted, the offeror may propose and price project tasks and deliverables for option years, so long as the term of those option years does not extend past the term of the IDIQ.

## **V. SUBMISSION OF PROPOSAL**

### **V.1. Proposal Submission**

See Section V.2.

### **V.2. Email Submission:**

**Starting October 21, 2015**, proposals shall be submitted via email to Rodney A. Johnson at [rodney.a.johnson77.civ@mail.mil](mailto:rodney.a.johnson77.civ@mail.mil) and Maryam Fatima at [maryam.fatima.civ@mail.mil](mailto:maryam.fatima.civ@mail.mil). Hard copies will no longer be accepted. The email subject heading for proposal submission shall specify the area of interest (for example, **Proposal for Future Naval Warfare Section III. 1**). **All proposals must be received via e-mail no later than 1 p.m. (EST) on the dates listed in the schedule under paragraph VIII under this announcement. All proposals must state clearly which specific proposal cut-off date and area of interest that the proposal is being submitted to.**

<u>Maryam Fatima</u>	<u>Rodney Johnson</u>
703-545-1320	703-545-3046

**V.3. Validity of Proposals:** Offerors must state the period which the proposal will be valid. All proposals shall be valid for a period of 12 months or longer from the date of submission.

### **V.4. Content and Format of Proposals**

V.4.1. Marking of proposals for classified/proprietary information: The proposals submitted in response to this BAA are expected to be unclassified. The proposal submissions will be protected from unauthorized disclosure in accordance with FAR 15.207(b), applicable law, and DoD regulations. Offerors are expected to appropriately mark each page of their submission that contains proprietary information. The proposal should include a severable, self-standing Statement of Work, which contains only unclassified information and does not include any proprietary restrictions.

V.4.2. Important Note: Titles given to the proposals should be descriptive of the work they cover and not be merely a copy of the title of this solicitation.

V.4.3. Format of Proposals:

V.4.3.1. Number of Pages: Content of Technical proposal shall not be more than 30 pages. No page limit on content of Cost proposal.

V.4.3.2. Accepted Format: The Technical Proposal shall be submitted in Microsoft Word. The Cost Proposal shall be submitted in Microsoft Word and/or Microsoft Excel. All Excel spreadsheets shall contain formulas. The Word files shall not be zipped or otherwise condensed.

### **V.5. Content of Technical Proposals:**

The technical proposal should include the following sections, at a minimum, each starting on a new page.

V.5.1. Title page: (Not included in page limitations.) This should include the words “Technical Proposal” and the following:

- BAA number;
- Title of proposal;
- Date submitted;
- Identity of Offeror;
- Principal Investigator, (name, phone, fax, e-mail)
- Business contact; (name, phone, fax, e-mail); and,
- Duration of effort
- Area of interest

V.5.2. Technical Approach and Deliverables: A detailed description of the approach planned, results targeted and products to be delivered. Definitions of deliverables (i.e., Manuscript, Report, Wargame) should be included in this section of the technical approach. Deliverables should also be identified in the Cost Proposal, and costs should be distributed among them appropriately.

V.5.3. Statement of Work: A Statement of Work (SOW) clearly detailing the scope and objectives of the effort; tasks to be completed; the technical approach; and deliverables. It is anticipated that the proposed SOW will be incorporated as an attachment to the resultant award instrument. To this end, such proposals must include a severable self-standing SOW without any proprietary restrictions, which can be included in the contract award instrument. Include a detailed listing of the technical tasks/subtasks and deliverables anticipated, organized by year, if applicable.

V.5.4. Qualifications: A discussion of previous accomplishments and work in this, or closely related areas, and the qualifications of the investigators. Key personnel resumes should be attached to the proposal and will not count toward the page limitations.

## **V.6. Content of Cost Proposals:**

The cost proposal should include a detailed breakdown of all costs by cost category by calendar/fiscal year. All cost proposals should provide a breakdown of chargeable costs based strictly on deliverables. The following cost areas should be included, if applicable for derivation of pricing:

V.6.1. Direct Labor: Individual labor category or person, with associated labor hours and unburdened direct labor rates;

V.6.2. Indirect Costs: Fringe Benefits, Overhead, G&A, etc.

V.6.3. Travel: Destination, number of trips, number of days per trip, departure and arrival destinations, number of people, etc. Recognition that travel receipts will be submitted in the format of the form attached to this BAA.

V.6.4. Consultant: Provide consultant agreement or other document which verifies the proposed daily/hourly rate. Consultant rates for contracts issued under this BAA shall not exceed \$187.50 per hour (Max daily rate of \$1,500.00).

V.6.5. Other Direct Costs: should be itemized with costs or estimated costs.

## **VI. INFORMATION ON EVALUATION**

All proposal submissions will be evaluated through a technical/scientific/cost decision process with technical and scientific considerations being more important than cost. Even though cost is of less importance than the technical and scientific factors combined, it will be considered in the overall evaluation. The degree of its importance will increase with the degree of equality of the proposals in relation to the other factors on which selection is to be based, or when the cost is so significantly high as to diminish the value of the technical superiority to the Government. Evaluation Criteria 1-3 are listed in descending order of priority. Any sub-criteria listed under a particular criterion are of equal importance to each other.

VI.1. Potential contribution to ONA's mission and Department of Defense concerns

VI.1.1. The degree of innovation

VI.1.2. The soundness and feasibility of technical approach

VI.1.3. The offeror's understanding of the problem and the technical effort needed to address the problem

VI.2. Offeror's capabilities, related experience, and past performance, including the qualifications, capabilities, and experience of the proposed personnel

VI.2.1. The quality of technical personnel proposed

VI.2.2. The offeror's experience in relevant efforts with similar resources

VI.2.3. The ability to manage the proposed effort

VI.3. The realism of the proposed cost

VI.3.1. Total cost relative to benefit

VI.3.2. Realism of cost levels for facilities and staffing

## **VII. NEGOTIATION AND AWARD OF PROPOSALS**

The Government may award/ select proposals with or without negotiations. The Government may ask for additional information/clarification of the proposal at the discretion of the Government. Awards may be made subject to availability of funds IAW FAR 232.18, Availability of Funds and FAR 232.19, Availability of Funds for the Next Fiscal Year. No further awards will be made after June 12, 2019 or sooner if this BAA solicitation is amended to change the final date. Proposals submitted in response to this BAA will not be returned. The Government will not inform nor notify of the unselected/unaccepted proposals; offerors are hereby informed that the submitted proposal(s)



will not be considered nor accepted for award after one year (12 twelve months) from the date of submission cutoff date unless notified otherwise by the Government.

#### **VIII. SCHEDULE OF PROPOSAL RECEIPT CUT-OFF DATES**

- a) June 17, 2013(only submission date to be considered for funding using FY13 funds)
- b) October 15, 2013
- c) December 17, 2013
- d) February 25, 2014
- e) April 22, 2014
- f) June 24, 2014 (final submission date to be considered for funding using FY14 funds)
- g) October 14, 2014
- h) December 16, 2014
- i) February 24, 2015
- j) April 21, 2015
- k) June 23, 2015 (final submission date to be considered for funding using FY15 funds)
- l) October 20, 2015
- m) December 15, 2015
- n) February 23, 2016
- o) April 19, 2016
- p) June 21, 2016 (final submission date to be considered for funding using FY16 funds)
- q) October 18, 2016
- r) December 20, 2016
- s) February 21, 2017
- t) April 25, 2017
- u) June 20, 2017 (final submission date to be considered for funding using FY17 funds)
- v) October 24, 2017
- w) December 19, 2017
- x) February 20, 2018
- y) April 24, 2018
- z) June 12, 2018 (final submission date to be considered under this BAA)

ATTACHMENT: Required Form for Submission of Travel Receipts

2010.]

At the Court at Buckingham Palace, the 22nd day of November 1984

Present,

The Queen's Most Excellent Majesty in Council

Whereas at London on the 13th February 1984 an Agreement on social security between the Government of the United Kingdom of Great Britain and Northern Ireland and the Government of the United States of America (which Agreement is set out in Schedule 1 to this Order and is hereinafter referred to as "the Agreement") and an Administrative Agreement for the implementation of the Agreement (which is set out in Schedule 2 to this Order and is hereinafter referred to as "the Administrative Agreement") were signed on behalf of those Governments:

And Whereas by Article 27(1) of the Agreement it is provided that the Agreement, except for Part III, shall enter into force on the first day of the second month following the month in which each Government has received from the other Government written notification that all statutory and constitutional requirements have been complied with for entry into force of the Agreement:

The Law Relating to Social Security

SI 1984/1817 UNITED STATES OF AMERICA

SOCIAL SECURITY (UNITED STATES OF AMERICA) ORDER 1984

10.8222 Supplement No. 99 [June 2012]

Arts. 1-3

And Whereas it is further provided by Article 27(2) of the Agreement that Part III shall enter into force on the first day of the thirty-sixth month following the month in which Parts I, II, IV and V of the Agreement enter into force:

And Whereas by Article 24(5) of the Agreement it is also provided that notwithstanding the provisions of Article 27 concerning the effective date of Part III of the Agreement, Article 7(1) shall enter into force on the date on which Parts I, II, IV and V of the Agreement enter into force:

And Whereas by Article 11 of the Administrative Agreement it is provided that the Administrative Agreement shall enter into force on the date of entry into force of the Agreement:

And Whereas written notification in accordance with Article 27(1) of the Agreement was received by each Government in November 1984 and accordingly Parts I, II, IV and V and Article 7(1) of the Agreement, and the Administrative Agreement, enter into force on the 1st January 1985 and Part III (except for Article 7(1) ) enters into force on 1st January 1988:

And Whereas by section 143 of the Social Security Act 1975(a) it is provided that Her Majesty may by Order in Council make provision for modifying or adapting the said Social Security Act in its application to cases affected by agreements with other Governments providing for reciprocity in matters specified in that section:

Now, therefore, Her Majesty, in pursuance of the said section 143 of all other powers enabling Her in that behalf, is pleased, by and with the advice of Her Privy Council, to order, and it is hereby ordered as follows:–

Citation and commencement

1. This Order may be cited as the Social Security (United States of America)

Order 1984 and shall come into operation on 1st January 1985 with the exception of Article 3 which comes into operation on 1st January 1988.

Modification of the Social Security Act 1975

2. The Social Security Act 1975 shall be modified to such extent as may be required to give effect to the provisions contained in the Agreement so far as the same relate to England, Wales and Scotland.

Revocation of Order

3. The National Insurance (United States of America) Order 1969(b) is revoked with effect from 1st January 1988.

G. I. de Deney,  
Clerk of the Privy Council.

The Jesuits teach well in their International Business courses. You must know the basics for how money flows and is exchanged for .....

Reply →

Voices of the American Intelligence Media

WordPress.com ([https://wordpress.com/?ref=footer\\_custom\\_com](https://wordpress.com/?ref=footer_custom_com)).



## Additional Research Topics Federal Project

Award \$24.6M No Due Date Last active 9 months ago

Federal contract opportunity HQ0034-ONA-13-BAA-0001 for research and development in the social sciences and humanities at Washington Headquarters Services WHS, Acquisition Directorate.

Overview

Activity 36

Federal contract opportunity HQ0034-ONA-13-BAA-0001 for research and development in the social sciences and humanities at Washington Headquarters Services WHS, Acquisition Directorate.

Due Not available  
Solicitation Number HQ0034-ONA-13-BAA-0001  
Contract Number(s) HQ0034-14-C-0075, HQ0034-14-P-0148, HQ0034-14-D-0017-0001, HQ0034-14-C-0015, HQ0034-14-C-0089, HQ0034-15-C-0091, HQ0034-15-C-0102, HQ0034-15-C-0112, HQ0034-15-P0116, HQ0034-15-C-0066, HQ0034-15-D-0021, HQ0034-15-C-0048, HQ, HQ003415-C-0047, HQ0034-15-C-0096, HQ0034-15-C-0110, HQ0034-15-C-0101, HQ0034-16-P-0114, HQ0034-16-P-0114(), HQ0034-16-P-0118, HQ003417P0078, hq003417p0013, HQ003417P0103, HQ003417C0070, HQ003417C0058, HQ003417C0068, HQ003417P0060, HQ003417C0078  
Additional Info Link None listed  
Set-Aside No Set-Aside Used

Contact(s) Rodney Johnson, Maryam Fatima  
Category Research and Development in the Social Sciences and Humanities  
Agency Other Defense Agencies  
Office Washington Headquarters Services  
Location WHS, Acquisition Directorate

Awarded Vendor(s) Halper, Stefan Great Falls VA, Hudson Institute, Inc. Washington DC, Center For Strategic And Budgetary Assessments Washington DC (DBA Csba), Center For A New American Security Inc. Washington DC (DBA Cnas), IHS International LC Charlottesville VA, Booz Allen Hamilton Inc. Mclean VA, Dynamis, Inc. Fairfax VA, The Johns Hopkins University Baltimore MD, The Project 2049 Institute Arlington VA, SPR Inc. Alexandria VA, Stratevarious, LLC Washington VA, Center For Strategic And International Studies Inc Washington DC (DBA Csis), Solarium LLC Leesburg VA, The Atlantic Council Of The United States. Inc. Washington DC (DBA Atlantic Council)

Synopses Tue, Oct 20, 2015 11:13 AM

The contractor would undertake a one year study on a topic selected by the Office of Net Assessment from the following proposed list of topics or another topic of interest to ONA:

- 1884-1909 - Era of Industrial and Strategic Evolution.
- The 1950s - Combining the power of the atom, rockets, and inertial navigation.
- We Are Great Britain, China is US.
- Mahan on Space - Leveraging the conceptualization of seapower to define space as an area of competition.
- Robert A. Lovett - A study of strategic large organization management.

The contractor would produce one 40-50 page paper in the base year with options to initiate further studies in two option years focusing on various key aspects of the central problem identified in this proposal. To inform these analyses, the contractor would survey the available literature, consult with key experts and officials, and elicit insights and vet findings. The contractor would complete the project within 12 months of the date of contract award.

Thu, Oct 15, 2015 3:29 PM

The ultimate goal of the "Speaking Truth to Nonproliferation" project is to identify the current obstacles to earlier and closer cooperation between nuclear nonproliferation intelligence and policy making officials to avoid bad futures well before they become inevitable. In a number of cases our intelligence was clear enough but there was a reluctance to ruffle the diplomatic waters unless absolutely necessary, or to risk other aspects of an international relationship, with the result that the window for effective U.S. action closed. What then happens is that, in the case of friendly states, we rationalize that there is nothing much we can do and default to a general acquiescence in things-as-they-are. In the case of unfriendly states-North Korea, Iran, Syria-the discussion turns quickly to military action. NPEC believes there is much to be learned from a detailed historical analysis about avoiding the either-or of acquiescence or resort to military action.

Thu, Oct 15, 2015 3:14 PM

The objective of this project is to frame, assess, and understand potential boundary alterations in the Middle East and North Africa over the next twenty years and their potential for affecting U.S. national security and military strength or activity in the region.

The topics to be analyzed are:

1. Desired boundaries by major State and non-State actors within the Middle East and North Africa, including potential alliance, proxy, and affiliation boundaries;
2. Consideration of what boundaries might in fact result from those realized desires; and,
3. The implications of such boundaries for the U.S. on security, stability and force projection.

[Thu, Oct 15, 2015 3:03 PM](#)

This project will examine the present character and future impact of the current conflict between Sunni and Shiite Islam within the Greater Middle East in the light of its historical roots and antecedents. It will apply that perspective to future situations and challenges that may be faced by U.S. armed forces in the region. Overall it would seek to describe the variety of environments and their dynamic in which American forces might have to respond in the defense of American interests.

[Thu, Oct 15, 2015 2:47 PM](#)

The contractor would undertake a one-year (with an option year) multi-disciplined study, leveraging open source and classified materials as well as products derived from conferences and workshops to produce five analytical products focused on various aspects of precision strike regimes. CNAS will conduct one conference and two workshops in the base year and one conference and one workshop in the option year. Travel for military trade show, professional conference attendance, research, interviews, and on-site inspection is also required. The contractor would complete the first three tasks within 12 months of the date of contract award (the base year) and the remaining two tasks within 24 months of the date of contract award (the option year).

[Thu, Oct 15, 2015 2:38 PM](#)

The contractor would undertake a one-year (with an option year) multi-disciplined study, leveraging open source and classified materials as well as products derived from conferences and workshops to produce five analytical products focused on various aspects of precision strike regimes. CNAS will conduct one conference and two workshops in the base year and one conference and one workshop in the option year. Travel for military trade show, professional conference attendance, research, interviews, and on-site inspection is also required. The contractor would complete the first three tasks within 12 months of the date of contract award (the base year) and the remaining two tasks within 24 months of the date of contract award (the option year).

[Wed, Oct 7, 2015 9:23 AM](#)

Examine Russia's Hybrid Threat Tactics

[Wed, Oct 7, 2015 9:07 AM](#)

Scooter Libby - Fostering Strategic Thinking Outside of Government

[Mon, Sep 29, 2014 3:38 PM](#)

This study will conduct future space wargames.

[Thu, Sep 25, 2014 4:35 PM](#)

This study will address Great State, Great Power

[Tue, Aug 5, 2014 11:37 AM](#)

This study will address Power Projection in a Mature Precision Strike Regime.

[Previous Synopsis](#)

This study will address US Strategic Posture in a Proliferating World.

[Previous Synopsis](#)

This award is an indefinite delivery, indefinite quantity contract for CSBA for a proposed series of studies with an ordering period of 5 years including the base and all options.

[Previous Synopsis](#)

This study will address the art and practice of National Security Strategy.

[Previous Synopsis](#)

This study will address China in the year 2030 to meet the needs of the Director, Net Assessments.

[Previous Synopsis](#)

This publication constitutes a Broad Agency Announcement (BAA) as contemplated in Federal Acquisition Regulation (FAR) 6.102(d)(2). A formal Request for Proposal (RFP), solicitation and/or additional information regarding this announcement will not be issued. Request for same will be disregarded. This BAA is issued by Washington Headquarters Services, Acquisition Directorate on behalf of the Office of the Director, Net Assessments. The community of interest for this BAA is the Office of the Director, Net Assessments. The WHS/AD will not issue paper copies of this announcement. The Government reserves the right to select for award all, some or none of the proposals in response to this announcement. The Government reserves the right to fund all, some or none of the proposals received under this BAA. The Government provides no funding for direct reimbursement of proposal development costs. Technical and cost proposals (or any other material) submitted in response to this BAA will not be returned. It is the policy of the WHS/AD to treat all proposal as sensitive competitive information and to disclose their contents only for the purposes of evaluation. FOR A COMPLETE DESCRIPTION AND TO VIEW ENTIRE BAA, PLEASE SEE ATTACHED FILE ENTITLED, BAA - RESEACH AND STUDIES FOR THE TASK FORCE FOR BUSINESS AND STABILITY OPERATIONS. FOR RESPONSE DATES, PLEASE SEE ATTACHED FILE ENTITLED, BAA - RESEARCH AND STUDIES FOR THE TASK FORCE FOR BUSINESS AND STABILITY OPERATIONS UNDER THE SCHEDULE OF CUT-OFF DATES SECTION.

[Previous Synopsis](#)

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Federal contract opportunity HQ0034-ONA-13-BAA-0001 for research and development in the social sciences and humanities at Washington Headquarters Services WHS, Acquisition Directorate.

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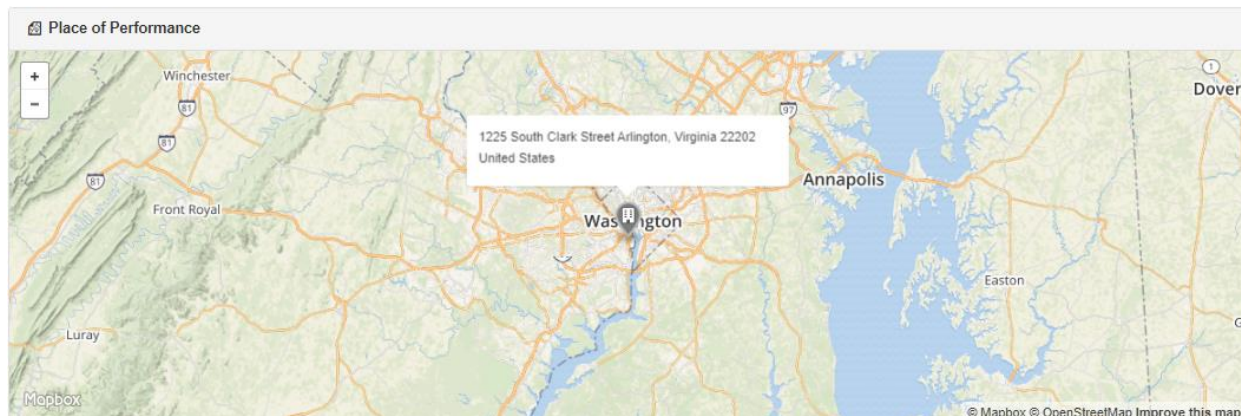
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Contracts				
IDV HQ003415D0021	Ends: 7/13/2020	Long Term Strategy Group, LLC Washington DC (DBA Ltsg)	Obligated: 57%	Funding Status: Funded as Executed Offers Received: 17
Award HQ003415C0091	Ends: 9/29/2018	Dynamis, Inc. Fairfax VA	Obligated: 60%	Funding Status: Funded as Executed Offers Received: 1
Award HQ003415D0021-HQ003417F0499	Ends: 9/24/2018	Long Term Strategy Group, LLC Washington DC (DBA Ltsg)	Obligated: 12%	Funding Status: Funded as Executed Offers Received: 17
Award HQ003415D0021-0004	Ends: 7/31/2018	Long Term Strategy Group, LLC Cambridge MA (DBA Ltsg)	Obligated: 100%	Funding Status: Fully Funded Offers Received: 17
Award HQ003417C0078	Ends: 7/30/2018	The Atlantic Council Of The United States, Inc. Washington DC (DBA Atlantic Council)	Obligated: 100%	Funding Status: Fully Funded Offers Received: 5
Award HQ003415D0021-HQ003417F0328	Ends: 7/30/2018	Long Term Strategy Group, LLC Cambridge MA (DBA Ltsg)	Obligated: 100%	Funding Status: Fully Funded Offers Received: 17
Award HQ003417C0058	Ends: 7/30/2018	Dynamis, Inc. Fairfax VA	Obligated: 19%	Funding Status: Funded as Executed Offers Received: 9
Award HQ003415D0021-HQ003417F0353	Ends: 7/30/2018	Long Term Strategy Group, LLC Cambridge MA (DBA Ltsg)	Obligated: 20%	Funding Status: Funded as Executed Offers Received: 17
Award HQ003417C0070	Ends: 7/25/2018	Stratevarious, Inc. Grand Rapids MI	Obligated: 46%	Funding Status: Funded as Executed Offers Received: 13
Award HQ003417C0068	Ends: 7/25/2018	Center For Strategic And International Studies Inc Washington DC (DBA Csis)	Obligated: 100%	Funding Status: Fully Funded Offers Received: 17

Files		
Package	File	Description
Modification 2	<a href="#">13-BAA-0001_Amendment_3.pdf</a>	The purpose of this amendment is to: 1.Eliminate hard-copy proposal submis...
Modification 1	<a href="#">2013_BAA_v2.0_Amendment_2.docx</a>	The purpose of this amendment is to added two new research opportunity desc...
Amendment 1	<a href="#">2013_BAA_v2.0_Amendment_1.docx</a>	Amended Broad Agency Announcement on 6/19/2014
Amendment 1	<a href="#">KTR_EXPENSE_BREAK_DOWN.xlsx</a>	Required expense reporting sheet
Broad Agency Announcement	<a href="#">HQ0034-ONA-13-BAA-0001.pdf</a>	Broad Agency Announcement for the Office of the Director, Net Assessments.

These PDF files follow.





**BROAD AGENCY ANNOUNCEMENT: HQ0034-ONA-13-BAA-0001**

This publication constitutes a Broad Agency Announcement (BAA) in accordance with (IAW) Federal Acquisition Regulation (FAR) Part 35.016 and FAR 6.102(d) (2). A formal Request for Proposal (RFP), solicitation and/or additional information regarding this announcement will not be issued. This BAA is issued by Washington Headquarters Services, Acquisition Directorate (WHS/AD) on behalf of the Office of Net Assessment, Office of the Secretary of Defense. The community of interest for this BAA is the Office of Net Assessment, Office of the Secretary of Defense.

WHS/AD will not issue paper copies of this announcement. The Government reserves the right to select for award all, some, or none of the proposals in response to this announcement. The Government reserves the right to fund all, some or none of the proposals received under this BAA. The Government provides no funding for direct reimbursement of proposal development costs. Technical and cost proposals (or any other material) submitted in response to this BAA will not be returned. WHS/AD will treat all proposals as sensitive competitive information and disclose their contents only for the purposes of evaluation.

**I. ELIGIBILITY INFORMATION**

This BAA is open to all profit and non-profit businesses as well as institutions of higher education. All business entities may submit a proposal, which will be considered by the Government.

All offerors are required to be registered in the System for Award Management (SAM). Information on SAM registration is available at <https://www.sam.gov/portal/public/SAM>.

**II. GENERAL INFORMATION**

**II.1. Agency Name:**

Washington Headquarters Services, Acquisition Directorate  
Enterprise Analysis & Studies Division  
1225 S. Clark Street  
Suite 910  
Arlington, VA 22202

**II.2. Research Opportunity Title and Program Name:**

Research and Studies for the Office of Net Assessment (OSD/NA)

**II.3. Research Opportunity Number:** HQ0034-ONA-13-BAA-0001

**II.4. Response Dates:**

Proposals will be accepted for a period of five years on a bi-monthly basis beginning June 17, 2013 and ending on June 12, 2018. (See paragraph VIII of this announcement for proposal cut-off dates)

## II.5. Questions and Communications:

All questions should be directed via e-mail to the following contacts:

Email: [majesta.hartley@whs.mil](mailto:majesta.hartley@whs.mil) and [matthew.trangenstein@whs.mil](mailto:matthew.trangenstein@whs.mil)

## III. RESEARCH OPPORTUNITY DESCRIPTION

The Office of Net Assessment conducts and sponsors analyses that compare the standing, trends, and future prospects of U.S. and foreign military capability and military potential. Priority is given to assessing aspects of the security environment and parts of the world that are likely to change in the future, and that may present threats or opportunities to the U.S. Assessments may focus on specific theaters, regions, functions, mission areas, major weapons categories, doctrine, etc., as well as on demographic, economic, and political developments that may affect the power and strategies of nations.

**Objective and Areas of Interest:** The Office of Net Assessment seeks proposals that respond to the following areas of interest. Proposals will be considered that undertake comprehensive approaches to one or more of the following areas, or that investigate one or more particular aspect(s) or case(s) that belong to the broader areas listed below:

**1. Future Naval Warfare:** OSD/NA is interested in proposals to study the changing character of military competition on and under the surface of the sea. The increasing sophistication and proliferation of long-range anti-ship location and strike systems may make surface naval vessels considerably more vulnerable over the decades ahead. This may affect not just U.S. forces, but any nation seeking to project or sustain naval power. Under the sea, trends in instrumentation and the development of undersea infrastructure may change the character of the undersea competition and may have an impact on the current U.S. superiority in undersea warfare. Of particular interest is an assessment of the future undersea competition accounting for current and emerging trends in nation-state and non-nation state objectives, associated operating concepts, and advances in commercial, scientific, and military technology. This could include studies that illuminate future strategic opportunities and vulnerabilities, including the potential for new or expanded DoD roles, in the undersea environment.

**2. Proliferated world:** OSD/NA is interested in proposals exploring heuristic, future security environments marked by varying degrees of nuclear proliferation. Of specific interest are the effect of greater nuclear proliferation on the US Government's ability to execute its overall national security policy, the ability of the US military to accomplish missions assigned to it (in particular DoD's ability to project force when directed by the National Command Authority), the role of Ballistic Missile Defense/Air Defense, the viability of US nuclear forces in a new nuclear environment, and the continued ability of the US to deter aggression against the homeland, our forces, and our Allies. Of additional interest is the influence of greater nuclear proliferation on the military programs, including nuclear, of third actors, changes, if any, in risk perception/management by key players in regional military balances, changes in deterrent postures and practices of regional

powers in a proliferated environment, and changes in dynamic of conflict in environments where proliferation already has occurred.

**3. Space:** OSD/NA is interested in space as an area of military competition that is or may be undergoing significant change. The growing role of commercial space assets, many replicating traditional military capabilities, is opening this area to new competitors. Other powers are also developing substantial space programs with major, though uncertain, military implications. OSD/NA is interested in studies and analyses of the changing competition, possible scenarios, and the characteristics of new and emerging competitors as they relate to space as an area of military competition.

**4. Sustaining Current Areas of U.S. Advantage:** OSD/NA is interested in diagnoses of specific areas of military competition in which the United States has or might plausibly develop a position of considerable competitive advantage. This includes assessments of trends - technological, political, economic, military, and others - that may fundamentally change the character of the competition or substantially alter the competitive position of the United States or other actors. OSD/NA is also interested in analyses of emerging areas of military competition in which the United States may want to develop positions of advantage, as well as strategies that the Department of Defense might plausibly pursue.

**5. History (Military):** OSD/NA is interested in studies on historical topics of interest to the Department of Defense, with a particular emphasis on military history. This includes but is not limited to the history of specific campaigns, both ancient and modern, particularly in Asia or the Middle East; histories of ancient empires; histories of religious warfare; and histories of the development of new technologies, operational concepts, and doctrine.

**6. Precision Strike:** OSD/NA is interested in studies, wargames, and other analytic efforts exploring the potential future maturation and proliferation of technologies and concepts associated with precision strike, including reconnaissance, command and control, and weapon delivery systems of both long- and short-range. OSD/NA is interested in efforts that examine how the maturation and proliferation of precision strike may bring changes in the character of warfare over the next 20-40 years, as well as the broad strategic implications of these changes in warfare, including changes for the United States as well as potential competitors. OSD/NA is also interested in assessments of possible competitors who may enter the precision strike competition, including their strengths, weaknesses, and their ambitions in this emerging area of military competition.

**7. Additional Research Topics:** Proposals on other germane topics may be of interest. These proposals could address aspects of the future security environment, or possible alternative futures that may affect the shape and character of geostrategic competition. They might also propose analyses that compare the standing, trends, and future prospects of US and foreign military capability and military potential, or assess underlying factors with important effects on those issues, and that are not covered in the topics listed above.

#### **IV. AWARD INFORMATION:**

**IV.1. Period of Performance:** The period of performance of the awards typically ranges from one to five years. Options will be considered at the government's discretion.

#### **IV.2. Instrument Type:**

The type of funding instrument selected by the Government may be a contract, grant or cooperative agreement. Award may be made consistent with 10 U.S.C. 2358, 10 U.S.C. 2361, and 10 U.S.C. 2374(a). Contract type and funding arrangements are at the discretion of the Government.

Offerors who desire to submit a stream of related proposals or multiple proposals in different BAA areas of interest throughout the life of the BAA solicitation may propose an Indefinite Delivery, Indefinite Quantity (IDIQ) type contractual arrangement. IDIQ proposal should be submitted separately from orders for tasks based on the intention to submit a significant number of proposals across the life of this BAA.

If the government awards an IDIQ contract as a result of the contractor's proposal, only projects submitted as proposals under the BAA solicitation will be awarded as task orders on the IDIQ. All contract types and contractual arrangements are at the discretion of the Government. The preferred contract type is firm fixed priced contract with costs for travel as a reimbursable item. If option years are appropriate for the project being submitted, the offeror may propose and price project tasks and deliverables for option years, so long as the term of those option years does not extend past the term of the IDIQ.

#### **V. SUBMISSION OF PROPOSAL**

##### **V.1. Proposal Submission**

The due date for proposals delivered to 1225 S. Clark St., Ste. 910, Arlington, VA 22202 is no later than 1 p.m. (EST) on the dates listed in the schedule under paragraph VIII of this announcement. All proposals must state clearly which specific proposal cut-off date and area of interest that the proposal is being submitted to.

##### **V.2. Address for Proposal Submission:**

The delivery address for proposals is:

WHS/Acquisition Directorate  
ATTN: Majesta Hartley/ Matthew Trangenstein  
1225 S. Clark Street, Suite 910  
Arlington VA 22202

WHS/Acquisition Directorate  
ATTN: Majesta Hartley/Matthew Trangenstein  
1155 Defense Pentagon  
Washington, D.C. 20301-1155

NOTE: If delivery is made the 2<sup>nd</sup> address (Defense Pentagon) actual delivery will be made 1-3 days after cut-off date but must be postmarked by the due date to be considered timely. Due to the

difficulties in receiving regular mail, offerors are encouraged to use U.S. postal service overnight or a delivery service. Proposals submitted by fax or e-mail will not be accepted nor considered.

1225 S. Clark St., Ste. 910 deliveries- Please contact one of the two people below at least 30 minutes before delivery to coordinate delivery of proposals:

Majesta Hartley	Matthew Trangenstein
703-545-8993	703-545-3582

**V.3. Validity of Proposals:** Offerors must state the period which the proposal will be valid. All proposals shall be valid for a period of 12 months or longer from the date of submission.

**V.4. Content and Format of Proposals**

V.4.1. Marking of proposals for classified/proprietary information: The proposals submitted in response to this BAA are expected to be unclassified. The proposal submissions will be protected from unauthorized disclosure in accordance with FAR 15.207(b), applicable law, and DoD regulations. Offerors are expected to appropriately mark each page of their submission that contains proprietary information. The proposal should include a severable, self-standing Statement of Work, which contains only unclassified information and does not include any proprietary restrictions.

V.4.2. Important Note: Titles given to the proposals should be descriptive of the work they cover and not be merely a copy of the title of this solicitation.

V.4.3. Format of Proposals:

V.4.3.1. Number of Pages: Content of Technical proposal shall not be more than 30 pages. No page limit on content of Cost proposal.

V.4.3.2. Number of Copies: Five hard copies (one (1) original and four (4) copies) and two (2) electronic copies on CD-ROM, (in Microsoft Word or Excel).

V.4.3.3. Accepted Format: The Technical Proposal shall be submitted in Microsoft Word. The Cost Proposal shall be submitted in Microsoft Word and/or Microsoft Excel. All Excel spreadsheets shall contain formulas. The Word files shall not be zipped or otherwise condensed. Staying true to the Department of Defense Green Procurement Strategy and promoting environmental stewardship-The Government does not desire the proposal submissions to be in binders, nor is it necessary. All aforementioned copies shall be submitted bound in an economical manner.

**V.5. Content of Technical Proposals:**

The technical proposal should include the following sections, at a minimum, each starting on a new page.

V.5.1. Title page: (Not included in page limitations.) This should include the words “Technical Proposal” and the following:

- BAA number;
- Title of proposal;
- Date submitted;
- Identity of Offeror;
- Principal Investigator, (name, phone, fax, e-mail)
- Business contact; (name, phone, fax, e-mail); and,
- Duration of effort
- Area of interest

V.5.2. Technical Approach and Deliverables: A detailed description of the approach planned, results targeted and products to be delivered. Definitions of deliverables (i.e., Manuscript, Report, Wargame) should be included in this section of the technical approach. Deliverables should also be identified in the Cost Proposal, and costs should be distributed among them appropriately.

V.5.3. Statement of Work: A Statement of Work (SOW) clearly detailing the scope and objectives of the effort; tasks to be completed; the technical approach; and deliverables. It is anticipated that the proposed SOW will be incorporated as an attachment to the resultant award instrument. To this end, such proposals must include a severable self-standing SOW without any proprietary restrictions, which can be included in the contract award instrument. Include a detailed listing of the technical tasks/subtasks and deliverables anticipated, organized by year, if applicable.

V.5.4. Qualifications: A discussion of previous accomplishments and work in this, or closely related areas, and the qualifications of the investigators. Key personnel resumes should be attached to the proposal and will not count toward the page limitations.

## **V.6. Content of Cost Proposals:**

The cost proposal should include a detailed breakdown of all costs by cost category by calendar/fiscal year. All cost proposals should provide a breakdown of chargeable costs based strictly on deliverables. The following cost areas should be included, if applicable for derivation of pricing:

V.6.1. Direct Labor: Individual labor category or person, with associated labor hours and unburdened direct labor rates;

V.6.2. Indirect Costs: Fringe Benefits, Overhead, G&A, etc.

V.6.3. Travel: Destination, number of trips, number of days per trip, departure and arrival destinations, number of people, etc. Recognition that travel receipts will be submitted in the format of the form attached to this BAA.

V.6.4. Consultant: Provide consultant agreement or other document which verifies the proposed daily/hourly rate. Consultant rates for contracts issued under this BAA shall not exceed \$187.50 per hour (Max daily rate of \$1,500.00).

V.6.5. Other Direct Costs: should be itemized with costs or estimated costs.

## **VI. INFORMATION ON EVALUATION**

All proposal submissions will be evaluated through a technical/scientific/cost decision process with technical and scientific considerations being more important than cost. Even though cost is of less importance than the technical and scientific factors combined, it will be considered in the overall evaluation. The degree of its importance will increase with the degree of equality of the proposals in relation to the other factors on which selection is to be based, or when the cost is so significantly high as to diminish the value of the technical superiority to the Government. Evaluation Criteria 1-3 are listed in descending order of priority. Any sub-criteria listed under a particular criterion are of equal importance to each other.

VI.1. Potential contribution to ONA's mission and Department of Defense concerns

VI.1.1. The degree of innovation

VI.1.2. The soundness and feasibility of technical approach

VI.1.3. The offeror's understanding of the problem and the technical effort needed to address the problem

VI.2. Offeror's capabilities, related experience, and past performance, including the qualifications, capabilities, and experience of the proposed personnel

VI.2.1. The quality of technical personnel proposed

VI.2.2. The offeror's experience in relevant efforts with similar resources

VI.2.3. The ability to manage the proposed effort

VI.3. The realism of the proposed cost

VI.3.1. Total cost relative to benefit

VI.3.2. Realism of cost levels for facilities and staffing

## **VII. NEGOTIATION AND AWARD OF PROPOSALS**

The Government may award/ select proposals with or without negotiations. The Government may ask for additional information/clarification of the proposal at the discretion of the Government. Awards may be made subject to availability of funds IAW FAR 232.18, Availability of Funds and FAR 232.19, Availability of Funds for the Next Fiscal Year. No further awards will be made after June 12, 2019 or sooner if this BAA solicitation is amended to change the final date. Proposals submitted in response to this BAA will not be returned. The Government will not inform nor notify of the unselected/unaccepted proposals; offerors are hereby informed that the submitted proposal(s) will not be considered nor accepted for award after one year (12 twelve months) from the date of submission cutoff date unless notified otherwise by the Government.

**VIII. SCHEDULE OF PROPOSAL RECEIPT CUT-OFF DATES**

- a) June 17, 2013(only submission date to be considered for funding using FY13 funds)
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- c) December 17, 2013
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- i) February 24, 2015
- j) April 21, 2015
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- l) October 20, 2015
- m) December 15, 2015
- n) February 23, 2016
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- p) June 21, 2016 (final submission date to be considered for funding using FY16 funds)
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- s) February 21, 2017
- t) April 25, 2017
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ATTACHMENT: Required Form for Submission of Travel Receipts



Support for Contract:  
Employee/Consutant:  
Reason:  
Invoice #

Lodging  
Tax  
Per Diem  
Airfare  
TOTAL \$ -

LODGING		
Date	Name	Amount

TOTAL \$ -

PER DIEM						
Date	From	To	Location	Lodging	Meals	Incidental

TOTAL \$ - \$ -

AIR FARE			
Date	From	To	Amount

TOTAL \$ -

MISC.		
Date	Explanation:	Amount

MILEAGE					
Date:	From	To	Miles	Rate	AMOUNT

TOTAL

NOTES					
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**BROAD AGENCY ANNOUNCEMENT: HQ0034-ONA-13-BAA-0001**

This publication constitutes a Broad Agency Announcement (BAA) in accordance with (IAW) Federal Acquisition Regulation (FAR) Part 35.016 and FAR 6.102(d) (2). A formal Request for Proposal (RFP), solicitation and/or additional information regarding this announcement will not be issued. This BAA is issued by Washington Headquarters Services, Acquisition Directorate (WHS/AD) on behalf of the Office of Net Assessment, Office of the Secretary of Defense. The community of interest for this BAA is the Office of Net Assessment, Office of the Secretary of Defense.

WHS/AD will not issue paper copies of this announcement. The Government reserves the right to select for award all, some, or none of the proposals in response to this announcement. The Government reserves the right to fund all, some or none of the proposals received under this BAA. The Government provides no funding for direct reimbursement of proposal development costs. Technical and cost proposals (or any other material) submitted in response to this BAA will not be returned. WHS/AD will treat all proposals as sensitive competitive information and disclose their contents only for the purposes of evaluation.

**I. ELIGIBILITY INFORMATION**

This BAA is open to all profit and non-profit businesses as well as institutions of higher education. All business entities may submit a proposal, which will be considered by the Government.

All offerors are required to be registered in the System for Award Management (SAM). Information on SAM registration is available at <https://www.sam.gov/portal/public/SAM>.

**II. GENERAL INFORMATION**

**II.1. Agency Name:**

Washington Headquarters Services, Acquisition Directorate  
Enterprise Analysis & Studies Division  
1225 S. Clark Street  
Suite 910  
Arlington, VA 22202

**II.2. Research Opportunity Title and Program Name:**

Research and Studies for the Office of Net Assessment (OSD/NA)

**II.3. Research Opportunity Number:** HQ0034-ONA-13-BAA-0001

**II.4. Response Dates:**

Proposals will be accepted for a period of five years on a bi-monthly basis beginning June 17, 2013 and ending on June 12, 2018. (See paragraph VIII of this announcement for proposal cut-off dates)

## II.5. Questions and Communications:

All questions should be directed via e-mail to the following contacts:

Email: [maryam.fatima.civ@mail.mil](mailto:maryam.fatima.civ@mail.mil); [toyia.s.lewis2.civ@mail.mil](mailto:toyia.s.lewis2.civ@mail.mil); and [matthew.o.trangenstein.civ@mail.mil](mailto:matthew.o.trangenstein.civ@mail.mil)

## III. RESEARCH OPPORTUNITY DESCRIPTION

The Office of Net Assessment conducts and sponsors analyses that compare the standing, trends, and future prospects of U.S. and foreign military capability and military potential. Priority is given to assessing aspects of the security environment and parts of the world that are likely to change in the future, and that may present threats or opportunities to the U.S. Assessments may focus on specific theaters, regions, functions, mission areas, major weapons categories, doctrine, etc., as well as on demographic, economic, and political developments that may affect the power and strategies of nations.

**Objective and Areas of Interest:** The Office of Net Assessment seeks proposals that respond to the following areas of interest. Proposals will be considered that undertake comprehensive approaches to one or more of the following areas, or that investigate one or more particular aspect(s) or case(s) that belong to the broader areas listed below:

**1. Future Naval Warfare:** OSD/NA is interested in proposals to study the changing character of military competition on and under the surface of the sea. The increasing sophistication and proliferation of long-range anti-ship location and strike systems may make surface naval vessels considerably more vulnerable over the decades ahead. This may affect not just U.S. forces, but any nation seeking to project or sustain naval power. Under the sea, trends in instrumentation and the development of undersea infrastructure may change the character of the undersea competition and may have an impact on the current U.S. superiority in undersea warfare. Of particular interest is an assessment of the future undersea competition accounting for current and emerging trends in nation-state and non-nation state objectives, associated operating concepts, and advances in commercial, scientific, and military technology. This could include studies that illuminate future strategic opportunities and vulnerabilities, including the potential for new or expanded DoD roles, in the undersea environment.

**2. Proliferated world:** OSD/NA is interested in proposals exploring heuristic, future security environments marked by varying degrees of nuclear proliferation. Of specific interest are the effect of greater nuclear proliferation on the US Government's ability to execute its overall national security policy, the ability of the US military to accomplish missions assigned to it (in particular DoD's ability to project force when directed by the National Command Authority), the role of Ballistic Missile Defense/Air Defense, the viability of US nuclear forces in a new nuclear environment, and the continued ability of the US to deter aggression against the homeland, our forces, and our Allies. Of additional interest is the influence of greater nuclear proliferation on the military programs, including nuclear, of third actors, changes, if any, in risk perception/management by key players in regional military balances, changes in deterrent postures and practices of regional

powers in a proliferated environment, and changes in dynamic of conflict in environments where proliferation already has occurred.

**3. Space:** OSD/NA is interested in space as an area of military competition that is or may be undergoing significant change. The growing role of commercial space assets, many replicating traditional military capabilities, is opening this area to new competitors. Other powers are also developing substantial space programs with major, though uncertain, military implications. OSD/NA is interested in studies and analyses of the changing competition, possible scenarios, and the characteristics of new and emerging competitors as they relate to space as an area of military competition.

**4. Sustaining Current Areas of U.S. Advantage:** OSD/NA is interested in diagnoses of specific areas of military competition in which the United States has or might plausibly develop a position of considerable competitive advantage. This includes assessments of trends - technological, political, economic, military, and others - that may fundamentally change the character of the competition or substantially alter the competitive position of the United States or other actors. OSD/NA is also interested in analyses of emerging areas of military competition in which the United States may want to develop positions of advantage, as well as strategies that the Department of Defense might plausibly pursue.

**5. History (Military):** OSD/NA is interested in studies on historical topics of interest to the Department of Defense, with a particular emphasis on military history. This includes but is not limited to the history of specific campaigns, both ancient and modern, particularly in Asia or the Middle East; histories of ancient empires; histories of religious warfare; and histories of the development of new technologies, operational concepts, and doctrine.

**6. Precision Strike:** OSD/NA is interested in studies, wargames, and other analytic efforts exploring the potential future maturation and proliferation of technologies and concepts associated with precision strike, including reconnaissance, command and control, and weapon delivery systems of both long- and short-range. OSD/NA is interested in efforts that examine how the maturation and proliferation of precision strike may bring changes in the character of warfare over the next 20-40 years, as well as the broad strategic implications of these changes in warfare, including changes for the United States as well as potential competitors. OSD/NA is also interested in assessments of possible competitors who may enter the precision strike competition, including their strengths, weaknesses, and their ambitions in this emerging area of military competition.

**7. Additional Research Topics:** Proposals on other germane topics may be of interest. These proposals could address aspects of the future security environment, or possible alternative futures that may affect the shape and character of geostrategic competition. They might also propose analyses that compare the standing, trends, and future prospects of US and foreign military capability and military potential, or assess underlying factors with important effects on those issues, and that are not covered in the topics listed above.

#### **IV. AWARD INFORMATION:**

**IV.1. Period of Performance:** The period of performance of the awards typically ranges from one to five years. Options will be considered at the government's discretion.

#### **IV.2. Instrument Type:**

The type of funding instrument selected by the Government may be a contract, grant or cooperative agreement. Award may be made consistent with 10 U.S.C. 2358, 10 U.S.C. 2361, and 10 U.S.C. 2374(a). Contract type and funding arrangements are at the discretion of the Government.

Offerors who desire to submit a stream of related proposals or multiple proposals in different BAA areas of interest throughout the life of the BAA solicitation may propose an Indefinite Delivery, Indefinite Quantity (IDIQ) type contractual arrangement. IDIQ proposal should be submitted separately from orders for tasks based on the intention to submit a significant number of proposals across the life of this BAA.

If the government awards an IDIQ contract as a result of the contractor's proposal, only projects submitted as proposals under the BAA solicitation will be awarded as task orders on the IDIQ. All contract types and contractual arrangements are at the discretion of the Government. The preferred contract type is firm fixed priced contract with costs for travel as a reimbursable item. If option years are appropriate for the project being submitted, the offeror may propose and price project tasks and deliverables for option years, so long as the term of those option years does not extend past the term of the IDIQ.

#### **V. SUBMISSION OF PROPOSAL**

##### **V.1. Proposal Submission**

The due date for proposals delivered to 1225 S. Clark St., Ste. 910, Arlington, VA 22202 is no later than 1 p.m. (EST) on the dates listed in the schedule under paragraph VIII of this announcement. All proposals must state clearly which specific proposal cut-off date and area of interest that the proposal is being submitted to.

##### **V.2. Address for Proposal Submission:**

The delivery address for proposals is:

WHS/Acquisition Directorate  
ATTN: Maryam Fatima/Toyia Lewis/Matt Trangenstein  
1225 S. Clark Street, Suite 910  
Arlington VA 22202

1225 S. Clark St., Ste. 910 deliveries- Please contact one of the **three** people below at least 30 minutes before delivery to coordinate delivery of proposals:

Maryam Fatima	Toyia Lewis	Matthew Trangenstein
703-545-1320	703-545-0625	703-545-3582

**V.3. Validity of Proposals:** Offerors must state the period which the proposal will be valid. All proposals shall be valid for a period of 12 months or longer from the date of submission.

#### **V.4. Content and Format of Proposals**

V.4.1. Marking of proposals for classified/proprietary information: The proposals submitted in response to this BAA are expected to be unclassified. The proposal submissions will be protected from unauthorized disclosure in accordance with FAR 15.207(b), applicable law, and DoD regulations. Offerors are expected to appropriately mark each page of their submission that contains proprietary information. The proposal should include a severable, self-standing Statement of Work, which contains only unclassified information and does not include any proprietary restrictions.

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V.4.3.1. Number of Pages: Content of Technical proposal shall not be more than 30 pages. No page limit on content of Cost proposal.

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The technical proposal should include the following sections, at a minimum, each starting on a new page.

V.5.1. Title page: (Not included in page limitations.) This should include the words “Technical Proposal” and the following:

- BAA number;

- Title of proposal;
- Date submitted;
- Identity of Offeror;
- Principal Investigator, (name, phone, fax, e-mail)
- Business contact; (name, phone, fax, e-mail); and,
- Duration of effort
- Area of interest

V.5.2. Technical Approach and Deliverables: A detailed description of the approach planned, results targeted and products to be delivered. Definitions of deliverables (i.e., Manuscript, Report, Wargame) should be included in this section of the technical approach. Deliverables should also be identified in the Cost Proposal, and costs should be distributed among them appropriately.

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All proposal submissions will be evaluated through a technical/scientific/cost decision process with technical and scientific considerations being more important than cost. Even though cost is of less importance than the technical and scientific factors combined, it will be considered in the overall evaluation. The degree of its importance will increase with the degree of equality of the proposals in relation to the other factors on which selection is to be based, or when the cost is so significantly high as to diminish the value of the technical superiority to the Government. Evaluation Criteria 1-3 are listed in descending order of priority. Any sub-criteria listed under a particular criterion are of equal importance to each other.

### **VI.1. Potential contribution to ONA's mission and Department of Defense concerns**

- VI.1.1. The degree of innovation
- VI.1.2. The soundness and feasibility of technical approach
- VI.1.3. The offeror's understanding of the problem and the technical effort needed to address the problem

### **VI.2. Offeror's capabilities, related experience, and past performance, including the qualifications, capabilities, and experience of the proposed personnel**

- VI.2.1. The quality of technical personnel proposed
- VI.2.2. The offeror's experience in relevant efforts with similar resources
- VI.2.3. The ability to manage the proposed effort

### **VI.3. The realism of the proposed cost**

- VI.3.1. Total cost relative to benefit
- VI.3.2. Realism of cost levels for facilities and staffing

## **VII. NEGOTIATION AND AWARD OF PROPOSALS**

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ATTACHMENT: Required Form for Submission of Travel Receipts

**BROAD AGENCY ANNOUNCEMENT: HQ0034-ONA-13-BAA-0001**

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**II. GENERAL INFORMATION**

**II.1. Agency Name:**

Washington Headquarters Services, Acquisition Directorate  
Enterprise Analysis & Studies Division  
1225 S. Clark Street  
Suite 910  
Arlington, VA 22202

**II.2. Research Opportunity Title and Program Name:**

Research and Studies for the Office of Net Assessment (OSD/NA)

**II.3. Research Opportunity Number:** HQ0034-ONA-13-BAA-0001

**II.4. Response Dates:**

Proposals will be accepted for a period of five years on a bi-monthly basis beginning June 17, 2013 and ending on June 12, 2018. (See paragraph VIII of this announcement for proposal cut-off dates)

## II.5. Questions and Communications:

All questions should be directed via e-mail to the following contacts:

Email: [maryam.fatima.civ@mail.mil](mailto:maryam.fatima.civ@mail.mil); and [toyia.s.lewis2.civ@mail.mil](mailto:toyia.s.lewis2.civ@mail.mil);

## III. RESEARCH OPPORTUNITY DESCRIPTION

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powers in a proliferated environment, and changes in dynamic of conflict in environments where proliferation already has occurred.

**3. Space:** OSD/NA is interested in space as an area of military competition that is or may be undergoing significant change. The growing role of commercial space assets, many replicating traditional military capabilities, is opening this area to new competitors. Other powers are also developing substantial space programs with major, though uncertain, military implications. OSD/NA is interested in studies and analyses of the changing competition, possible scenarios, and the characteristics of new and emerging competitors as they relate to space as an area of military competition.

**4. Sustaining Current Areas of U.S. Advantage:** OSD/NA is interested in diagnoses of specific areas of military competition in which the United States has or might plausibly develop a position of considerable competitive advantage. This includes assessments of trends - technological, political, economic, military, and others - that may fundamentally change the character of the competition or substantially alter the competitive position of the United States or other actors. OSD/NA is also interested in analyses of emerging areas of military competition in which the United States may want to develop positions of advantage, as well as strategies that the Department of Defense might plausibly pursue.

**5. History (Military):** OSD/NA is interested in studies on historical topics of interest to the Department of Defense, with a particular emphasis on military history. This includes but is not limited to the history of specific campaigns, both ancient and modern, particularly in Asia or the Middle East; histories of ancient empires; histories of religious warfare; and histories of the development of new technologies, operational concepts, and doctrine.

**6. Precision Strike:** OSD/NA is interested in studies, wargames, and other analytic efforts exploring the potential future maturation and proliferation of technologies and concepts associated with precision strike, including reconnaissance, command and control, and weapon delivery systems of both long- and short-range. OSD/NA is interested in efforts that examine how the maturation and proliferation of precision strike may bring changes in the character of warfare over the next 20-40 years, as well as the broad strategic implications of these changes in warfare, including changes for the United States as well as potential competitors. OSD/NA is also interested in assessments of possible competitors who may enter the precision strike competition, including their strengths, weaknesses, and their ambitions in this emerging area of military competition.

**7. Additional Research Topics:** Proposals on other germane topics may be of interest. These proposals could address aspects of the future security environment, or possible alternative futures that may affect the shape and character of geostrategic competition. They might also propose analyses that compare the standing, trends, and future prospects of US and foreign military capability and military potential, or assess underlying factors with important effects on those issues, and that are not covered in the topics listed above.

**8. Economics:** The Office of Net Assessment is interested in the study of economics in peace and war. This area includes studies of the economic conditions and constraints affecting relative military power, including the economic burden on the US and on major competitors and allies of military and

other strategic activities; methods of estimating comparative future trends in major power economic capacity and military spending; and improved cross-national comparisons of the size of military and related programs. OSD/NA is also interested in the economic dimension of military crises and warfare, including the character of economic warfare in a range of contexts and the implications for the United States, allies, and adversaries. More specifically, OSD/NA has a particular interest in analyses of the impact of interruptions in trade, such as blockades and quarantines, and other measures that might be taken as part of future economic warfare.

**9. Wargames:** OSD/NA is interested in innovative approaches to implement wargames to explore the competition between peer and near-peer competitors. OSD/NA is interested in new gaming formats enabling expansion of understanding of, and interactions between, modern and emerging warfare areas such as information, cyber, and space combat operations. OSD/NA is interested in several different styles and types of gaming formats, depending on the nature of the question under examination. OSD/NA desires games that effectively match structure, adjudication, processes, visualization, and data capture to the level of rigor appropriate to the understanding of the problems. Proposals should address how iterative games and analysis can improve understanding of problems (e.g. moving from unstructured to structured, etc.).

#### **IV. AWARD INFORMATION:**

**IV.1. Period of Performance:** The period of performance of the awards typically ranges from one to five years. Options will be considered at the government's discretion.

#### **IV.2. Instrument Type:**

The type of funding instrument selected by the Government may be a contract, grant or cooperative agreement. Award may be made consistent with 10 U.S.C. 2358, 10 U.S.C. 2361, and 10 U.S.C. 2374(a). Contract type and funding arrangements are at the discretion of the Government.

Offerors who desire to submit a stream of related proposals or multiple proposals in different BAA areas of interest throughout the life of the BAA solicitation may propose an Indefinite Delivery, Indefinite Quantity (IDIQ) type contractual arrangement. IDIQ proposal should be submitted separately from orders for tasks based on the intention to submit a significant number of proposals across the life of this BAA.

If the government awards an IDIQ contract as a result of the contractor's proposal, only projects submitted as proposals under the BAA solicitation will be awarded as task orders on the IDIQ. All contract types and contractual arrangements are at the discretion of the Government. The preferred contract type is firm fixed priced contract with costs for travel as a reimbursable item. If option years are appropriate for the project being submitted, the offeror may propose and price project tasks and

deliverables for option years, so long as the term of those option years does not extend past the term of the IDIQ.

## **V. SUBMISSION OF PROPOSAL**

### **V.1. Proposal Submission**

The due date for proposals delivered to 1225 S. Clark St., Ste. 910, Arlington, VA 22202 is no later than 1 p.m. (EST) on the dates listed in the schedule under paragraph VIII of this announcement. All proposals must state clearly which specific proposal cut-off date and area of interest that the proposal is being submitted to.

### **V.2. Address for Proposal Submission:**

The delivery address for proposals is:

WHS/Acquisition Directorate  
ATTN: Maryam Fatima/Toyia Lewis  
1225 S. Clark Street, Suite 910  
Arlington VA 22202

1225 S. Clark St., Ste. 910 deliveries- Please contact one of the two people below at least 30 minutes before delivery to coordinate delivery of proposals:

Maryam Fatima	Toyia Lewis
703-545-1320	703-545-0675

**V.3. Validity of Proposals:** Offerors must state the period which the proposal will be valid. All proposals shall be valid for a period of 12 months or longer from the date of submission.

### **V.4. Content and Format of Proposals**

V.4.1. Marking of proposals for classified/proprietary information: The proposals submitted in response to this BAA are expected to be unclassified. The proposal submissions will be protected from unauthorized disclosure in accordance with FAR 15.207(b), applicable law, and DoD regulations. Offerors are expected to appropriately mark each page of their submission that contains proprietary information. The proposal should include a severable, self-standing Statement of Work, which contains only unclassified information and does not include any proprietary restrictions.

V.4.2. Important Note: Titles given to the proposals should be descriptive of the work they cover and not be merely a copy of the title of this solicitation.

V.4.3. Format of Proposals:

V.4.3.1. Number of Pages: Content of Technical proposal shall not be more than 30 pages. No page limit on content of Cost proposal.

V.4.3.2. Number of Copies: Five hard copies (one (1) original and four (4) copies) and two (2) electronic copies on CD-ROM, (in Microsoft Word or Excel).

V.4.3.3. Accepted Format: The Technical Proposal shall be submitted in Microsoft Word. The Cost Proposal shall be submitted in Microsoft Word and/or Microsoft Excel. All Excel spreadsheets shall contain formulas. The Word files shall not be zipped or otherwise condensed. Staying true to the Department of Defense Green Procurement Strategy and promoting environmental stewardship-The Government does not desire the proposal submissions to be in binders, nor is it necessary. All aforementioned copies shall be submitted bound in an economical manner.

## **V.5. Content of Technical Proposals:**

The technical proposal should include the following sections, at a minimum, each starting on a new page.

V.5.1. Title page: (Not included in page limitations.) This should include the words “Technical Proposal” and the following:

- BAA number;
- Title of proposal;
- Date submitted;
- Identity of Offeror;
- Principal Investigator, (name, phone, fax, e-mail)
- Business contact; (name, phone, fax, e-mail); and,
- Duration of effort
- Area of interest

V.5.2. Technical Approach and Deliverables: A detailed description of the approach planned, results targeted and products to be delivered. Definitions of deliverables (i.e., Manuscript, Report, Wargame) should be included in this section of the technical approach. Deliverables should also be identified in the Cost Proposal, and costs should be distributed among them appropriately.

V.5.3. Statement of Work: A Statement of Work (SOW) clearly detailing the scope and objectives of the effort; tasks to be completed; the technical approach; and deliverables. It is anticipated that the proposed SOW will be incorporated as an attachment to the resultant award instrument. To this end, such proposals must include a severable self-standing SOW without any proprietary restrictions, which can be included in the contract award instrument. Include a detailed listing of the technical tasks/subtasks and deliverables anticipated, organized by year, if applicable.

V.5.4. Qualifications: A discussion of previous accomplishments and work in this, or closely related areas, and the qualifications of the investigators. Key personnel resumes should be attached to the proposal and will not count toward the page limitations.

## **V.6. Content of Cost Proposals:**

The cost proposal should include a detailed breakdown of all costs by cost category by calendar/fiscal year. All cost proposals should provide a breakdown of chargeable costs based strictly on deliverables. The following cost areas should be included, if applicable for derivation of pricing:

V.6.1. Direct Labor: Individual labor category or person, with associated labor hours and unburdened direct labor rates;

V.6.2. Indirect Costs: Fringe Benefits, Overhead, G&A, etc.

V.6.3. Travel: Destination, number of trips, number of days per trip, departure and arrival destinations, number of people, etc. Recognition that travel receipts will be submitted in the format of the form attached to this BAA.

V.6.4. Consultant: Provide consultant agreement or other document which verifies the proposed daily/hourly rate. Consultant rates for contracts issued under this BAA shall not exceed \$187.50 per hour (Max daily rate of \$1,500.00).

V.6.5. Other Direct Costs: should be itemized with costs or estimated costs.

## **VI. INFORMATION ON EVALUATION**

All proposal submissions will be evaluated through a technical/scientific/cost decision process with technical and scientific considerations being more important than cost. Even though cost is of less importance than the technical and scientific factors combined, it will be considered in the overall evaluation. The degree of its importance will increase with the degree of equality of the proposals in relation to the other factors on which selection is to be based, or when the cost is so significantly high as to diminish the value of the technical superiority to the Government. Evaluation Criteria 1-3 are listed in descending order of priority. Any sub-criteria listed under a particular criterion are of equal importance to each other.

VI.1. Potential contribution to ONA's mission and Department of Defense concerns

VI.1.1. The degree of innovation

VI.1.2. The soundness and feasibility of technical approach

VI.1.3. The offeror's understanding of the problem and the technical effort needed to address the problem

VI.2. Offeror's capabilities, related experience, and past performance, including the qualifications, capabilities, and experience of the proposed personnel

VI.2.1. The quality of technical personnel proposed

VI.2.2. The offeror's experience in relevant efforts with similar resources

VI.2.3. The ability to manage the proposed effort



VI.3. The realism of the proposed cost

VI.3.1. Total cost relative to benefit

VI.3.2. Realism of cost levels for facilities and staffing

**VII. NEGOTIATION AND AWARD OF PROPOSALS**

The Government may award/ select proposals with or without negotiations. The Government may ask for additional information/clarification of the proposal at the discretion of the Government. Awards may be made subject to availability of funds IAW FAR 232.18, Availability of Funds and FAR 232.19, Availability of Funds for the Next Fiscal Year. No further awards will be made after June 12, 2019 or sooner if this BAA solicitation is amended to change the final date. Proposals submitted in response to this BAA will not be returned. The Government will not inform nor notify of the unselected/unaccepted proposals; offerors are hereby informed that the submitted proposal(s) will not be considered nor accepted for award after one year (12 twelve months) from the date of submission cutoff date unless notified otherwise by the Government.

**VIII. SCHEDULE OF PROPOSAL RECEIPT CUT-OFF DATES**

- a) June 17, 2013(only submission date to be considered for funding using FY13 funds)
- b) October 15, 2013
- c) December 17, 2013
- d) February 25, 2014
- e) April 22, 2014
- f) June 24, 2014 (final submission date to be considered for funding using FY14 funds)
- g) October 14, 2014
- h) December 16, 2014
- i) February 24, 2015
- j) April 21, 2015
- k) June 23, 2015 (final submission date to be considered for funding using FY15 funds)
- l) October 20, 2015
- m) December 15, 2015
- n) February 23, 2016
- o) April 19, 2016
- p) June 21, 2016 (final submission date to be considered for funding using FY16 funds)
- q) October 18, 2016
- r) December 20, 2016
- s) February 21, 2017
- t) April 25, 2017
- u) June 20, 2017 (final submission date to be considered for funding using FY17 funds)
- v) October 24, 2017
- w) December 19, 2017
- x) February 20, 2018
- y) April 24, 2018
- z) June 12, 2018 (final submission date to be considered under this BAA)

ATTACHMENT: Required Form for Submission of Travel Receipts

**BROAD AGENCY ANNOUNCEMENT: HQ0034-ONA-13-BAA-0001**  
**Amendment 03**

This publication constitutes a Broad Agency Announcement (BAA) in accordance with (IAW) Federal Acquisition Regulation (FAR) Part 35.016 and FAR 6.102(d) (2). A formal Request for Proposal (RFP), solicitation and/or additional information regarding this announcement will not be issued. This BAA is issued by Washington Headquarters Services, Acquisition Directorate (WHS/AD) on behalf of the Office of Net Assessment, Office of the Secretary of Defense. The community of interest for this BAA is the Office of Net Assessment, Office of the Secretary of Defense.

WHS/AD will not issue paper copies of this announcement. The Government reserves the right to select for award all, some, or none of the proposals in response to this announcement. The Government reserves the right to fund all, some or none of the proposals received under this BAA. The Government provides no funding for direct reimbursement of proposal development costs. Technical and cost proposals (or any other material) submitted in response to this BAA will not be returned. WHS/AD will treat all proposals as sensitive competitive information and disclose their contents only for the purposes of evaluation.

**I. ELIGIBILITY INFORMATION**

This BAA is open to all profit and non-profit businesses as well as institutions of higher education. All business entities may submit a proposal, which will be considered by the Government.

All offerors are required to be registered in the System for Award Management (SAM). Information on SAM registration is available at <https://www.sam.gov/portal/public/SAM>.

**II. GENERAL INFORMATION**

**II.1. Agency Name:**

Washington Headquarters Services, Acquisition Directorate  
Enterprise Analysis & Studies Division  
1225 S. Clark Street  
Suite 910  
Arlington, VA 22202

**II.2. Research Opportunity Title and Program Name:**

Research and Studies for the Office of Net Assessment (OSD/NA)

**II.3. Research Opportunity Number:** HQ0034-ONA-13-BAA-0001

**II.4. Response Dates:**

Proposals will be accepted for a period of five years on a bi-monthly basis beginning June 17, 2013 and ending on June 12, 2018. (See paragraph VIII of this announcement for proposal cut-off dates)

## **II.5. Questions and Communications:**

All questions should be directed via e-mail to the following contacts:

Email: [maryam.fatima.civ@mail.mil](mailto:maryam.fatima.civ@mail.mil); and [rodney.a.johnson77.civ@mail.mil](mailto:rodney.a.johnson77.civ@mail.mil)

## **III. RESEARCH OPPORTUNITY DESCRIPTION**

The Office of Net Assessment conducts and sponsors analyses that compare the standing, trends, and future prospects of U.S. and foreign military capability and military potential. Priority is given to assessing aspects of the security environment and parts of the world that are likely to change in the future, and that may present threats or opportunities to the U.S. Assessments may focus on specific theaters, regions, functions, mission areas, major weapons categories, doctrine, etc., as well as on demographic, economic, and political developments that may affect the power and strategies of nations.

**Objective and Areas of Interest:** The Office of Net Assessment seeks proposals that respond to the following areas of interest. Proposals will be considered that undertake comprehensive approaches to one or more of the following areas, or that investigate one or more particular aspect(s) or case(s) that belong to the broader areas listed below:

**1. Future Naval Warfare:** OSD/NA is interested in proposals to study the changing character of military competition on and under the surface of the sea. The increasing sophistication and proliferation of long-range anti-ship location and strike systems may make surface naval vessels considerably more vulnerable over the decades ahead. This may affect not just U.S. forces, but any nation seeking to project or sustain naval power. Under the sea, trends in instrumentation and the development of undersea infrastructure may change the character of the undersea competition and may have an impact on the current U.S. superiority in undersea warfare. Of particular interest is an assessment of the future undersea competition accounting for current and emerging trends in nation-state and non-nation state objectives, associated operating concepts, and advances in commercial, scientific, and military technology. This could include studies that illuminate future strategic opportunities and vulnerabilities, including the potential for new or expanded DoD roles, in the undersea environment.

**2. Proliferated world:** OSD/NA is interested in proposals exploring heuristic, future security environments marked by varying degrees of nuclear proliferation. Of specific interest are the effect of greater nuclear proliferation on the US Government's ability to execute its overall national security policy, the ability of the US military to accomplish missions assigned to it (in particular DoD's ability to project force when directed by the National Command Authority), the role of Ballistic Missile Defense/Air Defense, the viability of US nuclear forces in a new nuclear environment, and the continued ability of the US to deter aggression against the homeland, our forces, and our Allies. Of additional interest is the influence of greater nuclear proliferation on the military programs, including nuclear, of third actors, changes, if any, in risk perception/management

by key players in regional military balances, changes in deterrent postures and practices of regional powers in a proliferated environment, and changes in dynamic of conflict in environments where proliferation already has occurred.

**3. Space:** OSD/NA is interested in space as an area of military competition that is or may be undergoing significant change. The growing role of commercial space assets, many replicating traditional military capabilities, is opening this area to new competitors. Other powers are also developing substantial space programs with major, though uncertain, military implications. OSD/NA is interested in studies and analyses of the changing competition, possible scenarios, and the characteristics of new and emerging competitors as they relate to space as an area of military competition.

**4. Sustaining Current Areas of U.S. Advantage:** OSD/NA is interested in diagnoses of specific areas of military competition in which the United States has or might plausibly develop a position of considerable competitive advantage. This includes assessments of trends - technological, political, economic, military, and others - that may fundamentally change the character of the competition or substantially alter the competitive position of the United States or other actors. OSD/NA is also interested in analyses of emerging areas of military competition in which the United States may want to develop positions of advantage, as well as strategies that the Department of Defense might plausibly pursue.

**5. History (Military):** OSD/NA is interested in studies on historical topics of interest to the Department of Defense, with a particular emphasis on military history. This includes but is not limited to the history of specific campaigns, both ancient and modern, particularly in Asia or the Middle East; histories of ancient empires; histories of religious warfare; and histories of the development of new technologies, operational concepts, and doctrine.

**6. Precision Strike:** OSD/NA is interested in studies, wargames, and other analytic efforts exploring the potential future maturation and proliferation of technologies and concepts associated with precision strike, including reconnaissance, command and control, and weapon delivery systems of both long- and short-range. OSD/NA is interested in efforts that examine how the maturation and proliferation of precision strike may bring changes in the character of warfare over the next 20-40 years, as well as the broad strategic implications of these changes in warfare, including changes for the United States as well as potential competitors. OSD/NA is also interested in assessments of possible competitors who may enter the precision strike competition, including their strengths, weaknesses, and their ambitions in this emerging area of military competition.

**7. Additional Research Topics:** Proposals on other germane topics may be of interest. These proposals could address aspects of the future security environment, or possible alternative futures that may affect the shape and character of geostrategic competition. They might also propose analyses that compare the standing, trends, and future prospects of US and foreign military capability and military potential, or assess underlying factors with important effects on those issues, and that are not covered in the topics listed above.

**8. Economics:** The Office of Net Assessment is interested in the study of economics in peace and war. This area includes studies of the economic conditions and constraints affecting relative military

power, including the economic burden on the US and on major competitors and allies of military and other strategic activities; methods of estimating comparative future trends in major power economic capacity and military spending; and improved cross-national comparisons of the size of military and related programs. OSD/NA is also interested in the economic dimension of military crises and warfare, including the character of economic warfare in a range of contexts and the implications for the United States, allies, and adversaries. More specifically, OSD/NA has a particular interest in analyses of the impact of interruptions in trade, such as blockades and quarantines, and other measures that might be taken as part of future economic warfare.

**9. Wargames:** OSD/NA is interested in innovative approaches to implement wargames to explore the competition between peer and near-peer competitors. OSD/NA is interested in new gaming formats enabling expansion of understanding of, and interactions between, modern and emerging warfare areas such as information, cyber, and space combat operations. OSD/NA is interested in several different styles and types of gaming formats, depending on the nature of the question under examination. OSD/NA desires games that effectively match structure, adjudication, processes, visualization, and data capture to the level of rigor appropriate to the understanding of the problems. Proposals should address how iterative games and analysis can improve understanding of problems (e.g. moving from unstructured to structured, etc.).

#### **IV. AWARD INFORMATION:**

**IV.1. Period of Performance:** The period of performance of the awards typically ranges from one to five years. Options will be considered at the government's discretion.

#### **IV.2. Instrument Type:**

The type of funding instrument selected by the Government may be a contract, grant or cooperative agreement. Award may be made consistent with 10 U.S.C. 2358, 10 U.S.C. 2361, and 10 U.S.C. 2374(a). Contract type and funding arrangements are at the discretion of the Government.

Offerors who desire to submit a stream of related proposals or multiple proposals in different BAA areas of interest throughout the life of the BAA solicitation may propose an Indefinite Delivery, Indefinite Quantity (IDIQ) type contractual arrangement. IDIQ proposal should be submitted separately from orders for tasks based on the intention to submit a significant number of proposals across the life of this BAA.

If the government awards an IDIQ contract as a result of the contractor's proposal, only projects submitted as proposals under the BAA solicitation will be awarded as task orders on the IDIQ. All contract types and contractual arrangements are at the discretion of the Government. The preferred contract type is firm fixed priced contract with costs for travel as a reimbursable item. If option years are appropriate for the project being submitted, the offeror may propose and price project tasks and deliverables for option years, so long as the term of those option years does not extend past the term of the IDIQ.

## **V. SUBMISSION OF PROPOSAL**

### **V.1. Proposal Submission**

See Section V.2.

### **V.2. Email Submission:**

**Starting October 21, 2015**, proposals shall be submitted via email to Rodney A. Johnson at [rodney.a.johnson77.civ@mail.mil](mailto:rodney.a.johnson77.civ@mail.mil) and Maryam Fatima at [maryam.fatima.civ@mail.mil](mailto:maryam.fatima.civ@mail.mil). Hard copies will no longer be accepted. The email subject heading for proposal submission shall specify the area of interest (for example, **Proposal for Future Naval Warfare Section III. 1**). **All proposals must be received via e-mail no later than 1 p.m. (EST) on the dates listed in the schedule under paragraph VIII under this announcement. All proposals must state clearly which specific proposal cut-off date and area of interest that the proposal is being submitted to.**

<u>Maryam Fatima</u>	<u>Rodney Johnson</u>
703-545-1320	703-545-3046

**V.3. Validity of Proposals:** Offerors must state the period which the proposal will be valid. All proposals shall be valid for a period of 12 months or longer from the date of submission.

### **V.4. Content and Format of Proposals**

V.4.1. Marking of proposals for classified/proprietary information: The proposals submitted in response to this BAA are expected to be unclassified. The proposal submissions will be protected from unauthorized disclosure in accordance with FAR 15.207(b), applicable law, and DoD regulations. Offerors are expected to appropriately mark each page of their submission that contains proprietary information. The proposal should include a severable, self-standing Statement of Work, which contains only unclassified information and does not include any proprietary restrictions.

V.4.2. Important Note: Titles given to the proposals should be descriptive of the work they cover and not be merely a copy of the title of this solicitation.

V.4.3. Format of Proposals:

V.4.3.1. Number of Pages: Content of Technical proposal shall not be more than 30 pages. No page limit on content of Cost proposal.

V.4.3.2. Accepted Format: The Technical Proposal shall be submitted in Microsoft Word. The Cost Proposal shall be submitted in Microsoft Word and/or Microsoft Excel. All Excel spreadsheets shall contain formulas. The Word files shall not be zipped or otherwise condensed.

### **V.5. Content of Technical Proposals:**

The technical proposal should include the following sections, at a minimum, each starting on a new page.

V.5.1. Title page: (Not included in page limitations.) This should include the words “Technical Proposal” and the following:

- BAA number;
- Title of proposal;
- Date submitted;
- Identity of Offeror;
- Principal Investigator, (name, phone, fax, e-mail)
- Business contact; (name, phone, fax, e-mail); and,
- Duration of effort
- Area of interest

V.5.2. Technical Approach and Deliverables: A detailed description of the approach planned, results targeted and products to be delivered. Definitions of deliverables (i.e., Manuscript, Report, Wargame) should be included in this section of the technical approach. Deliverables should also be identified in the Cost Proposal, and costs should be distributed among them appropriately.

V.5.3. Statement of Work: A Statement of Work (SOW) clearly detailing the scope and objectives of the effort; tasks to be completed; the technical approach; and deliverables. It is anticipated that the proposed SOW will be incorporated as an attachment to the resultant award instrument. To this end, such proposals must include a severable self-standing SOW without any proprietary restrictions, which can be included in the contract award instrument. Include a detailed listing of the technical tasks/subtasks and deliverables anticipated, organized by year, if applicable.

V.5.4. Qualifications: A discussion of previous accomplishments and work in this, or closely related areas, and the qualifications of the investigators. Key personnel resumes should be attached to the proposal and will not count toward the page limitations.

## **V.6. Content of Cost Proposals:**

The cost proposal should include a detailed breakdown of all costs by cost category by calendar/fiscal year. All cost proposals should provide a breakdown of chargeable costs based strictly on deliverables. The following cost areas should be included, if applicable for derivation of pricing:

V.6.1. Direct Labor: Individual labor category or person, with associated labor hours and unburdened direct labor rates;

V.6.2. Indirect Costs: Fringe Benefits, Overhead, G&A, etc.



V.6.3. Travel: Destination, number of trips, number of days per trip, departure and arrival destinations, number of people, etc. Recognition that travel receipts will be submitted in the format of the form attached to this BAA.

V.6.4. Consultant: Provide consultant agreement or other document which verifies the proposed daily/hourly rate. Consultant rates for contracts issued under this BAA shall not exceed \$187.50 per hour (Max daily rate of \$1,500.00).

V.6.5. Other Direct Costs: should be itemized with costs or estimated costs.

## **VI. INFORMATION ON EVALUATION**

All proposal submissions will be evaluated through a technical/scientific/cost decision process with technical and scientific considerations being more important than cost. Even though cost is of less importance than the technical and scientific factors combined, it will be considered in the overall evaluation. The degree of its importance will increase with the degree of equality of the proposals in relation to the other factors on which selection is to be based, or when the cost is so significantly high as to diminish the value of the technical superiority to the Government. Evaluation Criteria 1-3 are listed in descending order of priority. Any sub-criteria listed under a particular criterion are of equal importance to each other.

VI.1. Potential contribution to ONA's mission and Department of Defense concerns

VI.1.1. The degree of innovation

VI.1.2. The soundness and feasibility of technical approach

VI.1.3. The offeror's understanding of the problem and the technical effort needed to address the problem

VI.2. Offeror's capabilities, related experience, and past performance, including the qualifications, capabilities, and experience of the proposed personnel

VI.2.1. The quality of technical personnel proposed

VI.2.2. The offeror's experience in relevant efforts with similar resources

VI.2.3. The ability to manage the proposed effort

VI.3. The realism of the proposed cost

VI.3.1. Total cost relative to benefit

VI.3.2. Realism of cost levels for facilities and staffing

## **VII. NEGOTIATION AND AWARD OF PROPOSALS**

The Government may award/ select proposals with or without negotiations. The Government may ask for additional information/clarification of the proposal at the discretion of the Government. Awards may be made subject to availability of funds IAW FAR 232.18, Availability of Funds and FAR 232.19, Availability of Funds for the Next Fiscal Year. No further awards will be made after June 12, 2019 or sooner if this BAA solicitation is amended to change the final date. Proposals submitted in response to this BAA will not be returned. The Government will not inform nor notify of the unselected/unaccepted proposals; offerors are hereby informed that the submitted proposal(s)

will not be considered nor accepted for award after one year (12 twelve months) from the date of submission cutoff date unless notified otherwise by the Government.

### **VIII. SCHEDULE OF PROPOSAL RECEIPT CUT-OFF DATES**

- a) June 17, 2013(only submission date to be considered for funding using FY13 funds)
- b) October 15, 2013
- c) December 17, 2013
- d) February 25, 2014
- e) April 22, 2014
- f) June 24, 2014 (final submission date to be considered for funding using FY14 funds)
- g) October 14, 2014
- h) December 16, 2014
- i) February 24, 2015
- j) April 21, 2015
- k) June 23, 2015 (final submission date to be considered for funding using FY15 funds)
- l) October 20, 2015
- m) December 15, 2015
- n) February 23, 2016
- o) April 19, 2016
- p) June 21, 2016 (final submission date to be considered for funding using FY16 funds)
- q) October 18, 2016
- r) December 20, 2016
- s) February 21, 2017
- t) April 25, 2017
- u) June 20, 2017 (final submission date to be considered for funding using FY17 funds)
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- z) June 12, 2018 (final submission date to be considered under this BAA)

ATTACHMENT: Required Form for Submission of Travel Receipts



# American Thinker

May 15, 2018

## The Office of Net Assessment paid Stefan Halper...why?

By **Clarice Feldman**

[Stefan Halper](#), the dual U.S.-U.K. citizen who [reached out](#) to Trump campaign aides George Papadopoulos and Carter Page, is the international man of mystery when it comes to the origins of the FBI counterintelligence probe of the Trump campaign and presidency. From public records, we know he was receiving hundreds of thousands of dollars a year from the federal government national security apparatus.

### TWO PAYMENTS

[See next page for links to all Halper federal contracts.]

Award ID (Mod#):	<a href="#">HQ003418P0148</a> (0) <a href="#">View</a>	Award Type:	PURCHASE ORDER
Vendor Name:	<a href="#">HALPER, STEFAN</a>	Contracting Agency:	<a href="#">WASHINGTON HEADQUARTERS SERVICES (WHS)</a>
Date Signed:	September 27, 2016	Action Obligation:	\$282,295
Referenced IDV:		Contracting Office:	<a href="#">WASHINGTON HEADQUARTERS SERVICES</a>
NAICS (Code):	RESEARCH AND DEVELOPMENT IN THE SOCIAL SCIENCES AND HUMANITIES ( <a href="#">541720</a> )	PSC (Code):	SPECIAL STUDIES/ANALYSIS- FOREIGN/NATIONAL SECURITY POLICY ( <a href="#">8542</a> )
Vendor City:	GREAT FALLS	Vendor DUNS:	<a href="#">078459148</a>
Vendor State:	VA	Vendor ZIP:	<a href="#">220603224</a>
Global Vendor Name:	<a href="#">HALPER, STEFAN</a>	Global DUNS Number:	<a href="#">078459148</a>

Award ID (Mod#):	<a href="#">HQ003418P0148</a> (P00001) <a href="#">View</a>	Award Type:	PURCHASE ORDER
Vendor Name:	<a href="#">HALPER, STEFAN</a>	Contracting Agency:	<a href="#">WASHINGTON HEADQUARTERS SERVICES (WHS)</a>
Date Signed:	July 26, 2017	Action Obligation:	\$129,280
Referenced IDV:		Contracting Office:	<a href="#">WASHINGTON HEADQUARTERS SERVICES</a>
NAICS (Code):	RESEARCH AND DEVELOPMENT IN THE SOCIAL SCIENCES AND HUMANITIES ( <a href="#">541720</a> )	PSC (Code):	SPECIAL STUDIES/ANALYSIS- FOREIGN/NATIONAL SECURITY POLICY ( <a href="#">8542</a> )
Vendor City:	GREAT FALLS	Vendor DUNS:	<a href="#">078459148</a>
Vendor State:	VA	Vendor ZIP:	<a href="#">220603224</a>
Global Vendor Name:	<a href="#">HALPER, STEFAN</a>	Global DUNS Number:	<a href="#">078459148</a>

From the payment statements, the Department of Defense's Office of Net Assessment appears to have been the contract award-maker. We still do not know what he was paid for, though there are [several instances](#) seeming to indicate that he was trying to engage low-level Trump campaign staff in suspicious actions.

Calls to the Department of Defense indicated that the department had no listing for either that office or its head, James Baker.

On the other hand, the Office of Net Assessment and its head seem to have been generous to Chelsea Clinton's best friend, whose contract was heavily promoted by Hillary Clinton, as the [Daily Caller](#) reported last year. Richard Pollock wrote in September of 2017:

A company whose president is "best friends" with Chelsea Clinton received more than \$11 million in contracts over the last decade from a highly secretive Department of Defense think tank, but to date, the group lacks official federal approval to handle classified materials, according to sensitive documents The DCNF was allowed to review.

Jacqueline Newmyer, the president of a company called the Long Term Strategy Group, has over the last 10 years received numerous Defense Department contracts from a secretive think tank called Office of Net Assessment.

The Office of Net Assessment is so sensitive, the specialized think tank is housed in the Office of the Secretary of Defense and reports directly to the secretary.

To date, the Long Term Strategy Group has received \$11.2 million in contracts, [according](#) to USAspending.gov, a government database of federal contracts.

But after winning a decade of contracts from the Office of Net Assessment, the federal agency is only now in the process of granting clearance to the company. Long Term Strategy Group never operated a secure room on their premises to handle classified materials, according to the Defense Security Service, a federal agency that approves secure rooms inside private sector firms. Long Term Strategy Group operates offices in Washington, D.C., and Cambridge, Mass.

A staffer, Adam Lovinger, warned about such contracts, and the head of the office, James Baker, allegedly engaged in retaliatory moves against him, even stripping him of his security clearance. "Adam Lovinger, a whistleblower and 12-year Office of Net Assessment (ONA) veteran, has repeatedly warned ONA's leadership they faced risks by relying on outside contractors as well as the problem of cronyism and a growing 'revolving door' policy, where ONA employees would leave the defense think tank and join private contractors to do the same work."

Indeed, the office looks like a slush fund to pay off cronies, producing useless work. Pollock notes: "Over the years ONA's analytic staff has expressed how they learn very little from many (if not most) of our often very thin and superficial contractor reports,' [Lovinger] wrote in the Sept. 30, 2016 email."

Some of Long Term Strategy Group's reports bear out Lovinger's critique. A [September 2010 Long Term Strategy Group report](#), titled "Trends in Elite American Attitudes Toward War," came to the astounding conclusion that "American intellectuals have for the last century held considerably more cosmopolitan views than their non-intellectual counterparts."

Another [Long Term Strategy Group report](#) was "On the Nature of Americans as a Warlike People."

All this lends credence to the suspicions that Stefan Halper was paid to meddle in the Trump campaign in order to help Hillary and defeat Trump, if not to bolster Steele's spurious claims upon which the DOJ and FBI relied in getting a FISA warrant.

James Baker owes us an explanation.

Correction: "Office of National Assessment" should have been "Office of Net Assessment." AT regrets the error.

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Stefan Halper. (Accessed May 18, 2018). Department of Defense (DoD), Office of Net Assessment (Andrew W. Marshall) contracts between May 30, 2012 and Sep. 29, 2017. USAspending. (\*.csv).

Stefan Halper. (May 18, 2018). Vendor Profile DUNS No. 78459148. GovTribe.

Stefan Halper. (Aug. 15, 2014). \$24.5M Future Space War Game Broad Agency Announcement (BAA) by the Department of Defense Office of Net Assessment (Andrew W. Marshall), BAA No. FHQ0034-ONA-13-BAA-0001. GovTribe.

Stefan Halper. (May 29, 2012). \$197.6K Department of Defense Office of Net Assessment (Andrew W. Marshall), Contract No. HQ00341C0039. GovTribe.

Stefan Halper. (Jul. 29, 2014). \$204K Department of Defense Office of Net Assessment (Andrew W. Marshall), Contract No. HQ003414C0076. GovTribe.

Stefan Halper. (Sep. 25, 2015). \$244.9K Department of Defense Office of Net Assessment (Andrew W. Marshall), Contract No. HQ003415C0100. GovTribe.

Stefan Halper. (Sep. 27, 2016). \$411.5K Department of Defense Office of Net Assessment (Andrew W. Marshall), Contract No. HQ003416P0148. GovTribe.



Federal Contracts / HQ003412C0039

DOD

➔ \$197.6k

Halper, Stefan

Definitive Contract

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Contract #

HQ003412C0039

NAICS

541720 Research and Development in th...

PSC

R499 Support- Professional: Other

Set-Aside

None

Status

Fully Executed

POP

5/29/12 - 5/28/13 (11 months)

AMOUNT

\$ 197.6 k

5/29/12

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\$197,626 (100% Obligated)

Dollars Obligated\$197.6k

Base & Exercised Options\$197.6k

Base & All Options (Ceiling)\$197.6k

Pricing TypeFirm Fixed Price

Funding StatusFully Funded

Extent CompetedFull and Open Competition, 1 offer(s)

Description  
DIRECT LABOR

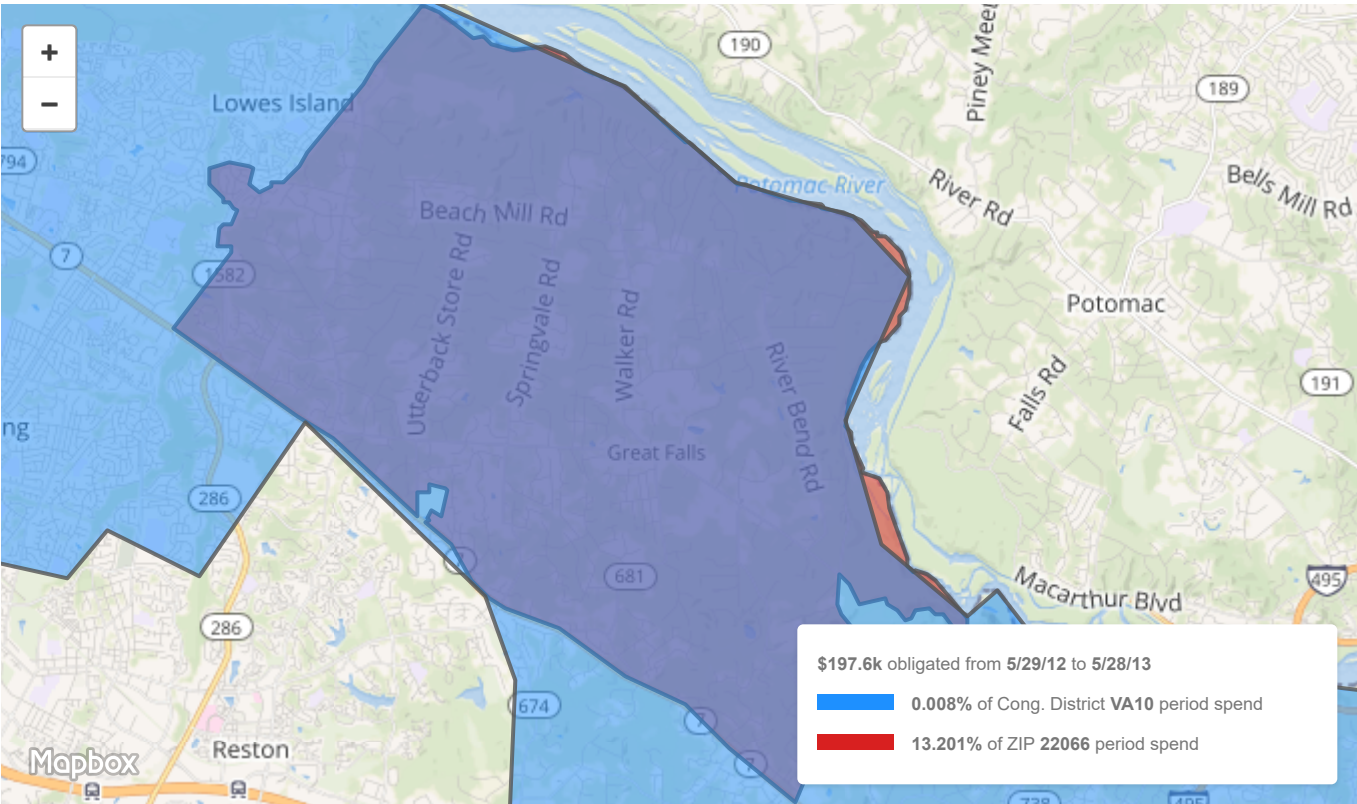
Agency  
Other Defense Agencies

Office  
Not Provided

Awarded Vendor  
Halper, Stefan Great Falls VA

Contact(s)  
Not Provided

Not Provided



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Amount	Date	Reason For Modification
\$197.6k	5/29/12	Not Listed
DIRECT LABOR		

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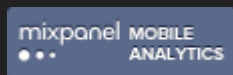


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Federal Contracts / HQ003414C0076

DOD ➔ \$204k Halper, Stefan Definitive Contract

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NAICS	 541720 Research and Development in th...
PSC	R499 Support- Professional: Other
Set-Aside	None
Status	Fully Executed
POP	7/29/14 - 7/30/15 (1 year)

AMOUNT

\$ 204.0 k

7/29/14

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\$204,000 (100% Obligated)

Dollars Obligated	\$204k
Base & Exercised Options	\$204k
Base & All Options (Ceiling)	\$204k
Pricing Type	Firm Fixed Price
Funding Status	Fully Funded
Extent Competed	Full and Open Competition, 11 offer(s)

Description

RESEARCH AND STUDIES - THE YEAR 2030

Agency

Other Defense Agencies

Office

Not Provided

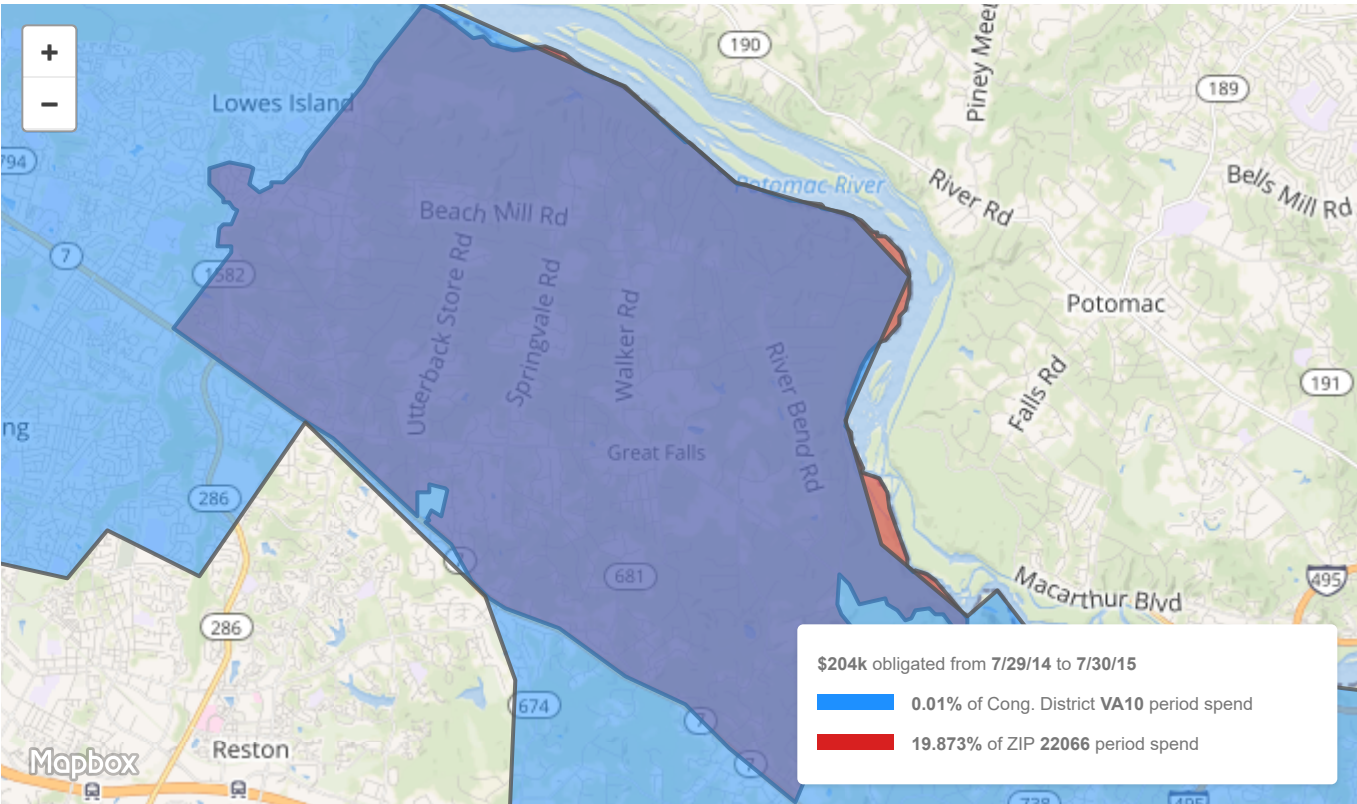
Awarded Vendor

Halper, Stefan Great Falls VA

Contact(s)

Not Provided

Not Provided



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Amount	Date	Reason For Modification
--	7/29/14	Other Administrative Action
RESEARCH AND STUDIES - THE YEAR 2030		
\$204k	7/29/14	Not Listed
RESEARCH AND STUDIES - THE YEAR 2030		

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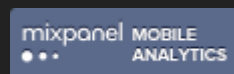


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Federal Contracts / HQ003415C0100

DOD

➔ \$244.9k

Halper, Stefan

Definitive Contract

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Contract #	HQ003415C0100
NAICS	541611 Administrative Management and...
PSC	R499 Support- Professional: Other
Set-Aside	None
Status	Fully Executed
POP	9/25/15 - 9/27/16 (1 year)

AMOUNT

\$ 245.0 k

9/25/15

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\$244,960 (100% Obligated)

Dollars Obligated	\$244.9k
Base & Exercised Options	\$244.9k
Base & All Options (Ceiling)	\$244.9k
Pricing Type	Firm Fixed Price
Funding Status	Fully Funded
Extent Competed	Full and Open Competition, 1 offer(s)

**Description**  
RUSSIA-CHINA RELATIONSHIP STUDY.

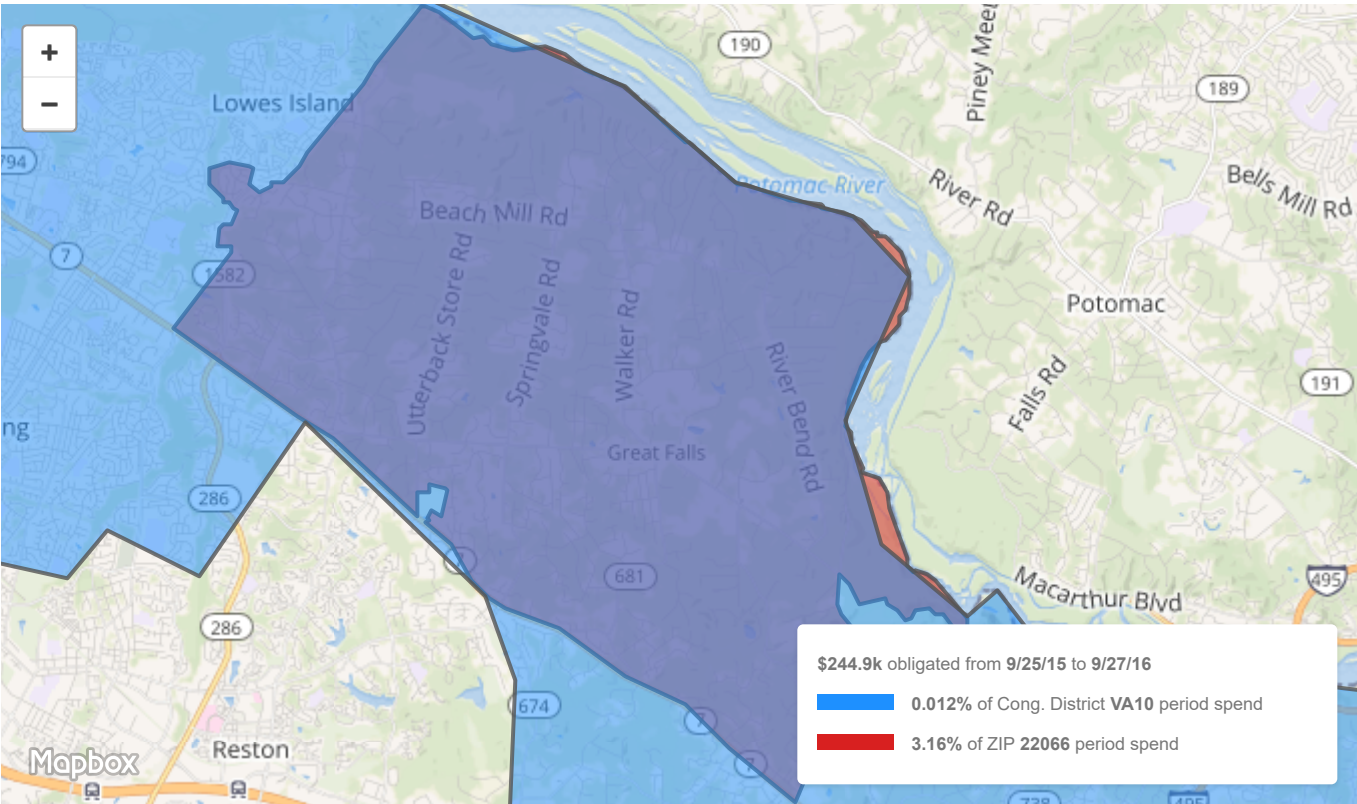
**Agency**  
[Other Defense Agencies](#)

**Office**  
Not Provided

**Awarded Vendor**  
[Halper, Stefan Great Falls VA](#)

**Contact(s)**  
[Maryam Fatima](#)

The Russia-China Relationship Study



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Amount	Date	Reason For Modification
\$244.9k	9/25/15	Not Listed
RUSSIA-CHINA RELATIONSHIP STUDY.		

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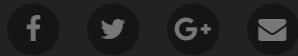
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Federal Contracts / HQ003416P0148

DOD ➔ \$411.5k Halper, Stefan Purchase Order

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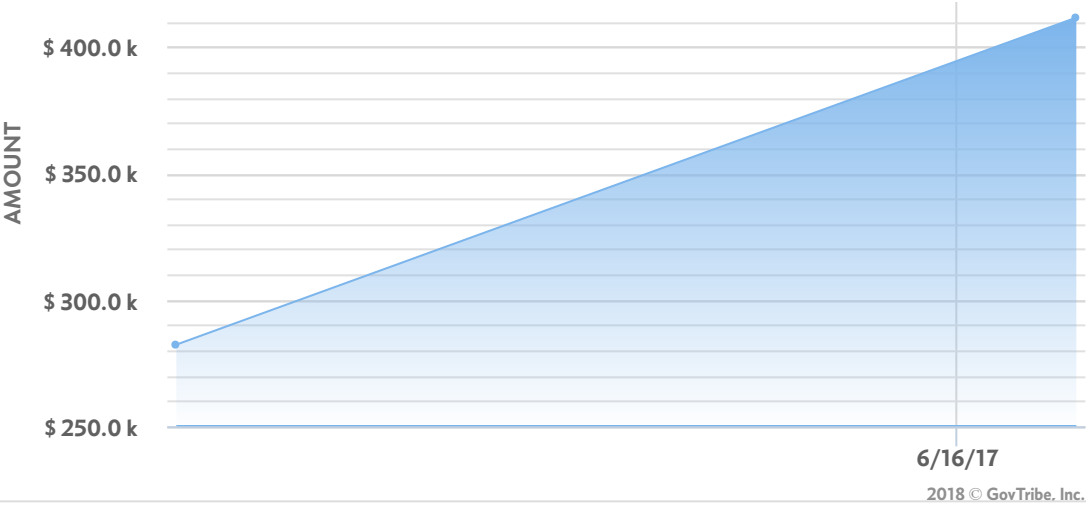
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Contract #	HQ003416P0148
NAICS	 <a href="#">541720 Research and Development in th...</a>
PSC	<a href="#">B549 Special Studies/analysis- Fore...</a>
Set-Aside	None
Status	Fully Executed
POP	9/27/16 - 3/29/18 (1 year)



\$411,575 (100% Obligated)

Dollars Obligated

\$411.5k

Base & Exercised Options

\$411.5k

Base & All Options (Ceiling)

\$411.5k

Pricing Type

Firm Fixed Price

Funding Status

Fully Funded

Extent Competed

Full and Open Competition, 1 offer(s)

Description

INDIA AND CHINA ECON STUDY

Agency

Other Defense Agencies

Office

Not Provided

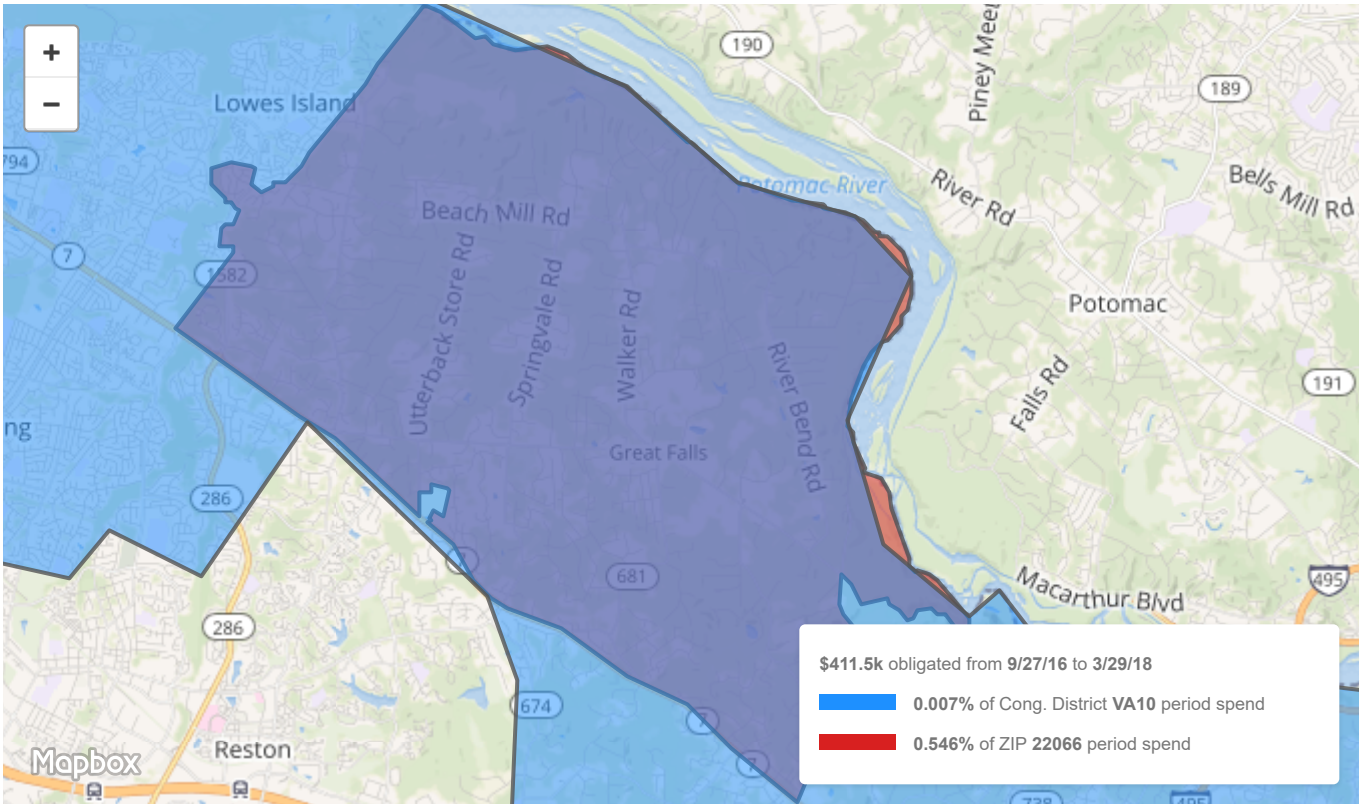
Awarded Vendor

Halper, Stefan - Stefan A. Halper - Great Falls VA

Contact(s)

Not Provided

Not Provided



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Amount	Date	Reason For Modification
\$129.2k	7/26/17	Exercise An Option
EXERCISE OPTION PERIOD DIRECT LABOR		
\$282.2k	9/27/16	Not Listed
INDIA AND CHINA ECON STUDY		

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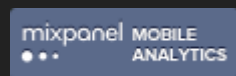


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# Stefan Halper



### Research Professor

**2001 to the present:** CAMBRIDGE UNIVERSITY. Professor. Department of Politics and International Studies. Director of American Studies.

Stefan Halper was appointed Senior Fellow at the Centre of International Studies and Director of The American Studies Programme in 2001. Professor Halper lectures on latter 20th and early 21st Century U.S. foreign policy, US-China relations, China in the World, Anglo-American relations, and contemporary international security issues.

In addition to his position at the Department, Professor Halper was Senior Research Fellow at Magdalene College, Cambridge until October 1, 2011 when he was elected by the Governing Body to a "Life Fellowship."

### Professional Experience

Halper served in the White House (1971-1977) during the Nixon and Ford Administrations.

- 1971-1973 White House Domestic Council;
- 1973-74 White House Office of Management and Budget. Assist. Director, Management and Evaluation Division
- 1974- January 20, 1977 White House Office of the Chief of Staff. Assistant to the Chief of Staff . (responsibilities included summary and analysis of foreign developments and security issues)
- 1977-79 Legislative Assistant to Senator William Roth (R-Del.) and Special Counsel to the Joint Economic Committee.
- 1979-80 National Director, Policy Development. George H.W. Bush. Presidential campaign
- 1980 National Director, Policy Coordination, Reagan-Bush 1980 (presidential campaign)
- 1981-1984 Deputy Assistant Secretary of State for Politico-Military Affairs.
- (Portfolio included China-US relations, Taiwan, non-proliferation, technology transfer, unconventional warfare.)

1984-1990 Chairman and majority shareholder:

- The Palmer National Bank, Washington, D.C.
- The National Bank of Northern Virginia, Leesburg, Va.
- The George Washington National Bank, Alexandria, Va.

1990-2000 Chairman and Chief Executive Officer, Halper, Roosevelt and Brown.

1984-2001 Senior Advisor to the Department of Defense and a Senior Advisor to the Department of Justice.

1986 - 2000 Halper wrote a weekly nationally syndicated column appearing in 30 newspapers. It focused on foreign policy and national security matters. He also wrote a weekly script and hosted "World Wise," a nationally televised program on foreign and national security affairs. He did the same for "This Week From Washington," a national radio program heard on 130 radio stations around the country.

In 2006, Stefan Halper was appointed a "Distinguished Fellow" at the Nixon Center in Washington, D.C.

Prof. Halper has appeared on ABC, CBS, NBC, the major cable programs, and radio in every major US market to comment on foreign policy. In April 2010, Halper was interviewed on 59 radio programs nationwide on his book "The Beijing Consensus".

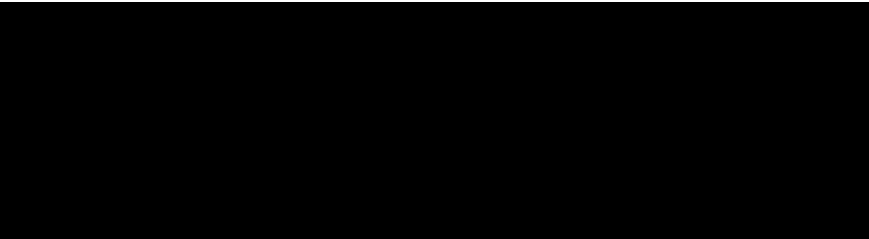
Major Research Documents:

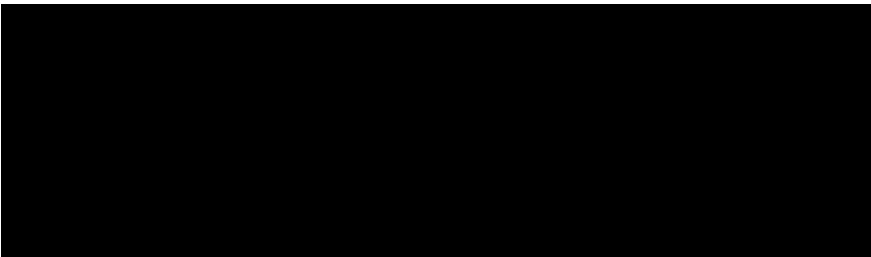
In 2005, at the request of the Secretary of Defence, Professor Halper prepared a study of the Iraq War focusing of challenges and likely developments. The report drew upon the British Ministry of Defense, the US DOD, and academic, diplomatic, and intelligence analysts from both countries.

In 2009, at the request of the Secretary of Defence, Professor Halper developed an analysis of the Afghan End-Game (655 pages). This project drew on British, Russian and American policy-makers, military, intelligence and diplomatic officers and academics. Both reports have been cited by senior DOD officials and members of the JCS.

Education

- Stanford University B.A. 1967 (With High Honors)
- Doctor of Philosophy, University of Oxford, 1971
- Doctor of Philosophy, University of Cambridge. 2004





Books

- The Beijing Consensus
- The Silence of the Rational Center
- America Alone

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