The Mission Oriented Business Integrated Services - MOBIS

FSC Group: Industrial Group 874
Consultation Services-874-1, Facilitation Services-874-2, Survey Services-874-3, Program and Project Management-874-7

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Introduction

The Institute for Foreign Policy Analysis (IFPA), Inc. is an independent, nonpartisan research and consulting organization specializing in national security, foreign policy, and defense planning issues. IFPA has a Federal Supply Schedule contract in place with the General Services Administration (GSA) authorizing IFPA to provide a variety of mission oriented business integrated services (MOBIS) to U.S. Government (USG) departments, agencies, and military services. The GSA/MOBIS program significantly simplifies government contracting procedures facilitating IFPA’s ability to perform contract work for the USG.

IFPA recognizes that these services are needed now more than ever. The complex nature of today’s security setting requires that effective organizations constantly check and refine their principles and practices to remain successful. The demands of a more austere budgetary environment, coupled with the rapid changes of an information-age economy, necessitate that government organizations have access to cogent analysis and timely insight on both their own performance and the strategic environment in which they must operate. Possessing an exceptional and extensive network of contacts and a broad range of experience in defense and foreign policy analysis, IFPA staff members are well-positioned to advise government leaders, departments, and agencies as well as the military services, on an array of cost-effective solutions with respect to strategic planning, policy making, doctrinal development, organizational structure, acquisition decision-making, and other critical areas.

Since its founding in 1976, IFPA has established a reputation for quality consulting at all levels of government to an array of departments and agencies. In particular, we have a distinct and highly respected track record for providing analysis to senior-level civilian officials in the Department of Defense (DOD) and high-ranking members of all branches of the U.S. Armed Forces. IFPA furnishes direct support to the highest levels of the USG including the Office of the Secretary of Defense (OSD), the Chiefs of Staff of all four military services, the Office of the Chairman of the Joint Chiefs of Staff, the combatant commands (COCOMs), the Departments of State, Energy, and Homeland Defense, the National Security Council, and the intelligence community. We provide outside, independent assessments of key government policies, evaluations of major defense programs, force structure analyses, and assessments of key strategic regions. Our conferences and workshops in Washington, D.C., elsewhere in the United States, and overseas address a wide variety of national and international security challenges and attract the participation of the most senior U.S. and allied officials and policy experts.

This document provides a description of the procedures for ordering under the GSA/MOBIS program, the services offered by IFPA, and other important information. Additional data about IFPA, its capabilities, programs, and meetings, can be found on our website at www.ifpa.org.
Customer Information

1a. Services Offered
Consulting Services – 874-1 Facilitation Services – 874-2 Survey Services – 874-3
Program and Project Management – 874-7

1b. Identification of Lowest Labor Rates for Each Labor Category

Maximum Order Threshold
Maximum order threshold for services under this contract is $1,000,000.

Minimum Order
The minimum order for services under this contract is $300.

Geographic Coverage
The 48 Continental United States, Alaska, Hawaii, the District of Columbia, and Worldwide

Service Locations
Services under this contract will be provided at either a government site or a contractor site as agreed with the ordering agency.

Statement of Net Price
The labor rates listed in this contract are net rates with all discounts included.

Quantity Discounts
The labor rates listed in this contract are net rates with all discounts included.

Prompt Payment Terms
Net 30 Days

Acceptable Government Purchase Card
A Government purchase card is acceptable for payment in amounts at or below the micropurchase threshold but not accepted for payment in amounts above the micropurchase threshold.

Foreign Items
None

Performance of Services
IFPA will commence the performance of services at a time mutually agreed to by IFPA and the buying agency.

FOB Point(s)
Destination
Ordering Address
IFPA, Inc.
675 Massachusetts Avenue
Tenth Floor
Cambridge, MA 02139
Phone: (617) 492-2116
Fax: (617) 492-8242
mail@ifpa.org

Ordering Procedure
For supplies and services, the ordering procedures and information on Blanket Purchase Agreements (BPAs) are found in Federal Acquisition Regulation (FAR) 8.405.3.

Payment Address
IFPA, Inc.
675 Massachusetts Avenue
Tenth Floor
Cambridge, MA 02139
Phone: (617) 492-2116
Fax: (617) 492-8242
mail@ifpa.org

Warranty Provision
Product warranty terms and conditions are those set forth in contract clause 552.246-73.

Export Packing Charges
Not Applicable

Data Universal Number System (DUNS) number
08-004-1361

System for Award Management (SAM)
The Institute for Foreign Policy Analysis, Inc. is registered in the DOD Central Contractor Registration database.
The General Services Administration (GSA) Mission Oriented Business Integrated Services (MOBIS) Program

Through the GSA/MOBIS program, the Institute for Foreign Policy Analysis (IFPA), Inc. is ready to continue to support our traditional U.S. government (USG) clients in DOD and the military services, as well as other USG agencies and departments concerned with U.S. national security, defense planning, and foreign policy. The capabilities IFPA makes available to government clients under the GSA/MOBIS program include a category of services referred to by GSA as a Special Item Number or SIN. They are: consulting services; facilitation services; survey services; and program and project management services. IFPA's capabilities in each of these SIN categories are described in the following pages.

SIN 874-1: Consulting Services

IFPA offers an extensive menu of consulting services to government clients. All are designed to provide decision-makers with greater clarity on the strategic and operational environment in which they operate and the choices available to help their organizations perform most effectively. IFPA offers three general types of consulting services under the GSA/MOBIS program: 1) strategic planning, 2) organizational assessments, and 3) program evaluations.

Strategic Planning

IFPA recognizes that strategic planning is the basis for all aspects of an organization's key decisions. Without a clear strategic plan, it is impossible to make informed choices about resource allocation, policy direction, technology development, procurement priorities, and other critical areas germane to effective national security policy. Moreover, given the seemingly endless near-term demands on the time of government decision-makers, IFPA understands the importance of informed, outside assistance in helping policymakers to step back and take a longer-term view of their immediate actions. To this end, IFPA offers a wide-range of tools for strategic planning that include:

- Assessment and refinement of long-term organizational goals
- Elaboration of alternative long-range planning environments
- Detailed regional security analyses
- Assessments of major global trends
- Evaluations of alternative technological solutions
- Force structure assessments
- Development of specific policy roadmaps and alternative policy visions
- Tabletop exercises and scenario simulations.

We are strongly positioned to assist clients with their strategic planning needs as IFPA is at the forefront of detailed and insightful studies of the current and future security environment. IFPA's research fuses disparate trends in the military, technological, economic, and political spheres to produce uniquely holistic and in-depth assessments of global and regional strategic trends. IFPA undertakes detailed studies on strategically important regions, including Europe, Asia, the Middle East, Africa, and South America, in addition to assessments of broader strategic trends, such as globalization, the proliferation of weapons of mass destruction, and the impact of the cyber domain on U.S. security. Our recent work has included assessments of Western...
Europe, Northeast Asia, South Asia, and the Middle East, as well as strategic trends in functional areas of interest to the United States. These include: Anticipating a Nuclear Iran: Challenges for U.S. Security; Managing the Global Impact of America’s Rebalance to Asia; Coalition Management and Escalation Control in a Multinuclear World; The Role of U.S. Special Operations Command in Meeting U.S. Global Challenges; The U.S.-Japan-ROK Strategic Triangle and Maritime Security: Building Capacity in Northeast Asia and in the Broader Indo-Pacific Region; Capacity Building and Security Cooperation in Africa: Implications for USSOCOM and Special Operations Planning; The U.S. Space-Based Sensor Network and Ballistic Missile Defense; New Strategic Dynamics in the Arctic Region: Implications for National Security and International Collaboration; New Dynamics in Japanese Security Policy; and Radical Islamist Ideologies and the Long War: Implications for U.S. Strategic Planning and USCENTCOM’s Operations.

IFPA’s work is focused on helping clients to understand what current and emerging trends mean for their strategies, interests, and operations. Thus, our strategic analyses are not viewed as an end in themselves, but rather as the basis for helping USG clients understand better what the demands will be on their resources and capabilities. IFPA is a trusted source for analyses/recommendations on how best to prepare now for future developments in the security environment. Indeed, IFPA has repeatedly demonstrated its expertise in helping decision-makers assess their long-term goals and has rendered invaluable assistance in elaborating what short-term courses of action are needed in order to ensure that long-term priorities are met.

IFPA is able to offer skillfully crafted alternatives to existing practices and strategies. Working hand in hand with our clients, IFPA has continually proven its expertise at analyzing the potential implications of various force structure and policy choices against a range of security futures. We also are adept at furnishing clients with alternative policy roadmaps and force structure designs in order to stimulate internal debate on the best course for the development of a particular strategy or capability.

Organizational Assessments

The rapidly changing geostrategic environment and its implications for the types, levels, and structuring of U.S. military forces has necessarily resulted in the need for innovative assessments within and outside government. Organizational consolidation, the redistribution of tasks within the USG interagency system, and the need to develop a “whole of government” approach have been the norm for nearly a decade and a half. Amidst these changes, IFPA has distinguished itself by furnishing important advice, input, and feedback to USG departments and agencies as they redefine their structure and mission. Specific services provided by IFPA with respect to organizational assessments include:

- Development and refinement of agency/department mission statements and vision
• Analysis of interagency compatibility of missions and policy responsibilities
• Design and facilitation of meetings and symposia to assess the feasibility of organizational mission and design
• Assessments of alternative organizational structures
• Elaboration of transitional “roadmaps” to assist organizations in adjusting to new roles and missions.

With extensive contacts within all elements of the interagency process, IFPA is uniquely positioned to provide clients with an accurate understanding of how their organization or department fits into the broader national security apparatus and what steps are needed to bring a given organization in line with its new responsibilities and tasks under an ever-changing government structure and broader strategic landscape. We also have extensive experience with developing transitional roadmaps and recommendations to assist clients in the process of converting from an organizational structure geared towards a traditional set of missions and responsibilities to one better suited to new challenges and tasks. This includes substantial support work for DOD and the combatant commands on global force structure realignment and overall defense transformation.

Furthermore, IFPA has a wealth of experience in helping various government agencies, including the military services and the combatant commands, better define their mission in today’s security setting. IFPA supports these goals both with independent analysis by its staff of core experts and through the convening of various discussion fora to bring together the broader policy community to assess the merits of a proposed agency mission statement or initiative.

For example, IFPA convenes high-level workshops to promote discussion on the most effective paths that key elements of DOD, the military services, the combatant commands, and other government departments and agencies, individually and collectively, need to pursue in order best to meet their new tasks and responsibilities. Our facilitation of discussion within and outside the interagency has frequently led to new insights by government decision-makers on where and how responsibility for specific government functions should be placed. To illustrate, IFPA organized and held a senior-level workshop at the Pentagon for U.S. Special Operations Command to assess the security setting in Central and South America and the Caribbean basin and the implications for USSOCOM’s mission to build partner capacity and security cooperation in the Americas. In addition,

IFPA was instrumental in helping the NATO Alliance develop and establish the NATO Senior Steering Group (SSG), which provides guidance on resourcing and employment strategies for NATO Special Operations Forces as part of the activities of the NATO Special Operations Headquarters (NSHQ). IFPA organized and moderated the meetings of the SSG.
Program Evaluations
IFPA also provides independent assessments of the relative merits of various programmatic efforts for DOD, the armed forces, and the combatant commands. IFPA's program evaluations include but are not limited to:

- Net assessments of current and proposed military platforms and systems
- Independent analysis of specific policy approaches
- Development of alternative policy and programmatic approaches
- Formulation of specific recommendations for program improvements or alternatives.

Examples of our work in these areas include assessments of the potential missions of the unmanned combat air system (UCAS); an in-depth study of the nation’s missile defense architecture; a net assessment of U.S. space activities and assets, including the technical, political and budgetary feasibility of the development of a space-based sensor network for U.S. and allied ballistic missile defense missions; evaluations of basing options for U.S. forces; studies of the security cooperation and building partnership capacity programs of several of the combatant commands; and studies on the strengths and weaknesses of various policies and strategies adopted by USG agencies and military commands.

Given IFPA's unique network of relationships across a spectrum of government agencies, academic institutions, and key aerospace and high-tech industries, we frequently are able to examine the benefits of particular programs and policies in a much broader context than traditional “cost-benefit analyses.” Our evaluations seek to assess policies and programs with an eye towards their merits and drawbacks within a broad frame of reference. By taking a holistic approach, we are able to develop firm recommendations not only on whether a particular program or policy is needed, but on what alternative solutions should be adopted either to strengthen a given program or to substitute for a deficient one.

SIN 874-2: Facilitation Services
Effective management requires extensive contact, coordination, and overall facilitation within and among governmental departments and agencies. Nowhere is this truer than with agencies and bodies involved with safeguarding our nation's security. Twenty-first-century security challenges increasingly emanate from threats which cut across traditionally defined areas of official management and organizational responsibility. Terrorism and the rise of the Islamic State, the proliferation of weapons of mass destruction, cyberwarfare, critical resource supply vulnerabilities, disaster relief, illicit trafficking, and failed states are but a few of the threats to U.S. interests and security which require a combined interagency response or what is referred to as a “whole of government” approach.

Consequently, the task of cooperation and communication between and among different government agencies is currently more complex and yet increasingly urgent. Now more than ever, quality facilitation services are in demand to promote the necessary dialogue across interagency, civil-military, and interservice lines.

IFPA has a long record of providing such facilitation services, working closely with clients to develop and execute a range of workshops, seminars, and conferences, together with after action
reports and briefings of the facilitated events, to promote a dialogue among various stakeholders in the interagency process. For example, IFPA has organized and managed close to five hundred meetings. These include large, international conferences of several hundred participants as well as much smaller seminars and workshops. Recent examples of such meetings include: *The Symposium on New Dynamics in Japanese Security Policy; The International Special Operations Forces (ISOF) Conference 2014; The Capitol Hill Conference on Aegis Sea-based Missile Defense: Present Status and Future Requirements; The Inaugural Meeting of U.S. Special Operations Command’s International Advisory Panel (ISAP); The 40th IFPA-Fletcher Conference on National Security Strategy and Policy on Positioning USSOCOM to Meet Global Challenges; The Workshop on Rowing Together: Developing Parallel Paths to Stability, Denuclearization and a Peace Regime on the Korean Peninsula; The Workshop on Capacity-Building and Security Cooperation in the Asia-Pacific Region: Implications for U.S. SOCOM and Special Operations Planning; Meetings of the NATO Special Operations Headquarters (NSHQ) Senior Steering Group; and The Conference on A Comprehensive Approach to Combating Illicit Trafficking.*

IFPA has established a unique niche as specialists in arranging symposia which feature high-level representatives from the major national security bodies, including all four military services, the unified and specified commands, the Office of the Secretary of Defense, the Department of State, the Department of Energy, the National Security Council, the intelligence community, and other departments and agencies as well, to include major inter-governmental organizations (IGOs).

To cite the most prominent examples, current and former officials who have participated in IFPA conferences and workshops have included (listed in alphabetical order and in the positions they held at the time of the meeting): Admiral Thad Allen, Commandant, U.S. Coast Guard; Senator Mark Begich, Senate Armed Services Committee; Tobin Bradley, Director, NATO and Western Europe, National Security Council; Ambassador Frederick “Rick” Barton, Assistant Secretary of State and Coordinator for Reconstruction and Stabilization Operations; Dr. Ashton B. Carter, Under Secretary of Defense; General Kevin P. Chilton, Commander, U.S. Strategic Command; General John Craddock, former Supreme Allied Commander Europe and Commander, U.S. European Command; Michael B. Donley, Secretary of the Air Force; General Joseph Dunford, Deputy Commandant, the U.S. Marine Corps; Michèle A. Flournoy, Board of Directors, Center for a New American Security, and former Under Secretary of Defense for Policy; Lieutenant General Michael T. Flynn, Director, Defense Intelligence Agency; John H. James, Jr., Executive Director of the Missile Defense Agency; General James Jones, National Security Advisor, and former Supreme Allied Commander Europe; General C. Robert Kehler, Commander,
Air Force Space Command; General John F. Kelly, Commander, U.S. Southern Command; Senator Jon Kyl, Senate Minority Whip; Congressman Doug Lamborn, House Armed Services Committee, and Co-Chair, Congressional Missile Defense Caucus; Vice Admiral Michael LeFever, Deputy Director, Strategic Operational Planning, National Counterterrorism Center; Brian McCauley, Deputy Assistant Director, FBI International Operations Division; Admiral William McRaven, Commander, USSOCOM; Congressman Howard P. “Buck” McKeon, Chairman, House Armed Services Committee; Admiral Richard W. Mies, USN, Commander, U.S. Strategic Command; Admiral Michael Mullen, Chairman of the Joint Chiefs of Staff; Dr. Michael Nacht, Assistant Secretary of Defense for Global Strategic Affairs; Ambassador Thomas R. Pickering, Vice Chair, Hills & Company International Consultants, and former Under Secretary of State for Political Affairs and U.S. Ambassador to the United Nations; Ronald Reagan, President of the United States; General Victor E. Renuart, Jr., Commander, U.S. Northern Command; Admiral Gary Roughead, Chief of Naval Operations; Dr. Gary S. Samore, Special Assistant to the President and White House Coordinator for Weapons of Mass Destruction, Nonproliferation and Counterterrorism, the National Security Council; Dr. Michael Schiffer, Senior Advisor, U.S. Senate Committee on Foreign Relations, and former Deputy Assistant Secretary for East Asia, U.S. Department of Defense; General Norton Schwartz, Air Force Chief of Staff; Michael A. Sheehan, Assistant Secretary of Defense for Special Operations and Low Intensity Conflict; Admiral James Stavridis, Supreme Allied Commander, Europe and Commander, U.S. European Command; Congressman John Tanner, President, NATO Parliamentary Assembly; Congressman Todd Tiahrt, Appropriations Committee, Subcommittee on Defense; Ambassador Alexander Vershbow, Deputy Secretary-General of NATO; Andrew Weber, Assistant to the Secretary of Defense for Nuclear and Chemical and Biological Defense Programs; Paul Wolfowitz, Deputy Secretary of Defense; and Joseph Young, Director, Office of Japanese Affairs, U.S. Department of State.

In addition, we maintain excellent contacts with present and former officials in key allied countries and organizations. Listed in alphabetical order and with the titles held when attending IFPA meetings, they include: General Stéphane Abrial, Supreme Allied Commander Transformation and former Chief of Staff, French Air Force; Major General Yaakov Ayish, Defense and Armed Forces Attaché, Embassy of Israel; Jorge Enrique Bedoya Vizcaya, Vice Minister of International Policy and Affairs, Colombia; Ki-moon Ban, Secretary-General of the United Nations; Alain Bugat, Chairman, French Atomic Energy Commission; Vice Admiral Teodoro Lopez Calderon, Chief of Staff, Spanish Joint Operations Command; Soo Man Chang, Vice Minister, ROK Ministry of National Defense; Ambassador Dimitrios Chronopoulos, General Director of National Defense Policy and International Affairs, Hellenic Ministry of National Defense, Greece; Roberto Codesal, Senior Project Manager, Organized Crime Unit, EUROPOL; Antonio Maria Costa, UN Under Secretary General, Director-General of the UN Office in Vienna, and Executive Director, United Nations Office on Drugs and Crime; Dr. Jean-Jacques de Dardel, Head of the Swiss Mission to NATO and Ambassador of Switzerland to the Kingdom of Belgium; Ovidiu Dranga, Deputy Secretary of Defense, Romania; Mircea Geoana, Minister
of Foreign Affairs, Romania; Major General Christophe Gomart, Commander, French Special Operations Command; Air Vice-Marshal Stephen J. Hillier, RAF, Air Officer Commanding No 2 Group Royal Air Force; General Kenichiro Hokazono, Chief of Staff, Japan Air Self-Defense Force; Christiane Agbotype Johnson, Deputy Director, UNIDIR; Brigadier General Ousmane Kane, Chief of Staff, Air Force, Senegal; Brigadier Mark Kelly, Royal Australian Army; Major General Oh-sung Kwon, Assistant Under Secretary, Policy Planning Bureau, ROK Ministry of National Defense; Dr. Chung Min Lee, Ambassador for National Security Affairs, ROK Ministry of Foreign Affairs and Trade; Tim Manhire, Executive Director, Maritime Analysis and Operations Centre-Narcotics; Ralph Markert, Assistant Director, Global Security Initiative, INTERPOL; the Honorable Evangelos Meimarakis, Minister of Defense, Hellenic Ministry of National Defense, Greece; Ambassador Ashok Kumar Mirpuri, Ambassador to the United States, Singapore; Satoshi Morimoto, former Japanese Minister of Defense and Professor at the Graduate School of Tokushoku University; LTG Sheik Mohammed bin Zayed Al Nahyan, Chief of the Armed Forces, UAE; Dr. Anita Birgitta Nilsson, Director of Nuclear Security, Department of Nuclear Safety and Security, IAEA; Rear Admiral Javier Romero, Defense Attaché, Embassy of Spain; Akitaka Saiki, Director General, Asian and Oceanic Affairs Bureau, Ministry of Foreign Affairs, Japan; Jarmo Sareva, Director, UN Disarmament Office in Geneva; Jamie Shea, Deputy Assistant Secretary General of NATO for Emerging Security Challenges; RADM Jacques de Solms, Deputy Chief of Staff for Operations, JFC-Naples; Nobushige Takamizawa, Director General of the Defense Policy Bureau, Japan Ministry of Defense; Ambassador Fred Tanner, Senior Advisor to the OSCE Secretary General and Liaison for the Swiss OSCE Chairmanship 2014, and Former Director, Geneva Centre for Security Policy (GCSP); Brigadier-General Denis Thompson, Commander, Canada Special Operations Forces; Hideshi Tokuchi, Vice Minister for International Affairs, Japanese Ministry of Defense; Lt. General (ret.) Noboru Yamaguchi (GSDF), Professor of Military History and Strategy, The National Defense Academy of Japan; and Brigadier General Young Mo Yang, Deputy Director General for Policy Planning, Ministry of National Defense, ROK.

The facilitation services offered by IFPA include but are not limited to the following:

• Developing the basic concepts and themes to be discussed
• Developing participant and speaker lists and defining and refining the agenda
• Convening and leading group discussions
• Preparing draft and final reports for dissemination
• Preparing and furnishing draft and final reports of the facilitated proceedings.

IFPA recognizes that any meeting – no matter its size – is only as useful as the quality of discussion that it produces, the types of participants and speakers that it attracts, and the impact of the event. Workshops, seminars, and conferences yield few practical results to government agencies unless the issues that they need addressed are taken into consideration early in the formulation of the meeting structure. IFPA works closely with our clients in the development
of all participant lists and meeting agendas, in order to ensure that the final program incorporates and highlights the most pertinent issues. We also take steps to cultivate participants’ understanding of the topics to be discussed, to ensure that all participants are sufficiently prepared to present their views on the given topics, and to identify the best speakers to comment at length on specific agenda items. Through this dedicated pre-planning, we ensure not only that a cogent agenda is established, but that the actual meeting discussion effectively deals with the issues our clients desire.

Moreover, both by working closely with clients on the agenda and through our own ongoing in-depth analyses, IFPA personnel serve as informed discussion leaders and moderators. As many of our meetings deal with complex, multifaceted subjects which cut across bureaucratic boundaries, it is often necessary to draw out participants into a frank exchange of views. As an outside organization, IFPA is capable of bringing a fresh perspective as a facilitator of workshop, seminar, and conference discussions and exchanges among participants. With an in-depth understanding of the topics at hand, IFPA personnel play an indispensable role in promoting the necessary dialogue that key issues require, while avoiding unnecessarily confrontational discussions which could sabotage productive exchanges.

As the hectic schedules of high-ranking government officials limit the number of functions that they can attend, IFPA produces detailed workshop and conference reports for meetings that we organize. These reports are designed to inform those individuals relevant to a given discussion who were unable to attend, as well as to provide actual participants with a concise and lasting record of the proceedings and to give broader dissemination where appropriate to the discussions and policy options. Equally important, our reports draw out and expand upon the recommendations which emerged during the workshop/conference discussion. IFPA works closely with clients both on the final drafting of these reports and on developing a proposed distribution list.

Finally, IFPA has an extensive history of providing the necessary logistical support that meetings large and small require. We organize and manage functions with several hundred attendees, accommodating participants from all over the world and, in some cases, actually convening or co-sponsoring meetings overseas in countries as diverse as Bahrain, Belgium, the Czech Republic, France, Germany, Hungary, Italy, Japan, Korea, Lithuania, The Netherlands, Oman, Slovakia, Switzerland, the United Arab Emirates, and the United Kingdom. Examples of overseas meetings organized by IFPA include meetings of the NATO Special Operations Headquarters Senior Steering Group (SSG) held in Mons, Belgium, The Hague, The Netherlands, Krakow, Poland, and Vilnius, Lithuania; the Workshop on Rowing Together: Developing Parallel Paths to Stability, Denuclearization and a Peace Regime on the Korean Peninsula at Jeju Island, South Korea; Workshop on Building a Multi-Party Capacity or a WMD-Free Korea in Beijing, China; and The Conference on A Comprehensive Approach to Combating Illicit Trafficking in Geneva, Switzerland. Moreover, we are also well-versed in the requisite security procedures for organizing and convening classified meetings as well as securing appropriate venues for these
types of efforts in the Pentagon, on Capitol Hill, and elsewhere in the United States, or in equally suitable facilities overseas.

The scope of our planning efforts ranges from the early and timely identification of potential speakers and participants to the distribution of letters of invitation and draft agendas through to the publication and distribution of summary reports and recommendations. We have extensive experience in addressing the most minute details and ensuring that key technological functions, such as translation, audio and video recording, and closed circuit broadcast are all attended to. Our graphics department produces high-quality meeting materials, including agendas, participant biographies, and Power Point presentations. In addition, as a major element of IFPA’s programmatic efforts for the USG, we continue to enhance our website, making it easier to utilize, more navigable and functional. Via our website and use of the internet, we are able to manage/organize our meetings more effectively, making registration for IFPA conferences and workshops both easier and more efficient and, if requested by the client, allowing reports and other materials to be made available with increased speed and efficiency to Executive Branch policy makers, the military services, combatant commands, members of Congress and their staffs, and the broader policy community in and beyond Washington, D.C.

**SIN 874-3: Survey Services**

The need for accurate, up-to-date information has never been more pressing for government agencies, particularly amidst the constant barrage of facts and figures that the internet and other information technologies make possible. Sorting through the vast amounts of data now available is in itself an all-encompassing task; still more time is required to investigate the validity of various sources and confirm the accuracy of information on which critical managerial and organizational decisions must be made. Government agencies increasingly require access to reliable survey services, which can sort, classify, and explain large amounts of information – better enabling government organizations to improve their practices, structures, and policies.

The specific survey services offered by IFPA include but are not limited to:

- **Planning survey design**
- **Defining and refining the survey agenda**
- **Administering surveys using various types of data collection methods**
- **Analyses of quantitative and qualitative survey data**
- **Assessing reliability and validity of data**
- **Production of reports and focused briefings.**

With over thirty-nine years of experience in collecting, analyzing, and presenting data and research, IFPA renders the high-quality survey services that government agencies and private-sector clients demand. Among the many major survey and research projects completed by IFPA or currently underway are assessments of: the challenges of a nuclear-armed Iran for U.S. security; the global impact of America’s rebalance to Asia; an analysis of coalition management and escalation control in a multinuclear world; reviewing approaches to develop an enhanced global special operations forces network; examining missile defense options to combat growing ballistic missile proliferation; new U.S. deterrence concepts and operational planning.
constructs; the national security implications of current and projected U.S. and foreign space activities; the capabilities and resources needed to enhance greater cooperation among intergovernmental organizations and institutional stakeholders engaged in combating all forms of illicit trafficking; future trends in security cooperation between the United States and Japan; strategies to counter North Korean nuclear development and proliferation; and new approaches to U.S. overseas basing and military deployment.

On the basis of its long-standing record of quality research and analysis, IFPA is well versed in the design of an array of surveys, drawing on various techniques. From quantitative and qualitative analyses to more complex data and interview-based approaches, IFPA is familiar with the construction of multiple types of surveys and is practiced in helping the client define which methodologies will best serve its needs. IFPA works closely with all of our clients in the development and refinement of the research/survey agenda in order to ensure that the information gathered sheds light on those areas most likely to affect critical managerial and organizational choices.

With a sophisticated network of government, academic, and industry contacts in the United States and around the world, IFPA is uniquely positioned to collect data and information in accordance with a survey or research plan. Although we are versed in traditional numerical surveying methods, our forte includes in-depth interviews with key domestic and international decision-makers as part of broader surveys designed to test prevailing opinions and views on policies pursued by government agencies. IFPA enjoys extensive contact with counterpart organizations in the United States and around the world, as well as with individual specialists, that it can call on as necessary to obtain and augment information required as part of IFPA’s survey services. Additionally, we maintain large in-house databases on issues related to our ongoing projects.

At the same time, IFPA fully recognizes that the interpretation of survey data is as important as, if not more important than, the simple assembly of information. IFPA analysts are experienced at assessing and presenting the implications of such analyses for how government clients can improve their overall performance.

Moreover, with its background in survey services and strategic planning, IFPA is ideally positioned to provide a holistic interpretation of data, one that sees beyond the simple summation of numbers and conveys to clients the overall implications and significance of the facts and figures with which they are presented. IFPA consistently seeks to place the results of its survey services in a broader political, economic, and military context to afford the most thorough evaluation of data possible, the better to inform the decisions that the client will make using the data provided.

Closely related, IFPA takes great care in weighing the importance of all data collected via surveys and other research methods. An inherent pitfall of the Information Age is the inability to discern valid and useful information from the extraneous and the misleading. Government decision-makers are pressed by numerous other demands on their time. They require skilled assistance in rooting out valid and reliable data from the broader stream of facts and figures. Drawing on its extensive network of contacts, IFPA analysts are well positioned to serve as an effective “Red-Team” or “second opinion” for determining the accuracy and cogency of survey
data. With its established in-house expertise together with its broader contact network, IFPA has ample resources for cross-checking the reliability of sources and information generated.

Finally, IFPA’s excellence is widely acknowledged with respect to the production of comprehensive, readable summaries and analyses of survey data. Our publications contain many graphics and feature recommendations to help our clients convert our information and analysis into actionable steps to improve the performance and functioning of their agency or organization. IFPA maintains a core staff of graphic artists and has extensive in-house capabilities for producing all types of reports, from bound publications to PowerPoint and other graphic presentations, allowing it to fulfill a client’s unique requirements.

**SIN 874-7: Program and Project Management**

The increasing emphasis in the USG on maximizing productivity while reducing costs places a premium on quality project management services. At the same time, the understandable desire to ensure that all facets of any operation are working towards the same goals necessitates that advanced program integration skills be available. IFPA brings to the table a long history of successful project management and an established track record of integrating various elements into a unified, coherent program for the USG.

As a consultant to the US government, IFPA has managed hundreds of successful projects. IFPA has directed endeavors ranging from multi-year studies to shorter-term projects as well as large-scale conferences featuring participants from around the world. Our work includes extensive experience with handling smaller but extremely high-level working groups and the production of quick-turnaround briefings and assessments on an as-needed basis for USG clients.

Among its many varied and intricate projects are: 1) the successful completion of major conferences organized in support of the Office of the Secretary of Defense, each of the military services and the U.S. Coast Guard, U.S. Central Command, U.S. Northern Command, U.S. Pacific Command, U.S. European Command, U.S. Special Operations Command, the Office
of the Director of National Intelligence, the Department of Energy, and the NATO Alliance (see SIN 874-1 above); 2) the publication of a book on the possible ramifications for the United States of a nuclear-armed Iran, a major study on the potential implications of the U.S. rebalance to Asia, an open-source, in-depth assessment of the twenty-first-century threat environment and the role of missile defense in U.S. security planning, and a survey of new strategic dynamics in the Arctic and their implications for national security and international collaboration; and, 3) the planning/convening of classified senior-level workshops for U.S. Special Operations Command focused on security force assistance and irregular warfare operations, as well as the organization of a symposium on new dynamics in Japanese security policy.

IFPA is well versed in integrating diverse tasks within projects towards a single unified goal. Many of our efforts call for the fusing of different programmatic efforts to meet the client’s needs. For example, the dialogue from several meetings and workshops organized by IFPA in support of NATO Special Operations Headquarters – together with our after-action reports – helped the NSHQ develop a framework for enhancing the capacity of NATO Special Operations Forces (SOF) via common training and education programs and interoperability initiatives that proved to be particularly effective in U.S. and NATO SOF operations in Afghanistan. In another instance, IFPA’s study on the threat setting and the role of missile defense combined careful analyses of diverse missile threats and the evolving geopolitical environment with detailed assessments of the strengths and limitations of various technologies either currently available or soon to be available for the missile defense mission. In yet another multidimensional, cross-organizational study, IFPA surveyed the theater security cooperation plans and activities of all the major combatant commands, providing an integrated, cross-command assessment to the Under Secretary of Defense for Policy (USD/P). IFPA has also provided sustained support to U.S. Special Operations Command, including strategic planning, regional and functional expertise, and recommendations to support the Commander’s vision to develop a global SOF capability.

Beyond the integration of different elements of complex projects, IFPA also has a demonstrated track record of fusing relevant elements of its overall research agenda to support specific projects for individual clients. Furthermore, given that one of our strengths is promoting dialogue across interagency and interservice lines, IFPA is constantly aware of the need for multi-sector balance and coordination in its efforts for various USG agencies and organizations.

IFPA has established a unique niche within and beyond the Washington community as a bridge between the technical/operational and the policy/strategy communities. Whether it is tasked with examining the implications for U.S. national security policy of the development of a new technological capability or addressing the doctrinal requirements of a new military strategy, IFPA understands that changes and recommendations provided at one level of any organization will have effects at other levels and on other agencies. As a result, IFPA is well experienced at integrating assessments and research in one area into broader analyses, the better to serve all of our clients’ needs. This is particularly true in another area where IFPA has excelled – namely, at bridging the gap between the acquisition and policy communities. IFPA plays a critical role
in helping these communities communicate with each other and enables them to better understand one another's requirements and limitations.

In summary, with its the successful track record in the completion of numerous complex, multifaceted projects and the management of its diverse research agenda, IFPA is well-positioned to provide project management and program integration support services to government agencies as needed.

Specific program integration and project management services offered by IFPA include but are not limited to:

- Identification of key issues, themes, and topics
- General coordination and management of complex projects
- Facilitation of discussions across interagency and interservice lines
- Development of integrated research agendas
- Providing a bridge between technology and policy organizations
- Helping clients to understand the nexus between decisions taken at the strategic, operational, and tactical levels
- Facilitating discussion between the policy and acquisition communities
- Setting priorities for organizational transformation and adaptive planning.
IFPA Labor Category Descriptions

**Principal Consultant**

*Responsibilities:* Provides consulting services; plans, organizes, staffs, directs, and manages performance of work for one or more task order within the relevant subject matter domain of the project and the Principal Consultant’s practice area; responsible for review and approval of all publications; monitors the technical quality of the work products; approves conference agendas and participant lists.

*Qualifications:* Ph.D. and a minimum of 10 years of relevant management experience or Master’s Degree with a minimum of 15 years of relevant management experience. Relevant experience includes strategic planning, organizational assessment, program evaluation, facilitation services, survey services, program integration and program management. A Principal Consultant may also hold a Top Secret security clearance.

**Senior Consultant**

*Responsibilities:* Organizes a broad variety of high-level workshops; supervises and organizes research staff on contract task orders; prepares and edits studies, monographs and reports; provides consulting services.

*Qualifications:* Master’s Degree and a minimum of 10 years of relevant management experience or a BS or BA with a minimum of 12 years of experience. Relevant experience includes providing Principal Consultants with evaluations and recommendations for strategic planning, organizational assessment, program evaluation, facilitation services, survey services, program integration and program management. A Senior Consultant may also hold a Top Secret security clearance.

**Advisory Consultant**

*Responsibilities:* Organizes specific high-level workshops; supervises and organizes research staff on contract task orders; prepares and edits studies, monographs and reports; provides consulting services.

*Qualifications:* Master’s Degree and a minimum of 7 years of relevant management experience or BS or BA with a minimum of 10 years of relevant experience. Relevant experience includes supervising professional staff members in projects involving designing and implementing strategic planning, organizational assessment, program evaluation, facilitation services, survey services, program integration and program management. An Advisory Consultant may also hold a Top Secret security clearance.

**Consultant**

*Responsibilities:* Assembles and organizes information provided by research staff members and writes monographs, draft reports and prepares briefings; assists in organizing high-level workshops and meetings; reviews reports and monographs; provides consulting services.

*Qualifications:* Master’s Degree and at least 3 years of relevant management experience or BS or BA with a minimum of 5 years of relevant experience. Relevant experience includes preparing and reviewing drafts for Principal Consultants, editing and summarizing analyses in the areas of strategic planning, organizational assessment, program evaluation, facilitation services, survey services, program integration and program management. A Consultant may also hold a Top Secret security clearance.
**Associate Consultant**

**Responsibilities:** Plans, organizes and attends workshops and conferences; prepares draft conference and workshop reports prior to publication; works with Senior Designer on layout and design of reports and conference materials; supervises Senior Researchers and Researchers on conference and workshop-related issues; provides consulting services.

**Qualifications:** Master’s Degree or BS or BA with a minimum of 2 years of relevant experience. Relevant experience includes supervising professional staff in preparation of detailed analyses in the areas of strategic planning, organizational assessment, program evaluation, facilitation services, survey services, program integration and program management.

**Senior Researcher**

**Responsibilities:** Prepares working drafts of reports; copy edits reports; assists in all aspects of planning and organizing conferences and workshops; attends international conferences to provide logistical and other needed support; records workshop discussions.

**Qualifications:** Master’s Degree or BS or BA with a minimum of 2 years of relevant experience. Relevant experience includes direct participation in work efforts requiring the delivery of management, organizational, and business improvement services.

**Researcher**

**Responsibilities:** Surveys relevant periodicals for contract-significant items; submits summarized analyses to Senior Researchers and Consultants for inclusion in reports; assists in copy-editing of reviewed reports; assists in all aspects of planning and organizing conferences and workshops as required.

**Qualifications:** Master’s Degree or BS or BA with at least 1 year of relevant experience. Relevant experience includes general contract and administrative experience.

**Senior Designer**

**Responsibilities:** Designs publications, brochures, monographs, posters, briefings, invitations, and agendas; provides clients with alternative design layout for conferences and workshops; typesets monographs and reports; formats presentation materials for professional staff; designs and produces materials, reports, presentations, meeting transcripts and videos, etc., as needed, specifically for posting on the internet.

**Qualifications:** BA or BS and at least 3 years of relevant experience or high school diploma and a minimum of 7 years of relevant experience. Relevant experience includes typeset, layout and design of publications, brochures, monographs, posters, briefings, invitations and agendas. Additional relevant experience includes knowledge of the internet, including internet and website tools/software, and design; Apple Macintosh computers and Macintosh-based design software.

**Designer**

**Responsibilities:** Assists in design of publications, brochures, monographs, posters, briefings, invitations, and agendas; provides alternative design layout and logos for conferences and workshops for review by Senior Designer and Principal Consultant; helps design/produce materials, as needed, specifically for posting on the internet.

**Qualifications:** BA or BS and at least 1 year of relevant experience or high school diploma and a minimum of 2 years of relevant experience. Relevant experience includes design of publications, brochures, monographs, posters, briefings, invitations and agendas. Additional relevant
experience includes knowledge of internet/website tools/software, and design; Apple Macintosh computers and Macintosh based design software.

**Senior Administrator**

*Responsibilities:* Direct secretarial and administrative support to the Principal Consultants; prepares contract correspondence and memos; makes direct travel arrangements and prepares travel itineraries; obtains and organizes necessary clearances for classified meetings; assists in conference preparation.

*Qualifications:* BA or BS or secretarial school certificate and at least 1 year of relevant experience or high school diploma and a minimum of 2 years of relevant experience. Relevant experience includes assisting managers in preparation and distribution of documents and work-product relating to strategic planning, organizational assessment, program evaluation, program integration, and program management. Relevant experience also includes maintaining travel and appointment schedules directly related to conducting facilitation and survey services.

**Administrator**

*Responsibilities:* Direct secretarial and administrative support to the Principal Consultants; prepares contract correspondence and memos; makes direct travel arrangements and prepares travel itineraries.

*Qualifications:* Secretarial school and at least 1 year of relevant experience or high school diploma and a minimum of 2 years of relevant experience. Relevant experience includes assisting managers in planning, preparation and participation in conducting facilitation services. Relevant experience also includes maintaining travel and appointment schedules as it relates to conducting facilitation and survey services.
## IFPA SCA Matrix

<table>
<thead>
<tr>
<th>SCA Eligible Contract Labor Category</th>
<th>SCA Equivalent Code – Title</th>
<th>WD Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Administrator</td>
<td>01020 – Administrative Assistant</td>
<td>05-2255</td>
</tr>
<tr>
<td>Administrator</td>
<td>01313 – Secretary III</td>
<td>05-2255</td>
</tr>
</tbody>
</table>

The Service Contract Act (SCA) is applicable to this contract and it includes SCA applicable labor categories. The prices for the indicated SCA labor categories are based on the U.S. Department of Labor Wage Determination Number(s) identified in the matrix. The prices offered are based on the preponderance of where work is performed and should the contractor perform in an area with lower SCA rates, resulting in lower wages being paid, the task order prices will be discounted accordingly.