


GENERAL SERVICES ADMINISTRATION  
FEDERAL SUPPLY SERVICE 

**Professional Services Schedule**

FSC Group: 00Corp  
Contract No.: GS-00F-041GA

Base Contract Period: November 18, 2016 through November 17, 2021  
Business Size: Large

Online access to contract ordering information, terms, and conditions, up-to-date pricing, and the option to create an electronic delivery order is available through GSA Advantage!™, a menu-driven database system. The internet address for GSA Advantage!™ is: [www.gsaadvantage.gov](http://www.gsaadvantage.gov).



For more information on ordering from the Federal Supply Schedules, click on the FSS schedules button at: [www.gsa.gov/schedules](http://www.gsa.gov/schedules).

November 2016

**Authorized Federal Supply Schedule Price List**



LMI's contact information for:

GSA Schedule Contracts—LeNaye Willis-Lloyd (lwillis-lloyd@lmi.org): 703.917.7176

Finance and Accounting—Mike Dutchak (mdutchak@lmi.org): 703.917.9800

LMI is a leader in offering GSA Schedules to its Government customers. Below is a list of the schedules included in our GSA contracts.

Professional Services Schedule Contracts

GS00F0026M and GS00F041GA (new 20 year contract)

- MOBIS
- LOGWORLD
- Information Technology
- Professional Engineering Services
- Facilities—Energy Management Services
- Environmental Services
- Financial and Business Solutions
- Human Resources Services

Other LMI GSA Contract Schedules: (new 20 year contracts)

- Information Technology Services  
Contract number: GS-35F-134DA
- Facilities Management—Energy Services  
Contract number: GS-G21F-036DA



[www.lmi.org](http://www.lmi.org)

7940 Jones Branch Drive  
McLean, VA 22102

703.917.9800

# Professional Services Schedule

## Table of Contents

Customer Information .....	4
<b>Our Services and Products: MOBIS Services .....</b>	<b>7</b>
SIN 874-1 Integrated Consulting Services .....	7
Leadership .....	7
Strategic Planning .....	7
Customer and Market Focus .....	8
Information and Analysis .....	8
Human Resource Development .....	9
Process Management .....	10
Business Results .....	11
Outsourcing and Privatization Services .....	11
Training Services .....	11
Facilitation Services .....	12
Survey Services .....	13
SIN 874-4 Training Services: Instructor Led Training, Web Based Training Web Based Training and Education Courses, Course Development and Test Administration, Learning Management, Internships .....	14
SIN 874-6 Acquisition Management Support.....	15
SIN 874-7 Integrated Business Program Support Services .....	16
Description of Functional Expertise for Mission Oriented Business Integrated Services .....	17
<b>Our Services and Products: Logistics Support Services (LOGWORLD).....</b>	<b>21</b>
SIN 874-501 Supply and Value Chain Management Services.....	21
SIN 874-503 Distribution and Transportation Logistics Services .....	22
SIN 874-504 Deployment Logistics Services .....	24
SIN 874-505 Logistics Training Services .....	25
Description of Functional Expertise for Logistics Support Services .....	25
<b>Our Services and Products: IT Professional Services .....</b>	<b>29</b>
SIN C132-51 Information Technology Professional Services .....	29
IT Facility Operation and Maintenance .....	29
IT Systems Development Services .....	29
IT Systems Analysis Services.....	30
Automated Information System Design and Integration .....	33
Programming Services.....	33
IT Data Conversion Services .....	34
IT Network Management Services .....	35
Automated News, Data and Other Information Services .....	35
Desktop Management.....	36
IT Backup and Security Services .....	36
Information Assurance .....	37
Other IT Services .....	38

Description of Functional Expertise for IT Professional Services ..... 39

**Our Services and Products: Professional Engineering Services ..... 45**

SIN 871-1 Strategic Planning for Technology Programs/ Activities ..... 45

SIN 871-2 Concept Development and Requirements Analysis ..... 45

SIN 871-3 System Design, Engineering, and Integration..... 46

SIN 871-5 Integrated Logistics Support ..... 46

SIN 871-6 Acquisition and Life-Cycle Management ..... 47

SIN 871-7 Construction Management ..... 47

Description of Functional Expertise for Professional Engineering Services..... 48

**Our Services and Products: Environmental Services ..... 51**

SIN 899-1 Environmental Consulting Services ..... 51

    Program and Project Planning Support ..... 51

    Business Process Improvement..... 52

    Benchmarking and Performance Measurement ..... 53

    Economic Analyses and Support ..... 53

    Risk-Based Support ..... 53

    Regulatory Analyses ..... 54

    Water Resources Management..... 54

    Natural and Cultural Resource Management ..... 54

    Ecological Services ..... 55

    Independent Reviews ..... 55

    Homeland Security Support ..... 55

    Compliance Services ..... 56

    Environmental Advisory Services ..... 59

    Safety and Health Risk Management ..... 59

    Waste Management Consulting Services ..... 61

SIN 899-3 Environmental Training Services..... 63

    Training Course Development and Presentation ..... 64

    Customized Course Development..... 64

    Computer-Based Interactive Course Development..... 65

SIN 899-5 Materials and Waste Recycling and Disposal Services..... 65

    Waste Collection, Transfer, Storage, and Disposal ..... 65

    Source Reduction and Recycling ..... 66

Description of Functional Expertise for Environmental Services ..... 66

**Our Services and Products: Facilities—Energy Management..... 70**

SIN C871-202 Energy Management Planning and Strategies ..... 70

    Risk Management..... 70

    Homeland Security Considerations ..... 70

SIN C871-207 Energy Audit Services ..... 71

SIN C871-208 Resource Efficiency Management (REM)..... 71

SIN C871-211 Energy Consulting Services ..... 72

Description of Functional Expertise for Facilities—Energy Management ..... 73

<b>Our Services and Products: Financial and Business Solutions</b> .....	<b>76</b>
SIN 520-11 Accounting .....	76
SIN 520-12 Budgeting .....	77
SIN 520-13 Complementary Financial Management Services .....	78
Financial Management Systems Services .....	78
Financial Planning and Performance Measurement Services .....	79
Asset Management Services .....	80
Other Financial Management Services .....	81
SIN 520-15 Outsourcing Recurring Commercial Activities for Financial Management Services .....	82
Description of Functional Expertise for Financial and Business Solutions .....	83
<b>Our Services and Products: Human Resources Services</b> .....	<b>85</b>
SIN C595-21 Human Resources Services.....	85
Strategy, Planning and Analysis .....	85
Recruitment and Internal Placement .....	85
Position Classification and Competency Analysis .....	85
Personnel Actions .....	86
Training and Development .....	86
Stakeholder Outreach, Engagement and Communication .....	86
Review and Integration Services .....	87
Employee Compensation .....	87
Description of Functional Expertise for Human Resources Services .....	87
Labor Categories/Descriptions .....	89
Labor Category Rates .....	93
<b>LMI: An Overview</b> .....	<b>95</b>

# Customer Information

## 1. Table of Awarded Special Item Numbers (SINs)

FSC Group: 00Corp

Description of Services:

SIN	Description	Description Detail Page No.	Rates Page No.
874-1	<b>MOBIS:</b> Integrated Consulting Services	7	93
874-4	Training Services: Instructor Led Training, Web Based Training and Education Courses, Course Development and Test Administration	13	93
874-6	Acquisition Management Support	14	93
874-7	Integrated Business Program Support Services	15	93
874-501	<b>LOGWORLD:</b> Supply and Value Chain Management	21	93
874-503	Distribution and Transportation Logistics Services	22	93
874-504	Deployment Logistics	24	93
874-505	Logistics Training Services	25	93
C132-51	<b>IT Services:</b> Information Technology Professional Services	29	93
871-1	<b>Professional Engineering Services:</b> Strategic Planning for Technology Programs/Activities	45	93
871-2	Concept Development and Requirements Analysis	45	93
871-3	System Design, Engineering and Integration	46	93
871-5	Integrated Logistics Support	46	93
871-6	Acquisition and Life Cycle Management	47	93
871-7	Construction Management	47	93
899-1	<b>Environmental Services:</b> Environmental Consulting Services	51	93
899-3	Environmental Training Services	63	93
899-5	Materials and Waste Recycling and Disposal Services	65	93
C871-202	<b>Energy Management:</b> Energy Management Planning and Strategies	70	93
C871-207	Energy Audit Services	71	93
C871-208	Resource Efficiency Management (REM)	71	93
C871-211	Energy Consulting Services	72	93
520-11	<b>Financial and Business Solutions:</b> Accounting	76	93
520-12	Budgeting	77	93
520-13	Complementary Financial Management Services	78	93
520-15	Outsourcing Recurring Commercial Activities for Financial Management Services	82	93
C595-21	<b>HR Services:</b> Human Resource Services	85	93

The Logistics Management Institute (LMI), a nonprofit corporation, offers extensive experience in developing and implementing practical solutions using an array of professional services that provide solutions that address management, organizational, and business problems across the spectrum of public-sector functional areas.

We are skilled in transferring the knowledge and tools needed for achieving the desired improvements in such a way that our clients can become self-sustaining. This **Authorized Federal Supply Schedule Price List** describes the services we offer under the Professional Services (formerly Consolidated) Federal Supply Schedule contract. *The LMI hourly rates certification in this schedule provides users the opportunity and flexibility to award task orders on a labor hour contract basis in addition to a firm-fixed price basis.*

Additional information can be obtained by calling LeNaye Willis-Lloyd, Director, Contracts, (703) 917-7176.

**Corporate Contract Number:** GS-00F- 041GA dated November 14, 2016.

**Contract Period:** Base Years: November 18, 2016 – November 17, 2021

**Option Periods (not awarded):**

Option 1: November 18, 2021 – November 17, 2026

Option 2: November 18, 2026 – November 17, 2031

Option 3: November 18, 2031 – November 17, 2036

2. **Maximum Order:** \$1,000,000
3. **Minimum Order:** \$100
4. **Geographic Coverage:** Worldwide
5. **Point of Production:** McLean, Virginia
6. **Discount from list prices or statement of net price:** Net
7. **Quantity Discounts:** None
8. **Prompt Payment Terms:** Net 30 days
- 9a. **Notification that Government purchase cards are accepted at or below the micro purchase threshold:** Yes
- 9b. **Notification whether Government purchase cards are accepted or not accepted above the micro purchase threshold:** Negotiable
10. **Foreign items:** None
- 11a. **Time of delivery:** Negotiated with each order
- 11b. **Expedited delivery:** N/A
- 11c. **Overnight and 2-day delivery:** Actual cost as required
- 11d. **Urgent requirements:** N/A
12. **FOB Point:** Destination
- 13a. **Ordering address:**

LMI

Attn: LeNaye Willis-Lloyd

7940 Jones Branch Drive

McLean, VA 22102-7805

(703) 917-7176

(703) 917-7100 (FAX)

E-mail: [lwillis-lloyd@lmi.org](mailto:lwillis-lloyd@lmi.org)

Website: [www.lmi.org](http://www.lmi.org)

13b. **Ordering Procedures:** See FAR 8.4053

14. **Payment Address:**

LMI

Attn: Finance Division

7940 Jones Branch Drive

McLean, VA 22102-7805

(571) 633-7621(FAX)

E-mail: [collections@lmi.org](mailto:collections@lmi.org)

15. **Warranty Provision:** None

16. **Export Packing Charges:** Actual cost, as required

17. **Terms and conditions of Government purchase card acceptance above micro purchase level:** Negotiable

18. **Terms and conditions of rental, maintenance, and repair:** N/A

19. **Terms and conditions of installation:** N/A

20. **Terms and conditions of repair parts pricing:** N/A

20a. **Terms and conditions for any other services (if applicable):** N/A

21. **List of service and distribution points:** N/A

22. **List of participating dealers:** N/A

23. **Preventative maintenance:** N/A

24a. **Special Attributes such as environmental attributes:** N/A

24b. **Section 508 Compliance:** N/A

25. **Data Universe Number System (DUNS):** 053385738

26. **Central Contractor Registration:** CAGE Code - 2D675; TIN 52-0741393



# Our Services and Products: MOBIS Services

The following describes the MOBIS services we provide under the GSA Professional Services Schedule contract.

## SIN 874-1 Integrated Consulting Services

This section covers the majority of the management consulting services we offer under GSA's Consolidated Schedule contract. Consistent with our long-standing approach, we will tailor these services to the specific requirements of each client, with an overall objective of helping to make the needed improvements quickly and effectively.

### Leadership

Our approach to improving client leadership is geared toward assisting executives in setting goals, planning for change, and mastering transition leadership techniques. In concert with these concepts, we offer the following leadership-oriented services:

- ◆ **Leadership Assessment and Development:** We assist agencies in evaluating leadership issues and in developing leadership skills, behaviors, and teamwork to increase the effectiveness of their management systems.
- ◆ **Organizational Assessment and Design:** We help agencies assess their need for organizational improvements, evaluate alternative designs, and select those designs that meet their objectives.
- ◆ **Managing Cultural Change:** We work with agencies to nurture organizational change and renew focus on customers and their varied needs.
- ◆ **Organizational Transformation:** We work with agencies to accomplish fundamental changes in their management, organizational, and business systems needed to achieve world-class performance.
- ◆ **Institutionalizing Improvement-Oriented Cultures:** We help agencies create and sustain a climate for organizational improvements.
- ◆ **Customizing Improvement Tools:** We assist agencies in applying the best improvement tools to their unique situations and conditions.

### Strategic Planning

Strategic planning is a key element in aligning daily work with an organization's strategic directions. Our approach to such planning promotes strategic thinking and actions. The directions provided by the National Performance Review and Government Performance and Results Act raise the level of importance of effective strategic plans and integrated performance monitoring systems for all agencies. We offer the following services associated with strategic planning:

- ◆ **Formulation of Strategic Business and Research and Development Plans:** We help agencies develop strategic and other business plans aimed at satisfying their missions and achieving their goals.

- ◆ **Assessment of Economic and Financial Feasibility of Strategic Plans:** We advise agencies on the viability and practicality of their strategic plans.
- ◆ **Implementation of Strategic Plans:** We help agencies define and understand their missions, visions, values, and goals; we transform their strategic plans from planning documents into action plans.
- ◆ **Assessment of Capital Asset and Facility Planning and Utilization:** We provide agencies with assessments of how well they are using assigned resources and where they have opportunities for improvement.
- ◆ **Assessment of Technology Opportunities:** We help agencies capitalize upon the business advantages associated with expanding their use of the latest technologies. We also provide independent assessment of various technologies and commercial vendors to help agencies complete mission functions.
- ◆ **Formulation of Acquisition Strategies:** We help agencies formulate efficient and effective acquisition strategies.
- ◆ **Policy Planning and Analysis:** We assist agencies in analyzing and reformulating their business policies to improve performance using a variety of analytic tools that include scenarios simulations and tabletop exercises.
- ◆ **Development of Performance Standards:** We work with agencies to develop standards for tracking their overall performance as well as that of their processes and employees.

## Customer and Market Focus

Customer and market focus examines how an organization determines evolving customer requirements and expectations and how it sustains and improves its business relationships with customers. We use a variety of tools to help agencies identify and understand their customers and their requirements and then deploying effective feedback mechanisms for tracking and monitoring customer satisfaction. We offer the following services in the areas of customer and market focus:

- ◆ **Collection and Analysis of Customer and Supplier Information:** We help agencies design and conduct surveys and use other methods for obtaining customer and supplier information; we also assist in the analysis, communication, and use of that information.
- ◆ **Market Analysis and Customer Service Standards:** We assist agencies in understanding market conditions and requirements, defining customer needs and expectations, and establishing meaningful customer service standards.
- ◆ **Quality Management Implementation:** We assist agencies in modifying their operations so they are consistent with the Malcolm Baldrige National Quality Award, International Standards Organization (ISO) quality management, and the President's Award for Quality criteria.
- ◆ **Risk Assessments:** We help agencies conduct internal and external climate and environmental assessments to understand and mitigate their business risks.

## Information and Analysis

Information and analysis requires expertise in the collection of data about processes and their customers, the use of statistical methods for understanding and controlling those processes, and the establishment of feedback loops to improve and sustain process performance. We are

experienced in helping government agencies acquire that expertise, quickly and inexpensively. As a result of that experience, we offer the following services in the areas of information and analysis:

- ◆ **Economic and Value-Added Analyses:** We provide agencies with financial analyses of their process and business improvement alternatives.
- ◆ **Performance Measurement:** We advise agencies about the development, collection, and use of performance measures.
- ◆ **Information Strategies and Systems for Process Improvement:** We assist agencies in formulating strategies for using information technology to improve their overall performance.
- ◆ **Activity-Based Costing:** We help agencies decide where and how an activity-based costing capability can improve their performance; we also assist them in implementing such a capability.
- ◆ **Benchmarking and Best Practices:** We help agencies improve their business processes by benchmarking them against those of leading public- and private-sector organizations providing similar products and services, and by modifying the best practices of those organizations for agency use.
- ◆ **Implementation Planning for Computer-Aided Facility Management:** We advise agencies on using computer-aided facility management tools to reduce costs and improve performance. We offer agencies a sustainable building assessment tool and management assistance to improve compliance with energy and environmental requirements.
- ◆ **Strategies for Integrated Information Management:** We help agencies develop and evaluate strategies for improving their use of business information systems.
- ◆ **Decision Support and Executive Information Systems:** We advise agencies in the development and use of management decision systems.

## Human Resource Development

Human resource development and management systems are intended to create a high-performance workplace so that employees and organizations can readily adapt to change. The ability of an organization to get a job done is indicated by the ability of its employees to do the job and follow the direction of change. Keeping human resource actions in line with an organization's strategies requires critical links between training and education, reward and performance evaluation systems, teamwork, and empowerment. Moreover, with continuing attention being focused on organizational change, reengineering, and downsizing, these links are even more important in the current operating environment. We offer the following human resource development services:

- ◆ **Human Capital Management Improvement:** We provide agencies with assistance in identifying potential improvements in their Human Capital Management activities, creating improvement programs, making the improvements, and tracking metrics. Human Capital Improvement initiatives include, but are not limited to, human capital strategic planning, HR policy, labor relations, communication planning and branding.
- ◆ **Employee Development and Training:** We help agencies develop training programs to increase the knowledge and skills of their employees, to provide the needed development, and to measure the effectiveness of the training. We offer executive coaching and leadership development programs. We design and implement career paths and succession planning programs. We provide curriculum design and conduct training.

- ◆ **Core Capability Assessments:** We assist agencies in defining and assessing their core capabilities and in developing cost-effective options for satisfying their noncore requirements. We design and implement knowledge management programs.
- ◆ **Determination of Staffing Requirements:** We help agencies estimate and optimize their staffing requirements. Staffing requirement initiatives include, but are not limited to, competency modeling, workforce planning, BRAC assessments and implementation, recruiting requirements and recruiting events management.
- ◆ **Performance-Based Compensation, Evaluation, and Reward and Recognition Systems:** We assist agencies in assessing and improving their compensation, evaluation, and reward and recognition systems to achieve high employee motivation and performance.
- ◆ **Development Assessments:** We help agencies in implementing 360 assessment instruments and diagnostic tools such as Myers-Briggs assessments in concert with their team-building processes.

## Process Management

Process management involves a well-conceived design, continuous evaluation and improvement, key linkages (particularly with suppliers and partners), and an ability to adapt quickly to changing requirements. The goal of more efficient and effective process management is better performance from both the customer's and organization's perspectives.

In helping organizations improve their processes, we make use of Malcolm Baldrige National Quality Award criteria, the President's Award for Quality criteria, International Organization for Standardization (ISO) standards, Lean Six Sigma, and a variety of other tools to analyze the subject processes and identify areas needing improvement. We offer the following process management-oriented services:

- ◆ **Business and Financial Process Improvement and Reengineering:** We assist agencies in reengineering their business and financial processes to meet strategic objectives.
- ◆ **Process Flow Analyses:** We help agencies understand and improve their processes by conducting process flow and value-added analyses.
- ◆ **Planning and Implementing ISO 9000 and ISO 14000:** We provide agencies with a full range of assistance so they can become ISO 9000 and ISO 14000 certified.
- ◆ **Streamlining Source Selection and Evaluation:** We help agencies design and apply streamlined procurement strategies that are effective and efficient.
- ◆ **Process Improvement Using Electronic Commerce:** We advise agencies about using electronic commerce techniques to eliminate burdensome paperwork when reengineering their business processes.
- ◆ **Programming and Budget Planning Processes:** We help agencies understand government planning and budgeting processes, and we formulate strategies for using those processes to support needed improvements.
- ◆ **Process Performance Reviews:** We assist agencies in identifying process improvement opportunities.
- ◆ **Process Management and Control:** We assist agencies in managing and controlling their processes by designing performance measurement systems, statistical process controls, and effective feedback mechanisms.

## Business Results

Business results are the fruits of an organization's labors to improve. We provide our clients with advice and counsel in interpreting those results, analyzing the systems that produced them, and developing action plans to further improve business activities. We offer the following business results services:

- ◆ **Change Management and Implementation:** We advise agencies in identifying the need for organizational changes, developing the needed changes, and assisting in their implementation.
- ◆ **Regulatory Analysis and Compliance Reviews:** We help agencies navigate through governing regulations and satisfy all associated compliance reviews.
- ◆ **Financial and Market Analyses:** We provide agencies with a full range of financial and market analyses.
- ◆ **Process Modeling and Simulation:** We help agencies perform all types of modeling and simulation activities that are required to evaluate alternative business practices, organizational structures, and operating techniques.

## Outsourcing and Privatization Services

We offer consulting services in support of government agency requirements to perform business process reviews of functions that have been traditionally viewed as inherently governmental or commercial activities. We always tailor these services to meet the client's goals for privatization and outsourcing responsibilities for all or part of selected functions.

We offer a full range of outsourcing and privatization support services, including the following:

- ◆ Developing management plans for identifying and assigning priorities to privatization opportunities
- ◆ Conducting feasibility studies
- ◆ Developing or assessing performance-based statements of work
- ◆ Analyzing existing operations and recommending "most efficient organizations" (MEOs)
- ◆ Developing performance metrics for MEOs or privatized operations
- ◆ Developing quality assurance surveillance plans
- ◆ Supporting and documenting the conduct of OMB Circular A-76 studies
- ◆ Developing in-house government cost estimates
- ◆ Assisting in the source selection of nongovernmental bidders
- ◆ Developing activity-based workload and cost data.

## Training Services

We offer a variety of MOBIS-related training services. Our standard courses are intended for agencies beginning improvement efforts (see table below). In contrast, our custom-designed courses are developed on a case-by-case basis in consultation with agencies that are further along in their improvement efforts and require more tailored training. The details of all custom-designed courses are negotiated separately with each client.

#### Standard Training Courses

- ◆ Leadership Assessment
- ◆ Strategic Planning
- ◆ Survey Methods
- ◆ Activity-Based Costing
- ◆ Business Continuity/Disaster Recovery (BCDR)
- ◆ Continuity of Operations (COOP)
- ◆ Lean Six Sigma (LSS)

We believe that all training should be directed toward achieving specific business and organizational objectives and that the planning to satisfy an organization's training requirements should be an integral part of the improvement planning process. Consequently, we establish a link between our consulting and training services to ensure we train the right people, at the right time, for the right reasons. We also embrace a just-in-time training philosophy to ensure that our clients receive the maximum benefit from their training investments.

## Facilitation Services

Our staff has facilitated a wide variety of improvement teams and group processes for many government agencies. We generally provide facilitation services as an integral part of our broader MOBIS efforts. Our facilitators understand and apply classic facilitation techniques and tools; they also have a professional understanding of the issues and subject matter being addressed.

Facilitation has three important facets. First, it improves group effectiveness by keeping the group focused on the specific issues under consideration. Second, it highlights the many different concerns of the members of the group that, if not effectively managed, can impede progress of the group as a whole. Third, it raises the level of understanding and participation of all members of the group to achieve the best solutions for the organization. The role of our facilitators is to help groups improve the process of communicating in a manner consistent with free and informed choice, consensus building, and internal commitment. Our facilitators use a variety of decision-making tools to achieve consensus on a range of issues from highly technical to routine daily decisions, providing stakeholder debriefings, draft and final reports, and recording discussion content. We offer the following facilitation services:

- ◆ **Executive-Level Facilitation and Support:** We facilitate executive-level teams, such as leadership, management, steering groups, and quality management boards, in guiding organizational improvement initiatives.
- ◆ **Process Improvement Facilitation and Support:** We facilitate process-oriented teams—including quality action and process improvement teams, and functional and self-directed work groups—to achieve high-performance teamwork.
- ◆ **Cross-Functional Facilitation and Support:** We facilitate cross-functional groups, such as integrated product teams, multifunction work groups, and employee-integrated teams, to break down barriers, reach consensus, and agree on mutually beneficial outcomes.
- ◆ **Interagency Committee, Task Group, Board, and Steering Group Support:** As a nonprofit organization dedicated to improving public-sector management, we are particularly skilled at facilitating interagency groups dealing with sensitive and complex issues (such as the National Defense Panel, Quadrennial Review, Defense Reform Initiative, Base Realignment and Closure Commission, Commission on Roles and Missions of the Armed Forces, and Information Technology Board).

## Survey Services

Our survey instruments and procedures routinely yield meaningful, high-quality data. They also are geared toward providing organizations with sufficient quantitative data and comment information to reliably gauge performance throughout their processes, to target areas most in need of improvement, and to suggest possible solutions for further consideration by project improvement teams. We offer the following survey services:

- ◆ **OMB Approval of Data Collection Instruments:** We guide agencies through the regulatory process for their surveys that require Office of Management and Budget (OMB) approval.
- ◆ **Survey Requirements Determination:** We assist agencies in assessing their survey needs.
- ◆ **Survey Planning:** We help agencies plan their survey efforts to achieve high-quality results within their budget and schedule constraints.
- ◆ **Survey Sample Design:** We help agencies define their sampling requirements and select their samples to ensure accurate, reliable results.
- ◆ **Sampling Requirements Assessment:** We assist agencies in determining the characteristics of their target populations to ensure use of the most efficient sample designs.
- ◆ **Survey Instrument Design, Development, and Testing:** We help agencies create survey instruments that yield meaningful results for organizational improvements.
- ◆ **Survey Instrument Assessment and Improvement:** We assist agencies in evaluating and improving survey instruments to achieve maximum survey effectiveness.
- ◆ **Survey Administration:** We assist agencies in conducting surveys to obtain meaningful results and high response rates.
- ◆ **Survey Data Management:** We help agencies process and manage survey data to ensure efficient processing and high-quality data entry.
- ◆ **Statistical Analyses of Survey Results:** We assist agencies in analyzing survey data to yield useful and reliable statistical results.
- ◆ **Evaluating, Interpreting, and Focusing Results for Improvement:** We help agencies interpret, understand, and focus their survey results to achieve the most effective improvement strategies.
- ◆ **Survey Results Briefing and Report Development:** We assist agencies in documenting survey results and optimizing improvement responses through effective communications.
- ◆ **Improvement Strategy Development:** We help agencies craft improvement strategies based on the results of their surveys.



## **SIN 874-4**

# **Training Services: Instructor Led Training, Web Based Training Web Based Training and Education Courses, Course Development and Test Administration, Learning Management, Internships**

LMI offers a full range of course development and training services, including instructor-led training, technology-based training, hybrid training, job aids, course development, simulations, and learning management systems needed by government agencies to improve mission performance and to support their goals now and in the future. We offer general leadership and core training, as well as training specific to functional subject matter. Each course has a defined title; a defined length of time (hours, days, semesters, etc.); a syllabus, table of contents, or some other description of the material to be taught; and a list of materials included (books, pamphlets, software, etc.).

LMI's approach to training follows the Analyze, Design, Develop, Implement, Evaluate (ADDIE) instructional systems design model as the technical framework for training development projects. The ADDIE model determines the sequence and timing of activities for developing learning strategies, media, technologies, and materials.

We start with a front-end requirements analysis and diagnostics. Requirements analysis is a critical first step of any instructional project, providing a comprehensive evaluation of the client's training needs. It focuses the design team's attention on identifying the objectives of the business, program, and learning to be addressed by the instructional program and materials. The analysis also ensures that we identify important contextual information, including target population characteristics, work environment and tools, professional standards, and performance requirements. We use different tools for this analysis, including written questionnaires to job incumbents; in-person interviews and focus groups with incumbents, managers, and subordinates; on-the-job observation of job performers and their performance tools; and review of performance data and procedural documentation.

Requirements analysis is followed by innovative solution design. The design of instructional programs and materials is driven by the findings in the previous analysis and diagnostics phase. The team prepares an instructional design document addressing the data and insights gathered and recommending the types of instructional products to be developed. The design document also defines the instructional media, methods, and materials to be developed. Storyboards are typically included. We design informational and instructional products in a range of media, including print, web, video, and interactive multimedia learning simulations, depending on the findings of the requirements analysis.

Next, LMI develops solutions. The development phase focuses on building the instructional product using the specifications in the design document. This phase may include developing and integrating content, video and other media, and visual assets (such as illustrations, photographs, and animations). We put the instructional products through a number of testing phases, revising the products after each round of testing. Alpha testing is generally an internal test of the functionality of technology-based products. For instructor-led instructional materials, it may consist of a content review of the materials by subject matter experts. Beta testing involves user acceptance.

The learning solutions are then implemented in a full production work environment. Depending upon the evaluation method used, data may be collected upon completion of the training or as a



follow-up to measure changes in job performance. We work closely with clients to ensure that solutions are implemented properly, which is especially important for technology products that require specific interfaces and configurations to function properly.

Finally, LMI evaluates the training programs. Evaluation can include learner satisfaction, learning achievement, improved job performance, and improved program or organizational performance. The evaluation strategy and metrics are defined during the design phase of the project. We prepare data collection methods and instruments during the development phase of the project.

## **SIN 874-6 Acquisition Management Support**

We offer consulting services that enhance the ability of agencies to acquire goods or services, or award grants or cooperative agreements. Such services may be in the form of analyses leading to process improvements; development or upgrading of guidebooks, handbooks, policies or standard operating procedures; applying benchmarking and commercial best practices to reform the way government acquires goods and services, deals with suppliers, and trains its acquisition workforce; and development of tools to assist the acquisition and grants management workforce.

We also offer consulting services in support of government agency requirements to perform business process reviews of functions that have been traditionally viewed as inherently governmental or commercial activities. We always tailor these services to meet the client's goals for privatization and outsourcing responsibilities for all or part of selected functions. These services complement those we offer under Consulting Services. In support of competitive sourcing, we provide strategic market research to obtain critical data and information for their use in the development of sourcing strategies. Through market research we collect, organize, maintain, analyze, and present data and other information. This research enables agencies to achieve the best value acquisition of products, services and technology through competitive sourcing.

We offer a full range of privatization support services, including the following:

- ◆ Developing management plans for identifying and assigning priorities to privatization opportunities
- ◆ Conducting feasibility studies
- ◆ Developing or assessing performance-based statements of work
- ◆ Analyzing existing operations and recommending "most efficient organizations" (MEOs)
- ◆ Preparing performance metrics for MEOs or privatized operations
- ◆ Developing quality assurance surveillance plans
- ◆ Supporting and documenting the conduct of OMB Circular A-76 studies
- ◆ Developing in-house government cost estimates
- ◆ Assisting in the source selection of nongovernmental bidders
- ◆ Developing activity-based workload and cost data.

## SIN 874-7

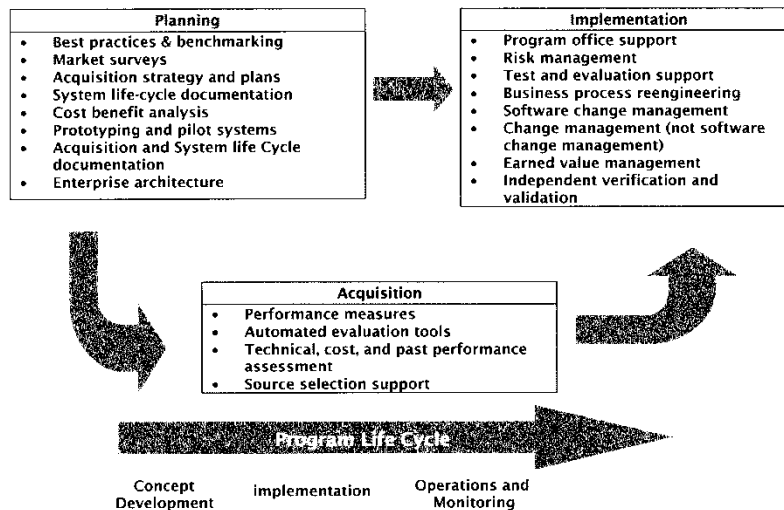
# Integrated Business Program Support Services

We have extensive experience assisting public-sector clients in the management, integration, and oversight of their programs. As a nonprofit organization dedicated to supporting public agencies for more than 40 years, we have a thorough understanding of government operations and missions.

We utilize a top-down approach in providing program integration and project management services to our clients. We begin by defining program goals and objectives, and developing strategies to achieve them. For selected strategies, we develop implementation plans and establish performance measures for evaluating their effectiveness. Our goal is to provide a framework for managing organizational changes in an orderly manner without disrupting the ongoing operations of the organization.

As the figure below shows, we assist clients throughout all phases of the program life cycle—from concept development through evaluation and oversight of program operations. We combine management and technical expertise with a strong business focus to help our clients manage their programs efficiently and effectively, and maintain their focus when business or technological changes cause requirements to shift rapidly. Our capabilities are spread across three major areas: planning, implementation, and acquisition.

### Program Integration/Management Capabilities



Effective planning is the most important way to minimize future risk and ensure that programs and systems are completed on time and within budget. To ensure that our program planning support is effective, we offer a full range of services, including the following:

- ◆ Developing effective program strategies using our knowledge of public- and private-sector best practices
- ◆ Conducting benchmarking to identify opportunities for reducing program costs and improving performance
- ◆ Preparing comprehensive cost-benefit analyses, analyses of alternatives, and business cases (including OMB 300s) to predict whether financial goals can be met

- ◆ Developing acquisition strategies and business plans that support corporate strategies and address technical, management, and cultural issues that could affect the acquisition
- ◆ Devising training, test and evaluation, and implementation plans that account for resource and schedule constraints as well as technical risks
- ◆ Monitoring and assessing prototype and pilot systems to determine whether and when those systems should be implemented in the field
- ◆ Developing enterprise architectures to streamline business processes and guide IT investment decisions
- ◆ Providing portfolio management and capital planning and investment control services.

We apply business process reengineering techniques and organizational change management processes to help agencies integrate program changes systematically and efficiently. We also develop and implement training programs that focus on the cultural implications of new programs and how those programs will affect existing agency practices.

Equally important is oversight and evaluation of programs to ensure that the programs' goals and objectives are being achieved effectively. When evaluating program operations, we

- ◆ establish and use performance measures and earned value management to evaluate program performance and effectiveness, and identify opportunities for improvement;
- ◆ conduct program integration/management reviews, risk assessments, and independent verification and validation studies of ongoing programs to mitigate risks, identify lessons learned, and reduce costs; and
- ◆ provide information assurance, security, and privacy impact assessment to protect sensitive information.

Our professional staff has extensive experience in supporting successful program implementations. We have applied our program integration/management expertise to governmental operations, construction projects, environmental remediation efforts, and technology programs. We also provide independent assessments of key implementation tasks such as installation and training.

Finally, we assist clients in improving business processes and assessing the impact of new technologies on business operations. Typically, our efforts require the integration of technical, cost, and schedule information and involve coordination with key members of several organizational departments. We form business partnerships with our clients to support successful planning, acquisition, and implementation of new programs.

## **Description of Functional Expertise for Mission Oriented Business Integrated Services**

Mission Oriented Business Integrated Services (MOBIS) –  
SINs 874-1, 874-4, 874-6, 874-7

LMI staff has functional expertise in all areas covered by MOBIS including: Integrated Consulting Services, Training Services, Instructor Led Training, Web Based Training Web Based Training and Education Courses, Course Development and Test Administration, Learning Management, Internships, Acquisition Management Support, and Integrated Business Program Support Services. More detailed descriptions of our expertise in each of those areas follow.

## Integrated Consulting Services

Our staff has functional expertise in a broad array of management consulting services described below.

- ◆ Management or strategy consulting
  - Organizational assessment and design
  - Managing cultural change
  - Organizational transformation
  - Assessment of economic and financial feasibility of strategic plans
  - Implementation of strategic plans
  - Assessment of capital asset and facility planning and utilization
  - Assessment of technology opportunities
  - Formulation of acquisition strategies
- ◆ Program planning, audits, and evaluations
  - Market analysis and customer service standards
  - Quality management implementation
  - Risk assessments
- ◆ Studies, analyses, scenarios, and reports relating to an agency's mission-oriented business programs or initiatives, such as defense studies, tabletop exercises or scenario simulations, educational studies, regulatory or policy studies, health care studies, economic studies, and preparedness studies
- ◆ Executive/management coaching services
- ◆ Customized business training as needed
- ◆ Policy and regulation development assistance
- ◆ Advisory and assistance services in accordance with FAR 37.203
- ◆ Information analysis
  - Economic and value-added analyses
  - Knowledge of statistical methods
  - Information strategies and systems for process improvement.
  - Activity-based costing
  - Benchmarking and best practices
  - Strategies for integrated information management
  - Decision support and executive information systems
- ◆ Human capital management improvement.

## Facilitation Services

- ◆ We have expertise in the following areas.
- ◆ Executive-level facilitation and support
- ◆ Leading or facilitating group briefings and discussions, enabling focused decision-making

- ◆ Recording discussion content and related facilitation support services
- ◆ Debriefing stakeholders
- ◆ Preparing and providing draft and final reports relating to the facilitated issues
- ◆ Defining, refining, and resolving disputes, disagreements, and divergent views.

### **Survey Services**

Our staff has the following functional expertise for planning, conducting and analyzing surveys.

- ◆ Survey approval process
- ◆ Survey planning, design, and development
- ◆ Pretest/pilot surveying
- ◆ Assessing reliability and validity of data
- ◆ Conducting/administering surveys
- ◆ Analyses of quantitative and qualitative survey data
- ◆ Production of reports related to the survey
- ◆ Briefings of results to stakeholders.

### **Training Services: Instructor Led Training, Web Based Training Web Based Training and Education Courses, Course Development and Test Administration, Learning Management, Internships**

Our custom-designed courses are developed on a case-by-case basis in consultation with agencies that are further along in their improvement efforts and require more tailored training. Our staff combines expertise in developing training materials with expertise in consulting and specific disciplines such as activity-based costing. Our training staff also has expertise in the following areas.

- ◆ Customer service
- ◆ Performance measurement and benchmarking
- ◆ Quality standards development
- ◆ Problem solving techniques.

### **Acquisition Management Support**

Our staff has the expertise to offer a full range of acquisition support services, including the following:

- ◆ Acquisition planning assistance, including market research and recommending procurement strategy
- ◆ Developing acquisition documents including cost/price estimates
- ◆ Quality assurance surveillance plans
- ◆ Developing statements of work, synopses, solicitations
- ◆ Developing or assessing performance-based statements of work
- ◆ Expert assistance in supporting proposal evaluations, including price/cost analysis or technical proposal analysis

- ◆ Contract administration support services, including assistance with reviewing contractor performance
- ◆ Competitive Sourcing support, including OMB Circular A-76 studies
- ◆ Strategic sourcing studies, privatization studies, public-private partnerships
- ◆ Federal Activities Inventory Reform (FAIR) Act studies
- ◆ Developing activity-based workload and cost data.

### **Integrated Business Program Support Services**

We possess expertise in all phases of the program life cycle—from concept development through evaluation and oversight of program operations. Staff functional expertise covers the following areas.

- ◆ Project leadership and communications with stakeholders
- ◆ Project planning and scheduling
- ◆ Earned value management support
- ◆ Project management, including performance monitoring and measurement
- ◆ Reporting and documentation associated with project/program objectives
- ◆ Stakeholders briefings, participation in required meetings, and related project support services
- ◆ Program integration services
- ◆ Project close-out services
- ◆ Independent verification and validation.

# Our Services and Products: Logistics Support Services (LOGWORLD)

The following describes the logistics services we provide under the GSA Professional Services Schedule contract.

## SIN 874-501 Supply and Value Chain Management Services

Our staff specializes in enhancing the performance of government agencies' supply and value chains. We assist our clients with all aspects of planning, developing, implementing, acquisition, and managing supply and value chain solutions. We help clients assess the best combination of resources to optimize the effectiveness and efficiency of their supply chain operations. We use analytical models, computer simulations, advanced technologies, benchmarks, case studies, business process reengineering, and best practices to reduce costs and improve customer satisfaction in the following areas:

- ◆ **Supply chain assessment and consultation.** We evaluate supply chain infrastructure, information, and performance using a variety of structured tools such as the Integrated Supply Chain Performance Assessment, I-PASS<sup>®</sup> and the Defense Sustainment Chain Operational Readiness Evaluator, D-SCORE<sup>®</sup>. We assist clients with developing strategic plans and performance measures. We simulate complex supply chain systems to evaluate alternatives for improvement. We specialize in applying mathematics, statistics, engineering, and operations research, along with information technology, to solve supply chain problems.
- ◆ **Maintenance management consultation.** We evaluate repair and production resources, organization, processes and schedules. We determine the best level of repair and evaluate maintenance capabilities for depot, intermediate, and unit locations. We advise on managing electronic technical manuals, drawings, and related information. We formulate new maintenance concepts and reengineer maintenance processes, making extensive use of best practices from the private and public sectors. We assess policy and procedures that define and govern maintenance operations.
- ◆ **Inventory management consultation.** We employ demand forecasting and inventory theory in analytical models and computer simulations to compute inventory requirements, monitor consumption, and allocate resources for storage locations under both routine and surge conditions. For example, our ASM<sup>®</sup> readiness-based spares model determines the optimal inventory requirements for systems ranging from aircraft to ground vehicles to space stations. The model provides spares procurements, annual budgets, and system availability under a various scenarios, maintenance strategies, and operations.
- ◆ **Asset or property visibility and management consultation.** We assist with planning and implementing systems for increasing supply chain asset visibility. By increasing visibility, our clients can reduce costs, respond to customers' needs, use scarce assets more effectively, and instill customer confidence in the processing of orders while complying with regulations.
- ◆ **Vendor/acquisition management consultation.** We help logistics organizations decrease the cost and lead-time of procuring, while increasing delivery service to the end customer. We develop sourcing policies (including outsourcing and using third-party logistics providers)

and evaluate relations with suppliers, repair sources, and carriers. We advise about prime vendor programs, vendor-managed inventories, Internet ordering, electronic malls, and on-line catalogs.

- ◆ **System modernization consultation.** We help government organizations remain competitive by improving their use of supply chain automation and updating their legacy information systems. We assist with replacing outdated systems with appropriate technology such as manufacturing resource planning (MRPII) systems, enterprise resource planning (ERP) systems, and advanced supply chain planning systems to improve supplier and customer management. We help introduce advanced technologies, such as the use of automated tools to improve source selection, evaluate commercial off-the-shelf software (COTS), identify obstacles to using the software, and evaluate system performance following installation.
- ◆ **Expansion and consolidation studies.** We advise about supply chain resources, distribution requirements, production capacities, and channel interfaces. We use models to evaluate supply chain infrastructure requirements and track how changes in supply chain resources affect costs and customer satisfaction.
- ◆ **Logistics strategic planning consultation.** We assist clients with development, integration, and implementation of strategic plans that include logistics business process improvement, program assessment, and resource analysis. We analyze cost-benefits for comparing concepts such as in-house, prime-vendor support, direct-vendor delivery, and full-service contractor. Our evaluations can consider effectiveness, such as system operational availability, as well as total ownership costs. In addition, we identify and assess logistics risks that can arise from technology changes or business relationships.
- ◆ **Acquisition logistics planning.** We develop logistics objectives, plans, and schedules with associated milestones and funding estimates. Through our experience with numerous programs and our insights into logistics functions, we integrate logistics with the overall acquisition program. We provide certified Project Management Professionals who consult on a range of program management issues to ensure a lifecycle approach to client activities and deliver benefits to the organization.
- ◆ **Acquisition contracts consultation.** We assist program and policy offices with contractual strategies and questions. We help clients understand the candidate mechanisms for contracting for logistics support, and how the advantages and disadvantages of the mechanisms apply to particular situations. Approaches include contractual incentives, warranties, and contractor support options. We address measures of performance as well as financial and business issues.

## **SIN 874-503**

### **Distribution and Transportation Logistics Services**

LMI has a long history of improving logistics operations for a variety of Department of Defense (DoD) and other federal government clients. For more than 40 years, our professional staff has studied and analyzed worldwide military transportation issues, commercial transportation and distribution practices, transport technology innovations, and integrated transportation management. We understand the need for dramatic improvements in speed, reliability, and efficiency in moving personnel and materiel, and in the data and technologies supporting those movements. We specialize in developing strategies for providing time-definite deliveries that reduce the costs of transportation and distribution and improve response times.



Generally broad in scope, our analyses embrace a multitude of distribution and transportation functions, systems, networks, initiatives, and issues. Our management and technical advice is provided to senior DoD transportation and distribution leaders in the Office of the Secretary of Defense, the Joint Staff, the Defense Logistics Agency, the United States Transportation Command (USTRANSCOM) and its three components, and the military services. We also advise the North Atlantic Treaty Organization and a variety of civil agencies. The following subparagraphs provide examples of our distribution and transportation logistics capabilities.

- ◆ **Logistics doctrine development.** We assist the military services in developing logistics doctrine. Our contributions, particularly in the areas of Army unit modularity, USMC maritime prepositioning, Army prepositioning and Joint High Speed Sealift, have had a far-reaching impact on the warfighting capabilities of the combatant commands
- ◆ **Carrier and freight forwarding management.** We assist organizations with using vendors to provide commercial bills of lading and with implementing electronic commerce technologies to standardize transportation transactions. Our contributions to the Defense Transportation electronic data interchange program resulted in several successful applications, including electronic submissions of carrier rate tenders, invoices, and bills of lading.
- ◆ **Tracking system analysis, design, operations, and management.** We assist organizations with implementing comprehensive programs and procedures to improve the visibility of intransit assets. Intransit visibility (ITV) of military units, cargo, and personnel has repeatedly proven of critical importance during force deployment, sustainment, and redeployment operations in peace, during contingency responses, and in wartime. We provide clients with distribution and asset tracking related COTS/GOTS assessments and demonstrations. We further support the ITV program as we develop and publish plans for integrating asset information into the Global Transportation Network (GTN), assess methods of collecting information needed to track shipments in the GTN from commercial vendors and carriers, and develop integration plans to upgrade airports and seaports with automatic identification technology.
- ◆ **Emerging technology assessment.** We provide analysis and feasibility assessments of distribution related emerging technologies and their applicability to client distribution operations. We assist clients with technology refresh and technology insertion projects to include the change management issues that may be associated with adoption of emerging technology.
- ◆ **Carrier management and fleet planning.** We survey and analyze private-sector transportation strategies with the potential to improve the financial administration of transportation and distribution operations. For example, we recommended that DoD expand its core carrier program and outsource invoice, audit and payment functions.
- ◆ **Distribution system analysis, development, and management.** We assist with developing Joint Total Asset Visibility capabilities, integrating transportation data in the transportation community, integrating transportation data with other functional (for example, supply, finance, and acquisition) data, and design and implementation of e-commerce solutions for distribution and transportation operations. We prepare implementation plans, reengineer business processes, and design innovative practices to permit organizations to take advantage of information-sharing opportunities.
- ◆ **Distribution network modeling and analysis.** We analyze and model client physical distribution networks, including transportation, cross-docking, and warehousing infrastructure and identify opportunities to improve the performance and cost of those networks. We develop network improvement solutions, provide planning and implementation services in support of improvement projects, assess network service providers. We also provide trouble shooter subject matter consultants to assist clients with specific issues related to any facet of their physical distribution networks.

- ◆ **Packaging, labeling, and bar-coding system design, implementation, operation, and maintenance consultation.** We assist with using automated identification technology (including bar codes, optical memory cards, radio-frequency tags, and satellite tracking systems) to capture information about supply chain assets, reduce processing times, and improve data accuracy.
- ◆ **Consultation about hazardous material storage, handling, and disposal.** We help clients evaluate their hazardous material storage and handling requirements and recommend process improvements.

## SIN 874-504 Deployment Logistics Services

We offer extensive knowledge and experience in all aspects of deployment logistics functions. Our knowledge and experience include contingency planning; movement, storage, accountability, and sustainment of personnel, equipment, supplies, and property for worldwide operations; asset management and visibility; and, strategic mobility plans, programs and assets, overseas basing, and foreign military sales. In addition, we have identified, integrated, and managed regional and global resources; designed, planned, and operated communication and logistics systems; and managed medical and emergency unit storage and restocking. We assess the management of deployment, redeployment and retrograde logistics programs, including developing alternatives and preferred program elements, identifying required resources, and assisting with program execution. Our staff consistently provides meaningful, practical solutions for our client challenges. We specialize in conducting studies and analyses, assisting in the development of deployment programs, conducting modeling and simulations using Government approved models and internally developed models, developing logistical support concepts and assessing processes, organizations, and technologies that support regional and global deployment logistics operations. We have experience in providing senior planners and analysts to combatant commands; this provides our clients with seasoned professionals, with in-depth experience, providing direct support to warfighters. We also can facilitate improvement process teams and other group processes for government agencies that are addressing deployment logistics issues. Our facilitators understand and apply classic facilitation techniques and tools; they also have a professional understanding of the issues and subject matter being addressed. We offer the following deployment logistics services:

- ◆ **Contingency planning.** We assess and develop alternative deployment logistics policies, programs, and contingency plans for efficiently and effectively supporting client requirements. We determine the most efficient use of transportation systems, materiel distribution systems, and end-to-end distribution networks, including airport and seaport logistics capabilities.
- ◆ **Movement, storage, and accountability.** We develop and evaluate logistics concepts and systems for moving, storing, and accounting for equipment and supplies as well as assessing the effects of new technologies, concepts, and systems to enhance those functions.
- ◆ **Communications and logistics systems.** We determine communications and information system requirements for rapidly deploying and managing supplies and equipment.
- ◆ **Alternative capabilities.** We identify alternatives by using both existing capabilities and new technologies to provide the most cost-efficient and operationally effective solutions to deployment logistics challenges. We develop and use computer models to assist with assessing alternatives and with portraying the effects of different logistical operations concepts and processes.

- ◆ **Public- and private-sector support and resources.** We assess and develop plans and procedures for fully integrating public- and private-sector support and resources to meet client requirements. We conduct logistics-related assessments and seminars that focus on domestic as well as international public- and private-sector integration, modernization, and compatibility issues. We analyze the deployment logistics policies, procedures, and capabilities of various nations and alliance organizations by using hypothetical and actual scenarios.
- ◆ **Medical and emergency unit storage and restocking management.** We are skilled in all medical-related issues, including managing emergency unit storage and restocking, preventive medicine, environmental medicine, and state-of-the-art medical evacuation. We have contributed significantly to developing new governmental force health protection programs and to creating public-private partnerships for medical materiel support. We have developed electronic commerce systems and networks, public-private contracting opportunities, joint information systems, and joint medical operations and logistics support plans that incorporate the best features of governmental and commercial support systems.
- ◆ **Contingency acquisition.** We have senior planners that develop contractor support plans for contingencies. Our planners review operational plans and integrate functional specific requirements into plans to ease execution when required.
- ◆ **Operational contract support.** We provide expertise in governing, management, and oversight of contractor forces in forward deployed areas. Our support helps synchronize, integrate, and coordinate contractor support to improve efficient and effective use of contract support for client missions.
- ◆ **Exercise planning and participation.** We facilitate exercise planning (white and blue cell) and participation in exercise execution as well as collection of lessons learned to support client needs and improve functional-specific process improvement.

## **SIN 874-505 Logistics Training Services**

LMI's mission is to improve the management of the nation's public sector through research, analysis, and counsel. For over 40 years, LMI, as a nonprofit organization, has supported research and analysis for the Department of Defense (DoD), the military services, Defense agencies, and most other U.S. government departments and agencies.

In support of our mission, we offer customized training services for acquisition, logistics, and supply chain management to meet specific customer needs. In addition, we host numerous training workshops that enable the exchange of ideas, strategies, and management techniques among industry, academia, and government.

## **Description of Functional Expertise for Logistics Support Services**

Logistics Worldwide (LOGWORLD) – SINS 874-501, 874-503, 874-504, 874-505

LMI staff has functional expertise to provide consultation and advice in all areas covered by Supply and Value Chain Management Services, Acquisition Logistics, Distribution and Transportation Logistics Services, Deployment Logistics Services, and Logistics Training Services. More detailed descriptions of our expertise in each of those areas follow.

## Supply and Value Chain Management Services

We have expertise in all aspects of planning, developing, implementing, and managing supply and value chain solutions. We use analytical models, computer simulations, advanced technologies, benchmarks, case studies, business process reengineering, and best practices to reduce costs and improve customer satisfaction. To perform this work, our staff has functional expertise in the following areas.

- ◆ Logistics consulting
- ◆ Logistics management
- ◆ System assessment
- ◆ Material requirements planning
- ◆ Inventory management and operation
- ◆ Asset or property visibility and management
- ◆ Fulfillment systems and operations
- ◆ Configuration management
- ◆ Platform management
- ◆ Vendor/acquisition management
- ◆ Information processing systems analysis, design, implementation
- ◆ Packaging, labeling, bar coding system consultation, design, implementation, operation and maintenance
- ◆ Design and installation of material handling systems
- ◆ System modernization consultation
- ◆ Expansion and consolidation studies
- ◆ Hazardous material storage and handling consulting
- ◆ Warehouse and location management systems
- ◆ Recycling program management of warehousing materials
- ◆ Preservation and protection of specialized inventory or documents consulting
- ◆ Maintenance, repair and overhaul (MRO) support and process management
- ◆ Property disposal management
- ◆ Logistics strategic planning services
- ◆ Logistics systems engineering services
- ◆ Global integrated supply chain solutions – planning and implementation
- ◆ Logistics program management services and support
- ◆ Supply chain logistics services, solutions, and support
- ◆ Logistics business process re-engineering
- ◆ Logistics decision support solutions
- ◆ Logistics performance measures
- ◆ Unique Identification (UID)/Radio Frequency Identification (RFID) services
- ◆ Program and project management
- ◆ Supply chain assessment
- ◆ Electronic commerce/electronic data interchange (EC/EDI).

## Acquisition Logistics

LMI performs a comprehensive range of acquisition logistics tasks for government organizations. Our services include integrating logistics into acquisition programs, planning logistics support approaches, improving supply chains, and analyzing and implementing logistics policies for acquisition. Our expertise spans all of the elements of acquisition logistics, and includes the following areas.

- ◆ Acquisition logistics consulting
- ◆ Acquisition and life cycle management
- ◆ Participation in or consultation to concept development or integrated process teams
- ◆ Perform needs assessments
- ◆ Define and establish program objectives, strategies, plans and schedules
- ◆ Develop milestone documentation
- ◆ Market research and acquisition planning
- ◆ Material requirements identification, planning, acquisition and management
- ◆ Develop specifications or performance based work statements and task estimates
- ◆ Develop, document and support maintenance procedures and technical manuals
- ◆ Configuration and data management and related documentation
- ◆ Develop and monitor funding plans
- ◆ Supply chain integration planning
- ◆ Inventory or asset management
- ◆ Vendor/acquisition management
- ◆ Conduct field problem analysis and recommend corrective action
- ◆ Spares modeling
- ◆ Depot maintenance consulting
- ◆ Disposal, recycle or salvage management consulting
- ◆ Program and project management.

## Distribution and Transportation Logistics Services

Our analyses cover a multitude of distribution and transportation functions, systems, networks, initiatives, and issues. The following describe our distribution and transportation logistics expertise.

- ◆ Distribution and transportation logistics consulting
- ◆ Distribution system analysis, development and management
- ◆ Location modeling and distribution network analysis
- ◆ Fleet planning, operation and maintenance
- ◆ Carrier management and routing
- ◆ Freight forwarding, consolidation and management
- ◆ Tracking system analysis, design, operations and management
- ◆ Program and project management.

## Deployment Logistics Services

We offer extensive knowledge and experience in all aspects of deployment logistics functions. Our staff has the following deployment logistics functional expertise:

- ◆ Deployment logistics consulting
- ◆ Contingency planning
- ◆ Material and property requirements planning, movement, storage and accountability systems
- ◆ End-to-end office and industrial relocation/expansion consulting
- ◆ Project/asset/construction management consulting
- ◆ Space planning and project integration/implementation
- ◆ Pre-position assets, asset management and visibility
- ◆ Facilitating customs processing/accountability
- ◆ Deploying communications
- ◆ Regional and global resource capability identification and integration
- ◆ Public and private sector resource management
- ◆ Communication and logistics systems design, planning, and operation
- ◆ Medical and emergency unit storage and restocking management
- ◆ Program and project management
- ◆ Executive-level facilitation and support
- ◆ Process improvement facilitation and support
- ◆ Interagency committee, task group, board, and steering group support.

## Logistics Training Services

LMI staff offers both standard courses and custom-designed courses based on an agency's needs. Our staff has a wide range of expertise in all areas of logistics as described above and the tools utilized in supply and value chain management.

# Our Services and Products: IT Professional Services

The following describes the information technology (IT) services we provide in two special item numbers (SINs) under the GSA Professional Services Schedule contract.

## **SIN C132-51 Information Technology Professional Services**

### **IT Facility Operation and Maintenance**

We are proficient at analyzing government agencies' information technology requirements to enhance the performance of IT facility operations and maintenance functions. We help our clients assess the best combination of resources to optimize effectiveness and efficiency of their IT facilities. We provide the following types of IT facility operation and maintenance services:

- ◆ Customer service support, including help desk activities and support to end users
- ◆ Hardware and software installation and integration
- ◆ Hardware and software problem diagnosis, troubleshooting, tracking, and resolution
- ◆ End-user workstation configuration, security, and documentation
- ◆ Daily operation and monitoring of client network and server operations (existing and new) and IT facilities
- ◆ Configuration management of operational support elements
- ◆ Process improvement exercises
- ◆ Configuration and maintenance of local and network printers and print servers
- ◆ Physical security reviews of IT facilities
- ◆ Round-the-clock monitoring and problem resolution for client network operations.

### **IT Systems Development Services**

LMI performs the complete range of IT system development tasks for many government agencies. By studying and analyzing current and planned IT systems, we help our clients design, revise, and implement IT systems that are more effective and less costly to support. We provide the following types of IT systems development services:

- ◆ Full SDLC support
- ◆ System design, including economic analysis, planning and design interfaces, alternative design and architecture concepts, assessment of integration opportunities, and network design
- ◆ Agile systems analysis, design, and development
- ◆ Facilitation services
- ◆ Data conversion
- ◆ Configuration management
- ◆ Data modeling, data administration and quality studies, data center or repository planning and development, data management and warehousing, and records management



- ◆ Rapid prototyping, proof-of-concept, and pilot system development and assessment
- ◆ Internet/intranet and groupware design, planning, and implementation
- ◆ Implementation planning, including risk analysis, deployment plans, data conversion, site survey and preparation, and system considerations
- ◆ Program management, including technical acquisition and management expertise
- ◆ Development of unique or customized applications, including database planning and design, executive information systems, and decision support systems
- ◆ Full life-cycle object-oriented development and coding
- ◆ Electronic grants management system design, development, and implementation
- ◆ Development and implementation of public health care management and review systems
- ◆ Open standard system development
- ◆ Independent verification and validation
- ◆ Web-based systems implementation
- ◆ Semantic web services.

## **IT Systems Analysis Services**

LMI assists with the documentation, analysis, and evaluation of IT processes, programs, and systems. We provide strategic advice to chief information officers, chief financial officers, and senior program administrators who have responsibility for enterprise-level resources. We work with our clients to ensure technology effectively supports their mission and business needs. We have developed unique tools and methods for IT systems analysis using our ISO 9001 certified quality management process. We have hands-on experience with applicable federal information management laws and regulations, including the Clinger-Cohen Act, Paperwork Reduction Act, Government Results and Performance Act, Federal Acquisition Streamlining Act, the Chief Financial Officers Act, and relevant Office of Management and Budget guidelines, such as Circulars A-11, A-76, A-94, A-109, A-127, and A-130.

We provide the following types of IT systems analysis services:

- ◆ Enterprise systems planning
  - Benchmarking/metric development, including the comparison of client cost estimates with comparable benchmarks using LMI's IT support activity costs database
  - Business process reengineering and business process modeling, including research, analysis, and facilitation for the design, evaluation, and improvement of business processes
  - IT capital planning and investment control (CPIC), including the development or evaluation of IT select, control, and evaluate phases and ranking criteria and business case analysis
  - IT governance, including developing review board charter, facilitating meetings, assessing the maturity of IT investment processes, assessing the cumulative effect the current and proposed portfolio will have on a mission, and determining the reasonably projected effects on out-year budgets
  - Business case analysis, including development of business cases that define and distill the essence of a program on the basis of its strategic, business process, and informational value
  - Cost-benefit analysis, including translating investment value into tangible and intangible benefits, identifying alternatives, comparing benefit and cost streams using guidance



from OMB Circulars A-11, A-76, and A-94 to determine an investment's annual and overall risk-adjusted rate of return, and providing detailed economic analysis of projected operations and maintenance costs to identify long-term economic costs and benefits.

- ◆ Enterprise architecture development and evaluation
  - Information assurance, including program management oversight, certification and accreditation (C&A), security classification guidance, privacy impact assessments, system security plans, and plan of actions and milestones (POA&M) monitoring
  - IT investment assessment, including determination of the quantitative and qualitative business value of IT investments
  - IT portfolio management, including integrating the capital planning, enterprise architecture, strategic planning, and budget processes
  - Performance management, including development of key performance parameters that align with agency strategic goals and the FEA performance reference model, satisfy government-wide mandates, and use best practice approaches (e.g., balanced scorecard)
  - Integrated master schedules (IMS) with discrete milestones at sufficient intervals to measure progress
  - Earned-value management systems (EVMSs) that allocate the budget to each milestone activity, measure performance at the project and control account levels, and meet ANSI/EIA-748 requirements
  - Performance measurement baseline establishment, including the integration of cost, schedule, and scope baselines.
- ◆ Integrated baseline reviews (IBRs)
  - Management processes and templates that manage risk while allowing for differences in project size, complexity, scope, duration
  - Operational analysis and post-implementation reviews, including evaluating the cost of continued maintenance support, assessing technology opportunities, and considering potential retirement or replacement of the investment
  - Certified Information Technology Infrastructure Library (ITIL) analysis and standards development
  - Requirements analysis, including evaluation or development of functional, technical/operational, and support requirements for IT systems (This includes using modeling languages and automated tools to capture requirements, and facilitating various forms of requirements working groups)
  - IT strategic planning, including documentation of business vision, identification of performance-based goals and objectives, and evaluation of IT strategic plan alignment with target enterprise architecture.
- ◆ Program management office support
  - The development of program schedules and budget, management reporting, and stakeholder communications
  - Support of integrated process teams
  - Functional, technical, and administrative expertise and support.
- ◆ Enterprise systems sourcing
  - Acquisition planning, including preparation and execution of budgetary, contracting, evaluation, testing, and program management strategies

- Development of pre-acquisition documents, including analysis of alternatives, acquisition strategies and plans
  - Market research and assistance with industry interactions
  - Cost/performance assessment, based on analysis of performance, total cost of ownership, and life-cycle costing for business operations and IT capital assets
  - Development of requests for proposals (RFPs), including preparation of the RFP, instructions to vendors, evaluation criteria, and service-level agreements
  - Evaluation planning, including the development of evaluation criteria, instructions to vendors, training of evaluation teams, scheduling, scoring strategy, and source selection advisory and administrative services
  - Sourcing governance, including assessing the RFP, developing performance measures, providing cost estimates, and advising the source selection committee
  - Sourcing strategies, including evaluation of application service providers, system integrators, COTS products, and outsourcing alternatives
  - Testing, including development of testing plans and procedures, establishment of criteria to evaluate COTS applications, and documentation of test results and conclusions.
- ◆ Enterprise systems program assessment
- Architectural analysis, including analysis of business needs, system efficiencies, and technologies to identify opportunities for improvements
  - Business process reengineering, including assessments of programs, operations, and resources to improve delivery of IT services
  - Change management, including development of change management strategies and plans to accommodate impact of proposed changes on project schedule, program operations, and software configuration
  - Capability maturity model integration assessment, including evaluation of vendor proposals to determine the level of risk associated with proposed capabilities
  - Development of continuity of operations plans and disaster recovery plans that document agency actions in the event of a local, regional, or national emergency
  - Analysis of system life-cycle costs, including development, implementation, and maintenance, and comparison of costs with benchmarks
  - Earned value tracking and assessment of an EVMS for compliance with ANSI/EIA-748 requirements
  - Independent verification and validation consistent with standards of the Institute of Electrical and Electronics Engineers and the Software Engineering Institute
  - Federal Financial Management Improvement Act compliance reviews
  - Policy analysis and requirements reviews, including analysis of IT policies and of functional, technical, and data requirements
  - Program/project management support, including measurement of project progress by applying standard tools and methods (such as earned value management) and development of data cleanup, data conversion, and interface strategies
  - Risk analysis and management, including application of LMI's structured approach to assessing project or program risks and the identification and documentation of mitigation strategies

- Security planning, certification and accreditation (C&A) development, or evaluation of security test and evaluation strategies for physical security and network security procedures
- Privacy impact assessment
- Software development life-cycle planning, including configuration management, testing, and implementation procedures
- Wireless risk assessments
- Testing, including assessments of systems design, implementation, configuration management, data modeling, and test procedures.

## **Automated Information System Design and Integration**

LMI has a long history of helping agencies with their automated information systems requirements. Our staff assists our clients with the following types of automated information systems design and integration services:

- ◆ Strategic planning to ensure information resources (existing and planned) are selected and positioned to support the broader goals, objectives, and strategies of the enterprise
- ◆ Mission needs assessment to define client requirements and to validate requirements
- ◆ Business process reengineering to ensure compliance with Government Performance and Results Act and Information Technology Management Reform Act requirements
- ◆ Rapid prototyping, proof-of-concept, and pilot system development and assessment
- ◆ Internet/intranet and groupware design, planning, and implementation
- ◆ Acquisition plans and strategies, including legacy system migration strategies, initial cost estimating, and privatization and outsourcing analysis
- ◆ Market analysis and surveys, vendor identification, and identification and assessment of commercial off-the-shelf (COTS) and other applications
- ◆ Program management, including technical acquisition and management expertise
- ◆ Performance measurement, including benchmarks, validation, modeling, and simulation
- ◆ Development of unique or customized applications, including database planning and design, executive information systems, and decision support systems
- ◆ System life-cycle documentation, including DoD 5000.2 and business case life-cycle series
- ◆ Integration support for COTS applications
- ◆ Independent verification and validation
- ◆ Full life-cycle object-oriented development and support
- ◆ Electronic grants management system design, development, and implementation
- ◆ Development and implementation of public health care management and review systems
- ◆ Open standard system development
- ◆ Web-based systems implementation.

## **Programming Services**

Our staff offers an array of special programming services to support our customers' requirements. We provide the best combination of experience that matches our understanding

of agency needs and programming requirements. To support our clients, we offer the following types of programming services:

- ◆ Data modeling, data administration and quality studies, data center or repository planning and development, data management and warehousing, and records management
- ◆ Rapid prototyping, proof-of-concept, and pilot system development and assessment
- ◆ Internet/intranet and groupware design, planning, and implementation
- ◆ Development of unique or customized applications, including database planning and design, executive information systems, and decision-support systems
- ◆ Full life-cycle object-oriented development and coding
- ◆ Open standard system development
- ◆ Web-based systems implementation.

## **IT Data Conversion Services**

LMI offers expertise in analyzing issues related to the transition or integration of data into a new COTS or custom system. Transition issues include the consequences associated with the continued use of the existing system, assessment of source data quality, and identification of data conversion options. Integration issues include the identification of source data, assessment of source data quality, and development of transformation rules. LMI has developed unique tools and methods for assessing data quality.

We provide the following types of IT data conversion services:

- ◆ Assessment of data quality in terms of completeness, consistency, timeliness, uniqueness, and validity
- ◆ Assessment of data accuracy through an on-site desk review
- ◆ Assessment of the consistency of operations among system users to identify the effect of variance on data conversion
- ◆ Identification of the best source of data when stored in multiple files
- ◆ Development of source-to-target data mappings and identification of X12 or other appropriate standard transaction sets to facilitate source-to-target data mappings
- ◆ Development of a data dictionary for business, technical, and operational metadata, including each data element's definition, authoritative source, valid values, physical characteristics, transformation rules, and use
- ◆ Identification and evaluation of data conversion risks and methods to mitigate the risks
- ◆ Development of a data conversion strategy that identifies the conversion options, specifies what data need to be converted, and recommends the conversion approach
- ◆ Development of a reconciliation approach, including the impact of quality differences between the source and target systems, to validating the conversion success
- ◆ ET&L (extract, transform, and load) services
- ◆ Preparation of data for conversion and estimation of the level of effort required to cleanse the data
- ◆ Identification of baseline metrics (volume and frequency) for each type of data being converted
- ◆ Implementation of data conversion strategies

- ◆ Migration of data from source systems to other systems
- ◆ Development and implementation of data exchange processes
- ◆ Data cleansing and data quality control
- ◆ Development and implementation of data governance initiatives and tools.

## **IT Network Management Services**

LMI performs a comprehensive range of network management services for many government agencies. By studying and analyzing current and planned network systems, we help our clients design, revise, and implement network management systems that are more effective and less costly to support.

We provide the following types of network management services:

- ◆ Internet/intranet and groupware design, planning, and implementation
- ◆ Performance measurement, including benchmarking, validation, modeling, and simulation
- ◆ System architecture, systems engineering, and integration
- ◆ System acquisition and integration of new technologies into network and server operations
- ◆ Design, development, implementation, and maintenance of network services
- ◆ Security and vulnerability assessments of network operations
- ◆ Security penetration tests of network operations
- ◆ Network performance tuning and identification of load balancing and resource optimization techniques
- ◆ LAN/WAN analysis and identification of architectural improvements
- ◆ Monitoring of services to ensure data integrity, availability, and reliability
- ◆ Statistical analysis of network activity and benchmarking
- ◆ Maintenance of domain name servers
- ◆ Configuration, administration, and maintenance of mail exchangers and electronic mail solutions
- ◆ Configuration and maintenance of network file solutions and application servers
- ◆ Support for Internet and intranet solutions, including design, development, and implementation of groupware solutions
- ◆ Load testing of application software.

## **Automated News, Data and Other Information Services**

We provide the following types of automated news, data, and other information services:

- ◆ Risk analysis, security assessment, vulnerability assessment of network and software applications, and privacy impact assessment
- ◆ System accreditation and certification
- ◆ System security, disaster recovery, continuity of operations, and configuration management planning and documentation

- ◆ Design, development, and implementation of security solutions, including a demilitarized zone and test and development environments
- ◆ Design, development, and implementation of a security solution, including Public Key Infrastructure and directory services
- ◆ Guidance on effective use of encryption technology to ensure data integrity and user accountability
- ◆ Information security awareness training
- ◆ Earned value management training
- ◆ CPIC training
- ◆ Development of information use plans for classified data
- ◆ Administration and maintenance of critical security components of the infrastructure, including firewalls, routers, and host-based and application-based security
- ◆ Design, development, and implementation of data backup, off-site storage, and recovery procedures for networks
- ◆ Physical security reviews of IT facilities
- ◆ Integration of security monitoring solutions to detect breaches and address issues that arise
- ◆ Design, development, and maintenance of password and user account policies.

## **Desktop Management**

LMI offers a comprehensive approach to managing all the computers, laptops, and other computing devices within an organization. LMI's desktop management services are a component of our service management/service delivery consulting practice, which focuses on the administration of all components of an organization's information systems and includes network management and database management.

We provide the following types of desktop management services:

- ◆ Customer service support, including help desk activities and support to end users
- ◆ Hardware and software installation and integration
- ◆ Hardware and software problem diagnosis, troubleshooting, tracking, and resolution
- ◆ End-user workstation configuration, security, and documentation
- ◆ Daily operation and monitoring of client network and server operations (existing and new) and IT facilities
- ◆ Round-the-clock monitoring and problem resolution for client network operations
- ◆ Configuration and maintenance of local and network printers and print servers
- ◆ Configuration, administration, and maintenance of mail exchangers and electronic mail solutions.

## **IT Backup and Security Services**

LMI has extensive experience with administering and maintaining network data backup systems. Our trained engineers are proficient in the use of a variety of hardware and software backup systems and in the theory of data backup management. LMI personnel are proficient in monitoring a customer's network environment using a variety of monitoring and analysis tools for network traffic within the customer's information technology environment. We provide full

network administrative support for stand-alone classified networks and support their client workstations.

We provide the following types of IT backup and security services:

- ◆ Physical security reviews of IT facilities
- ◆ Administration and maintenance of critical security components of the infrastructure, including firewalls, routers, and host-based and application-based security
- ◆ Design, development, and implementation of data backup, off-site storage, and recovery procedures for networks
- ◆ Physical security reviews of IT facilities.

## **Information Assurance**

LMI provides an extensive array of information assurance (IA) consulting services and a highly capable and experienced team of IA analysts. LMI has substantial experience assisting federal agencies with IT planning and implementation. Our team of IA analysts and engineers is expert in the aggregate of public law, directives, regulations, and rules that regulate how an organization manages, protects, and distributes information, such as DoD Instruction 8510.01. LMI team members offer strong, hands-on technical and functional skills combined with uncommon experience giving unbiased decision support to the government. Our IA analysts hold a wide variety of industry standard certifications, including Certified Information Systems Security Professional (CISSP), Certified Information Security Manager (CISM), Microsoft Certified Systems Engineer (MSCE), Certified Ethical Hacker (CEH), and Security+.

We provide the following types of information assurance services:

- ◆ Cyber security services
- ◆ Information assurance, including program management oversight, C&A, security classification guidance, privacy impact assessments, system security plans, and POA&M monitoring
- ◆ Wireless risk assessments
- ◆ Security planning, certification and accreditation (C&A) development or evaluation of security test and evaluation strategies for physical security, and network security procedures
- ◆ Privacy impact analysis
- ◆ Security and vulnerability assessments of network operations
- ◆ Security penetration tests of network operations
- ◆ System accreditation and certification
- ◆ Design, development, and implementation of security solutions, including a demilitarized zone and test and development environments
- ◆ Integration of security monitoring solutions to detect breaches and address issues that arise
- ◆ Design, development, and maintenance of password and user account policies
- ◆ Design, development, and implementation of a security solution, including Public Key Infrastructure and directory services
- ◆ Guidance on effective use of encryption technology to ensure data integrity and user accountability
- ◆ Information security awareness training

- ◆ Development of information use plans for classified data
- ◆ Administration and maintenance of critical security components of the infrastructure, including firewalls, routers, and host-based and application-based security.
- ◆ Federal Information Security Management Act (FISMA) and Financial Systems Integration Office (FSIO) audits.

## **Other IT Services**

We provide the following types of IT support services:

- ◆ Development of enterprise strategic plans and identification of policy revisions consistent with an agency's business plan
- ◆ Analysis and reengineering of business processes and practices
- ◆ Development of functional requirements and system design, development, integration, configuration, deployment, and maintenance
- ◆ Coordination of enterprise application transformation and integration initiatives
- ◆ Program management support for e-business/e-government initiatives
- ◆ Development of business process and data models using unified modeling language techniques
- ◆ Analysis of commercial software and its applicability to government requirements
- ◆ Testing and independent verification and validation
- ◆ Integrating of best practices and enabling technologies into day-to-day operations
- ◆ System deployment and operational support
- ◆ Introduction of customer relationship management and business intelligence concepts to governmental operations and evaluation of alternative software solutions
- ◆ Provision of technical skills and development of electronic data interchange and eXtensible Markup Language (XML) standards, implementation conventions, document type definitions, and schemas
- ◆ Trading partner/user outreach, training, and documentation support
- ◆ System acquisition support, including acquisition strategies, development of requests for proposals, and proposal evaluation
- ◆ System development and life-cycle management, including preparation of documentation following the DoD 5000 series guidelines
- ◆ Security management, including privacy and authentication of electronic data using technologies such as Public Key Infrastructure
- ◆ Support for meeting executive and legislative mandates, including the Government Paperwork Reduction Act, Government Paperwork Elimination Act, Section 508 of the Rehabilitation Act of 1973, and Federal Financial Assistance Management Improvement Act.



## Description of Functional Expertise for IT Professional Services

### Information Technology Professional Services - SIN C132-51

LMI staff has extensive functional expertise in developing and implementing practical solutions covering a range of information and technology management services. More detailed descriptions of our expertise in each of these areas follow.

#### IT Services, Facility Operations and Maintenance Services

- ◆ Customer service support, including Help Desk activities and support to end users
- ◆ Hardware and software installation and integration
- ◆ Hardware and software problem diagnosis, troubleshooting, tracking, and resolution
- ◆ End-user workstation configuration, security, and documentation
- ◆ Daily operation and monitoring of client network and server operations (existing and new) and IT facilities
- ◆ Configuration management of operational support elements
- ◆ Process improvement exercises
- ◆ Configuration and maintenance of local and network printers and print servers
- ◆ Physical security reviews of IT facilities
- ◆ Design, development, and implementation of security solutions, including a demilitarized zone and test and development environments.

#### IT Systems Development Services

- ◆ System design, including economic analysis, planning and design interfaces, alternative design and architecture concepts, assessment of integration opportunities, and network design
- ◆ Data modeling, data administration and quality studies, data center or repository planning and development, data management and warehousing, and records management
- ◆ Rapid prototyping, proof-of-concept, and pilot system development and assessment
- ◆ Internet/intranet and groupware design, planning, and implementation
- ◆ Implementation planning, including risk analysis, deployment plans, data conversion, site survey and preparation, and system considerations
- ◆ Program management, including technical acquisition and management expertise
- ◆ Development of unique or customized applications, including database planning and design, executive information systems, and decision support systems
- ◆ Mobile workforce automation, business process improvement and data collection and management
- ◆ Mobile/handheld computer software development, configuration and deployment
- ◆ Full life-cycle object-oriented development and support
- ◆ Electronic grants management system design, development, and implementation

- ◆ Development and implementation of public health care management and review systems
- ◆ Open standard system development
- ◆ Web-based systems implementation.

## IT Systems Analysis Services

- ◆ Enterprise systems planning
  - Benchmarking/metric development
  - Business process reengineering
  - IT strategic planning
  - Requirements analysis, including evaluation or development of functional, technical/operational, and support requirements for IT systems
  - Capital planning, including development or evaluation of IT selection, control, and evaluation procedures and ranking criteria, and business case analysis
  - Cost-benefit analysis, including detailed economic analysis of projected operations and maintenance costs to identify long-term economic costs and benefits
  - Enterprise architecture development and evaluation
  - IT investment assessment, including determination of the quantitative and qualitative business value of IT investments
  - Knowledge of federal information management laws and regulations, including the Clinger-Cohen Act, Paperwork Reduction Act, Government Results and Performance Act, Federal Acquisition Streamlining Act, the Chief Financial Officers Act, and relevant Office of Management and Budget guidelines such as Circulars A-11, A-76, A-94, A-109, A-127, and A-130.
- ◆ Enterprise systems sourcing
  - Acquisition planning, including preparation and execution of budgetary, contracting, evaluation, testing, and program management strategies
  - Cost/performance assessment
  - Evaluation planning, including development of evaluation criteria, instructions to vendors, training for evaluation teams, schedules, and scoring strategy
  - Development of requests for proposals
  - Sourcing governance, including assessing the RFP, developing performance measures, providing cost estimates, and advising the source selection committee
  - Sourcing strategies, including evaluation of application service providers, system integrators, COTS products, and outsourcing alternatives.
- ◆ Enterprise systems program assessment
  - Architectural analysis
  - Business process reengineering
  - Change management
  - Capability Maturity Model Integration assessment
  - Development of continuity of operations plans and disaster recovery plans that document agency actions in the event of a local, regional, or national emergency

- Analysis of system life cycle costs
- Independent verification and validation
- Policy analysis/requirements review
- Program/project management support, including measurement of project progress by applying standard tools and methods (such as earned value management) and development of data cleanup, data conversion, and interface strategies
- Risk analysis and management
- Security planning, including development or evaluation of security test and evaluation strategies for physical security, network security, and certification procedures
- Guidance on effective use of encryption technology to ensure data integrity and user accountability
- Information security awareness training
- Development of information use plans for classified data
- Software development life-cycle planning
- Testing, including assessments of systems design, implementation, configuration management, data modeling, and test procedures.

## **IT System Design and Integration Services**

- ◆ Strategic planning to ensure that information resources (existing and planned) are selected and positioned to support the broader goals, objectives, and strategies of the enterprise
- ◆ Mission needs assessment to define client requirements and validate requirements
- ◆ Business process reengineering to ensure compliance with Government Performance and Results Act, and Information Technology Management Reform Act requirements
- ◆ Rapid prototyping, proof-of-concept, and pilot system development and assessment
- ◆ Internet/intranet and groupware design, planning, and implementation
- ◆ Acquisition plans and strategies, including legacy system migration strategies, initial cost estimating, and privatization and outsourcing analysis
- ◆ Market analysis and surveys, vendor identification, and identification and assessment of commercial off-the-shelf (COTS) and other applications
- ◆ Program management, including technical acquisition and management expertise
- ◆ Performance measurement, including benchmarks, validation, modeling, and simulation
- ◆ Information Assurance (IA) program management oversight
- ◆ Independent verification and validation (IV&V) of certification and accreditation (C&A) programs
- ◆ C&A methodology development and implementation
- ◆ Analysis and implementation of Federal security policies, regulations, directives, instructions, guidance and mandates, including the Federal Information Security Management Act (FISMA) and the DoD Information Assurance Certification and Accreditation Process (DIACAP)
- ◆ System security, disaster recovery, continuity of operations, and configuration management planning and documentation

- ◆ Development of unique or customized applications, including database planning and design, executive information systems, and decision support systems
- ◆ Integration support for COTS applications
- ◆ Full life-cycle object-oriented development and coding
- ◆ Electronic grants management system design, development, and implementation
- ◆ Development and implementation of public health care management and review systems.
- ◆ Open standard system development
- ◆ Web-based systems implementation.

### **Programming Services**

- ◆ Data modeling, data administration and quality studies, data center or repository planning and development, data management and warehousing, and records management
- ◆ Rapid prototyping, proof-of-concept, and pilot system development and assessment
- ◆ Internet/intranet and groupware design, planning, and implementation
- ◆ Development of unique or customized applications, including database planning and design, executive information systems, and decision support systems
- ◆ Full life-cycle object-oriented development and coding
- ◆ Open standard system development
- ◆ Web-based systems implementation.

### **IT Data Conversion Services**

- ◆ Assessment of data quality in terms of completeness, consistency, timeliness, uniqueness, and validity
- ◆ Assessment of data accuracy through an on-site desk review
- ◆ Assessment of the consistency of operations among system users to identify the impact of variance on data conversion
- ◆ Identification of the best source of data when stored in multiple files
- ◆ Development of source-to-target data mappings and identification of X12 or other appropriate standard transaction sets to facilitate source-to-target data mappings
- ◆ Development of a data dictionary for business, technical, and operational metadata, including each data element's definition, authoritative source, valid values, physical characteristics, transformation rules, and use
- ◆ Identification and evaluation of data conversion risks and of methods to mitigate the risks
- ◆ Development of a data conversion strategy that identifies the conversion options, specifies what data need to be converted, and recommends the conversion approach
- ◆ Development of a reconciliation approach, including the impact of quality differences between the source and target systems, to validating the conversion success
- ◆ Development of an approach to preparing the data for conversion and estimation of the level of effort required to cleanse the data
- ◆ Identification of baseline metrics (volume and frequency) for each type of data being converted.

## **Telecommunications Network Management Services**

- ◆ Internet/intranet and groupware design, planning, and implementation
- ◆ Performance measurement, including benchmarking, validation, modeling, and simulation
- ◆ System architecture, systems engineering, and integration
- ◆ System acquisition and integration of new technologies into network and server operations
- ◆ Design, development, implementation, and maintenance of network services
- ◆ Security and vulnerability assessments of network operations
- ◆ Security penetration tests of network operations
- ◆ Network performance tuning and identification of load balancing and resource optimization techniques
- ◆ LAN/WAN analysis and identification of architectural improvements
- ◆ Monitoring of services to ensure data integrity, availability, and reliability
- ◆ Statistical analysis of network activity and benchmarking
- ◆ Maintenance of domain name servers
- ◆ Configuration, administration, and maintenance of mail exchangers and electronic mail solutions
- ◆ Configuration and maintenance of network file solutions and application servers
- ◆ Support for Internet and Intranet solutions, including design, development, and implementation of groupware solutions
- ◆ Load testing of application software
- ◆ Risk analysis, security assessment, and vulnerability assessment of network and software applications
- ◆ Design, development, and implementation of a security solution, including Public Key Infrastructure and directory services
- ◆ Administration and maintenance of critical security components of the infrastructure, including firewalls, routers, and host-based and application-based security
- ◆ Design, development, and implementation of data backup, off-site storage, and recovery procedures for networks
- ◆ Integration of security monitoring solutions to detect breaches and address issues that arise
- ◆ Design, development, and maintenance of password and user account policies.

## **Other IT Services**

- ◆ Development of enterprise e-business/e-government strategic plans and identification of policy revisions consistent with an agency's business plan
- ◆ Analysis and reengineering of business processes and practices
- ◆ Development of functional requirements and system design, development, integration, configuration, deployment, and maintenance
- ◆ Coordination of enterprise application transformation and integration initiatives
- ◆ Program management support for e-business/e-government initiatives

- ◆ Development of business process and data models using unified modeling language techniques
- ◆ Analysis of commercial e-business/e-government software and its applicability to government requirements
- ◆ Testing and independent verification and validation
- ◆ Integrating of best practices and enabling technologies into day-to-day operations
- ◆ System deployment and operational support
- ◆ Introduction of customer relationship management and business intelligence concepts to governmental operations and evaluation of alternative software solutions
- ◆ Provision of technical skills and development of electronic data interchange and eXtensible Markup Language (XML) standards, implementation conventions, document type definitions, and schemas
- ◆ Trading partner/user outreach, training, and documentation support
- ◆ System acquisition support, including acquisition strategies, development of requests for proposals, and proposal evaluation
- ◆ System development and life-cycle management, including preparation of documentation following the DoD 5000 series guidelines
- ◆ E-business/e-government security management, including privacy and authentication of electronic data using technologies such as Public Key Infrastructure
- ◆ Support for meeting executive and legislative mandates, including the Government Paperwork Reduction Act, Government Paperwork Elimination Act, Section 508 of the Rehabilitation Act of 1973, and Federal Financial Assistance Management Improvement Act.

# Our Services and Products: Professional Engineering Services

The following describes the engineering and technical services we provide under the GSA Professional Services Schedule contract. Our engineering disciplines are civil, electrical, and mechanical.

## **SIN 871-1 Strategic Planning for Technology Programs/ Activities**

Our strategic planning for technology programs and activities services include the definition and interpretation of high-level organizational engineering performance requirements and the development of objectives and approaches for satisfying those requirements. Typical tasks include the following:

- ◆ Developing program concepts and impact analysis of various strategies affecting the efficient and safe operation of the National Airspace System.
- ◆ Providing strategic planning advice on the integration of automated identification technologies with Defense technology programs and related activities.
- ◆ Planning, designing, developing, and evaluating logistics-related technologies including principles, prototypes, and processes.
- ◆ Economic impact analysis of the effects of complex computerized system controls on industrial based activities required to support U.S. defense programs.
- ◆ Analysis of mission, program goals and objectives, requirements analysis, organizational performance assessment, special studies and analysis, training, privatization and consulting.

## **SIN 871-2 Concept Development and Requirements Analysis**

We offer a range of concept development and requirements analysis services including requirement's definition, preliminary planning, and evaluation of alternative technical approaches and associated costs systems, projects, or activities. Typical tasks include the following:

- ◆ Evaluating European watershed management concepts and programs for application to U.S. programs.
- ◆ Concept studies including mission impact and risk assessment of alternative technical approaches to transportation and warehousing inventory tracking systems.
- ◆ Cost performance and trade-off analysis of competing mechanical designs for moving mail and other packages.
- ◆ Requirements analysis, cost effectiveness analysis, feasibility analysis, regulatory compliance support, technology/system conceptual designs, training, and consulting.

## **SIN 871-3**

### **System Design, Engineering, and Integration**

Our system design services include translating a system (or subsystem, program, project, activity) concept into a preliminary and detailed design (engineering plans and specifications); performing risk identification/analysis/mitigation and traceability analyses; and then integrating the various components to produce a working prototype or model of the system. Typical tasks include the following:

- ◆ Developing information systems that support the design, coordinated execution, and evaluation of engineering and construction projects for the U.S. Army Corps of Engineers.
- ◆ Conducting risk mitigation and benefit analysis of various security techniques when using electronic signatures on official government documents.
- ◆ Analyzing government regulations, procedures, and guidelines to determine constraints on the development and testing of an electronic reporting gateway.
- ◆ Developing the concept for mechanical and electrical component refurbishment of facilities and integrating computer-aided facility management as a component include dynamic assessment of refurbish or replace complex components.
- ◆ Providing computer-aided design, design studies and analysis, high level detailed specification preparation, configuration, management and document control, fabrication, assembly and simulation, modeling, training, and consulting.

## **SIN 871-5**

### **Integrated Logistics Support**

Our integrated logistics support (ILS) services include the analysis, planning and detailed design of logistics systems throughout their life cycles. Typical tasks include ergonomic/human performance analysis, feasibility analysis, logistics planning, requirements determination, policy standards/procedures development, long-term reliability and maintainability, training, privatization and outsourcing. We also perform the following:

- ◆ Analyze integrated logistics requirements during system design
- ◆ Develop conceptual ILS approaches and plans
- ◆ Evaluate government-industry ILS partnerships
- ◆ Assess opportunities to improve ILS through application of technologies
- ◆ Review and develop logistics policies and standards
- ◆ Evaluate applications of commercial practices
- ◆ Apply quantitative tools to improve support efficiency and effectiveness
- ◆ Analyze training strategies and technology options
- ◆ Evaluate alternatives to and develop plans for logistics facilities.



## SIN 871-6

### Acquisition and Life-Cycle Management

Our acquisition and life-cycle management services include all of the planning, budgetary, contract, and systems/program management support required to procure, produce, operate, maintain, repair, and supply technology-based systems, activities, subsystems, and projects. Typical tasks include the following:

- ◆ Developing and planning acquisition strategies for technologically complex electronics acquisitions
- ◆ Analyzing operational and support requirements and how changes impact life-cycle costs
- ◆ Evaluating strategies for technology insertion and obsolescence
- ◆ Planning systems support strategies
- ◆ Developing and evaluating technical data strategies
- ◆ Developing models to estimate development cost and schedule
- ◆ Applying total ownership cost tools and methodologies
- ◆ Building tools for client application
- ◆ Developing test and evaluation plans.
- ◆ Developing and conducting training.

## SIN 871-7

### Construction Management

Our construction management services include all of the support required to help the customer agency manage the project. We serve as the professional adviser or extension of staff to the customer agency. Our construction management approach brings the required construction, design, and management expertise to temporarily expand the customer agency's capabilities to ensure program or project success. We also provide expert advice in support of the customer agency's decisions in the implementation of the project. We provide a wide range of services across these project phases. Typical tasks include the following:

- ◆ **Project Design Phase.** Coordinate/oversee design technical, code compliance, and constructability reviews; analyze value engineering proposals; prepare and review cost estimates (including independent check estimates); conduct cost/schedule analysis; conduct cost/schedule control and monitoring; conduct energy, utility, and sustainability studies; conduct site investigations surveys; evaluate design scope changes; and perform market studies.
- ◆ **Project Procurement Phase Services.** Provide assistance to the Contracting Officer in all areas of contract procurement; answer bid/RFP questions; attend/participate in site visits; attend/participate in pre-bid conferences; prepare and issue solicitation amendments for review and approval; train source selection teams; and perform cost/bid/proposal analysis.
- ◆ **Project Construction Phase Services.** Establish project office and records management systems; conduct reconstruction meetings; administer submittal review process; monitor and evaluate project cost and schedule; conduct risk management activities; assist in problem resolution and handling of disputed issues; conduct quality assurance and quality control; administer construction contractor payment requests process; conduct labor compliance

monitoring; administer construction contract change order process\monitor compliance with established safety standards coordinate construction activities with customer managers; preparing special reports and regular project status reports.

- ◆ **Commissioning Services.** Provide professional and technical expertise for start-up, calibration, and/or certification of a facility or operating systems within a facility: conduct start-up planning, forecast start-up duration, estimate start-up costs, determine start-up objectives, organize start-up teams and assignments, test building system components, and conduct performance tests.
- ◆ **Claims Services.** Review disputes and claims from the A&E and/or construction contractor(s); develop reports to resolve disputes or defend against the claims; prepare and assemble appeal files; participate in meetings or negotiations with claimants; appear in legal proceedings; prepare cost estimates for use in claims negotiations; prepare risk assessments/analyses relative to claim exposures; and prepare findings of fact.
- ◆ **Post Construction Services.** Perform post occupancy evaluations; develop lessons learned; provide occupancy planning (move schedules, cost estimates, inventory lists, etc.); provide move coordination, relocation assistance, and/or furniture coordination; provide telecommunication and computer coordination.

## Description of Functional Expertise for Professional Engineering Services

### Professional Engineering Services (PES) – SINs 871-1, 871-2, 871-3, 871-5, 871-6, 871-7

LMI staff has functional expertise in several areas covered by Engineering and Technical Services including Strategic Planning for Technology Programs and Activities, Concept Development and Requirements Analysis, System Design, Engineering, and Integration, Integrated Logistics Support, and Acquisition and Life-Cycle Management. More detailed descriptions of our expertise in each of those areas follow.

#### Strategic Planning for Technology Programs/Activities

Our staff has the following functional expertise.

- ◆ Definition and interpretation of high-level organizational engineering performance requirements, and development of objectives and approaches for satisfying those requirements
- ◆ Analysis of mission/program goals and objectives
- ◆ Requirements analysis
- ◆ Organizational performance assessment
- ◆ Training
- ◆ Conducting special studies and analyses.

#### Concept Development and Requirements Analysis

We have expertise in the following areas.

- ◆ Concept studies and analysis
- ◆ Requirement's definition

- ◆ Preliminary planning
- ◆ Feasibility analysis
- ◆ Evaluation of alternative technical approaches and associated costs for development or enhancement of high level performance specifications of systems, projects, or activities
- ◆ Cost, schedule and performance trade-off analysis
- ◆ Regulatory compliance support
- ◆ Development of training programs and delivery of training.

## **System Design, Engineering, and Integration**

Our staff has expertise in all phases of system design and integration including the following.

- ◆ Translating a system (or subsystem, program, project, activity) concept into a preliminary and detailed design (engineering plans and specifications)
- ◆ Performing risk identification/analysis/mitigation and traceability analyses
- ◆ Producing a working prototype or model of the system
- ◆ Computer-aided design, and design studies and analysis
- ◆ Preparing high level detailed specifications
- ◆ Configuration management and document control
- ◆ Simulation and modeling
- ◆ Test and evaluation
- ◆ Training.

## **Integrated Logistics Support**

Our expertise in integrated logistics support (ILS) includes the analysis, planning and detailed design of logistics systems throughout their life cycles. Our expertise includes the following.

- ◆ Ergonomic/human performance analysis
- ◆ Feasibility analysis
- ◆ Logistics planning
- ◆ Requirements determination
- ◆ Develop conceptual ILS approaches and plans
- ◆ Policy standards/procedures development
- ◆ Reliability and maintainability assessment
- ◆ Analyzing training strategies and developing training programs
- ◆ Privatization and outsourcing
- ◆ Evaluate government-industry ILS partnerships
- ◆ Assess opportunities to improve ILS through application of technologies
- ◆ Evaluate applications of commercial practices

- ◆ Apply quantitative tools to improve support efficiency and effectiveness
- ◆ Evaluate alternatives to and develop plans for logistics facilities.

## Acquisition and Life Cycle Management

Our acquisition and life-cycle management services include all of the planning, budgetary, contract, and systems/program management support required to procure, produce, operate, maintain, repair, and supply technology-based systems, activities, subsystems, and projects. Our staff has expertise in the following areas.

- ◆ Analyzing operational and support requirements and how changes impact life-cycle costs
- ◆ Developing and planning acquisition strategies for technologically complex electronics acquisitions
- ◆ Evaluating strategies for technology insertion and obsolescence
- ◆ Planning systems support strategies
- ◆ Developing and evaluating technical data strategies
- ◆ Developing models to estimate development cost and schedule
- ◆ Applying total ownership cost tools and methodologies
- ◆ Building tools for client application
- ◆ Developing test and evaluation plans
- ◆ Project/program management.

## Construction Management Services

Our staff has functional expertise in the following areas:

- ◆ Planning and design of capital improvement projects
- ◆ Recommending most effective use of funds
- ◆ Matching construction spending to funds availability
- ◆ Evaluation of contracting/procurement options
- ◆ Developing a management plan and monitoring progress under that plan
- ◆ Identifying actions to rectify deviance from the plan
- ◆ Develop and integrate project controls
- ◆ Management oversight of schedule, budget, control of scope of work
- ◆ Quality assurance and control of design
- ◆ Identifying and evaluating material, system and process alternatives
- ◆ Code of compliance review.

# Our Services and Products: Environmental Services

The following describes the Environmental Services we provide under the GSA Professional Services Schedule contract.

## SIN 899-1 Environmental Consulting Services

LMI's overall objective in providing environmental planning and documentation services is to help government agencies integrate regulatory knowledge, economic analyses, environmental risk management, related occupational health and safety requirements, and organizational relationships to produce problem-solving strategies that are both practical and affordable. We assist managers at all levels in defining their program goals and objectives, and we prepare strategic and tactical action plans to achieve them. We also work with managers to improve their capabilities to oversee programs and review their progress and to evaluate new program management methods and procedures. We design and manage program and project tracking and monitoring systems to enable our customers to establish baselines and measure program and project performance. We help with the development, planning, facilitation, coordination, and documentation for initiatives in the areas of chemical, biological, radiological, and other hazardous materials. The specific services we offer in this key program management area include those described below.

### Program and Project Planning Support

Strategic planning and the development of agency policies and tactical action plans are key elements for sustainable and compliant environmental, occupational health and safety, and energy programs. (See Environmental Compliance Services for planning services related to compliance management.) We offer the following associated services:

- ◆ **Policy and program development.** We provide technical assistance to agencies in complying with executive orders and applicable legal requirements, collect and analyze internal and external data, and prepare detailed environmental, health, and safety strategic and tactical plans. We help agencies
  - develop mission and vision statements;
  - identify and validate sustainable program goals, objectives, performance measurements, indicators, and targets;
  - identify tactical actions for achieving program goals and objectives; and
  - ensure plans and policies integrate all regulatory requirements concerned with environmental and occupational health and safety issues.
- ◆ **Program deployment and implementation.** Successful program implementation involves communicating and linking program goals, indicators, and targets in all levels and functional areas of an organization. We help agencies prepare plans to achieve targets; establish staff and budgetary requirements to implement plans; develop and employ program evaluation processes and improvement plans; prepare detailed strategy implementation (action) plans; and create program capability maturity models. We also prepare statements of work for specific environmental, occupational health and safety, and energy services and activities to assist customers in acquiring appropriate, quality, and cost-effective contracting services.

- ◆ **Program review.** We conduct performance reviews at all levels that focus on trends and process improvement opportunities, identify opportunities to share and replicate successful ideas, incorporate lessons learned into plans and adjust actions to improve management of agency resources. We also develop and employ consistent processes for continuously tracking and reporting program status and activities. We help agency leaders prepare annual sustainability reports in accordance with national and international standards.
- ◆ **Environmental management system (EMS) and safety management system (SMS).** We help agencies establish, implement, and review detailed EMS and SMS policies and procedures. We also conduct environmental and safety management system gap analyses and audits to assess conformance with ISO 14001, ANSI-Z10, and OSHA Voluntary Protection Program (VPP) standards; evaluate agency business processes to identify environmental features and impacts; and develop and deliver training on management system elements and requirements.
- ◆ **Project planning and management.** We help agencies develop, implement, and review project work plans, schedules, and cost estimates. We also conduct quality assurance oversight and assessment of environmental projects, including documenting the contractor's compliance with regulations and agency standards, and recommend ways to improve project performance, quality, and efficiency.
- ◆ **Facilitation support.** We provide planning, facilitation, and partnering support for meetings, conferences, training sessions, and decision-making activities. Our facilitation services focus on ways to improve the management, quality, and effectiveness of the environmental and occupational health and safety programs.

## **Business Process Improvement**

Business process improvement involves the use of process management methods to identify and implement improvements in routine and recurring work processes. Through the use of quality tools and techniques, we identify internal targets and define measurements in specific terms. The goal of environmental, energy, and occupational health and safety program process management is better performance. We offer the following associated services:

- ◆ **Organizational analysis.** We analyze organizational structures, activities, and interfaces to identify opportunities for consolidating and realigning functions, balancing work to resources, identifying noncore activities for outsourcing consideration, and determining the impediments to efficient communication and accomplishment of core functions. We also assist agencies with formal human capital management analysis to ensure the staff is adequate to complete assigned missions.
- ◆ **Process analysis.** We analyze and design systems through workshop facilitation and data and workflow modeling. We also analyze costs and benefits to help agencies combine improved processes with advanced technology to effectively use program resources to achieve better results.
- ◆ **Process reengineering.** We combine the application of technology with organization and business process changes to accomplish business goals such as cost (burden) reduction, improved performance, and enhanced data access, and integrate the new services for productive business management.
- ◆ **Process monitoring.** We help agencies continuously manage work processes and monitor performance to assess the effectiveness of reengineered processes. We recommend ways to systematically control and improve operations to maintain the gains achieved through improved processes. We also recommend methods to improve workplace communication and assist in training development and delivery related to process monitoring.

## Benchmarking and Performance Measurement

We help agencies evaluate the effectiveness of programs and processes through benchmarking studies and by developing environmental, energy, and occupational health and safety program performance measures. We provide the following associated services:

- ◆ **Best management practices.** We conduct benchmarking surveys and studies to identify current environmental, safety, and health program best management practices, including those successfully employed by comparable organizations. We recommend appropriate best management practices and strategies for implementing and reviewing agency-wide benchmarking programs.
- ◆ **Performance measurement.** We collect data and identify appropriate performance metrics for tracking and measuring program effectiveness, evaluate program performance using established criteria, and develop and review environmental and occupational health and safety baseline data.

## Economic Analyses and Support

We help agencies perform the following activities related to establishing program budgets and developing cost-accounting strategies and tools:

- ◆ **Economic and technical policy analyses.** We help agencies develop funding strategies and policies. We also analyze economic alternatives, prepare analytical tools and procedures to facilitate decision making, and evaluate policy options.
- ◆ **Cost accounting.** We provide technical assistance to identify and capture environmental cost information, including capital, direct, and indirect costs as well as intangible factors. We conduct economic cost-benefit analyses to determine measures of profitability, (such as calculating payback periods, rates of return, net present values, and internal rates of return) for alternative environmental programs or projects. We also conduct activity-based costing and life-cycle cost analysis to support program budget forecasting, assist in the development of environmental project cost estimates and budgets, and evaluate the cost of alternative management and operational strategies to meet compliance requirements in the most cost-effective manner.
- ◆ **Cost tracking tools.** We develop extensive database applications for tracking site-specific and historical cost information for environmental and occupational health and safety projects, and use them to evaluate project and program performance.
- ◆ **Regulatory impact analyses.** We analyze the potential and realized economic impacts of regulatory changes on agency-wide or facility operations and management practices, including review of federal (EPA, DOT, and OSHA) and state proposed rules, to determine the applicability and impacts to current operations.

## Risk-Based Support

We support our customers in establishing, implementing, and reviewing their risk management programs. We use our program risk assessment method to help senior managers determine whether programmatic problems will hinder mission accomplishment. (See Waste Management Services for associated health hazard assessments and risk analysis services.) We offer the following risk management services:

- ◆ **Risk analyses.** We develop risk, exposure, and hazard assessment programs as well as policies and strategies for managing the risk of environmental and occupational health and safety issues.



- ◆ **Risk plans.** We prepare site-specific environmental and safety and health plans, and review current plans to ensure that thorough and defensible risk analyses have been conducted.

## Regulatory Analyses

We assist organizations in the development, implementation, management, and review of their technical programs to ensure cost-effective, efficient compliance with regulatory requirements. We offer the following technical program support services:

- ◆ **Legislative and regulatory analysis and monitoring.** We provide technical assistance to establish formal legislative and regulatory analysis and monitoring programs, identify statutory and regulatory requirements, and evaluate the related operational impacts. We also develop agency positions on proposed legislation and regulations, develop appropriate agency implementing guidance for new requirements, and establish requisite linkages between new requirements and agency management systems. We also help organizations prepare required reports to Congress or executive branch departments and agencies, gathering and analyzing data and drafting replies.
- ◆ **Development of automated tools.** We help agencies design and develop Internet-based electronic systems to automate and streamline processes to significantly reduce the time and resources needed for collecting and analyzing public comments on proposed rules. We also develop database applications for tracking environmental and occupational health and safety project information and for evaluating project and program performance. We develop and implement web-based tools for data collection, storage, analytical collaboration, and transmission.

## Water Resources Management

We help agencies comply with water resources legislation through the following services:

- ◆ **Clean Water Act (CWA).** We help agencies comply with Section 404 of the CWA, including short- and long-term mitigation requirements stemming from the impacts of operational activities on nearby surface and ground water, wetlands, and streams. We conduct watershed impact assessments, recommend best management practices, and prepare feasibility studies and design recommendations. We provide engineering assessments and designs for low impact development (LID) opportunities and needs, including LID alternatives and implementation approaches that facilitate compliance with the CWA and Section 438 the Energy Independence Act.
- ◆ **Safe Drinking Water Act.** We provide groundwater assessments and plans and wellhead protection plans as required by applicable laws and regulations.

## Natural and Cultural Resource Management

We support agencies in the planning and implementation of environmental assessments and environmental impact statements under the National Environmental Policy Act (NEPA); development of plans for endangered species, wetlands, watersheds, and archeological and cultural resources; and preparation of other natural resource management or stewardship plans. The types of services we offer in the management of natural and cultural resource programs are as follows:

- ◆ **Program management.** We provide technical assistance to develop integrated natural and cultural resource management plans; develop watershed protection, land-use, and generic grounds management plans; and prepare plans and strategies to promote environmentally sound landscaping. We help agencies navigate the complex regulatory requirements encountered in implementing new programs or construction projects. We also help them



develop policies and procedures to ensure compliance with applicable federal, state, and local laws and to minimize operational impacts on resources.

- ◆ **Inventories and assessments.** We conduct facility assessments to identify natural resources (such as endangered species and wetlands) and cultural resources (such as national historic buildings, Native American artifacts, and archaeological sites) and conduct resource damage assessments. We also conduct studies to evaluate the supply and management of natural resources (such as surface and ground water for drinking water supplies). We help agencies develop automated management information systems to facilitate the inventory, cataloging, and overall management of natural and cultural resources.
- ◆ **Records preparation and management.** We help prepare, review, and manage documents and records such as nomination packages for listing qualifying properties in the *National Register of Historic Places* and submissions for biological opinions on endangered species, environmental impact statements, environmental assessments, facility assessment reports, permit applications and supporting documentation, and notification records.

## Ecological Services

We provide ecological services support to agencies, including information on and technical expertise in market-based approaches such as water quality trading, carbon trading, conservation banking, and wetland and stream mitigation banking and trading.

## Independent Reviews

We provide independent reviews to strengthen the management of environmental and occupational safety and health programs. The types of services we offer include the following:

- ◆ **Validation of program and project status.** We independently review programs and projects for senior government managers. We review work performed by government personnel and contractors to provide senior leaders with independent analyses of cost, schedule, and performance. We compare actual results to those anticipated and benchmarks from other government agencies and private industry.
- ◆ **Technology assessments.** We independently assess products and services marketed to environmental and occupational safety and health professionals. The reviews cover the entire range of products and services, from information management systems to environmental sensors. Using a structured method, these reviews help agencies identify functional requirements and ensure that purchased products and services will cost-effectively meet those requirements.

## Homeland Security Support

The types of services we provide to address homeland security issues include the following:

- ◆ **Vulnerability assessments.** We assess critical infrastructure, and we developed the secure tool the Department of Defense uses to assess the status of critical healthcare assets.
- ◆ **Biochemical protection.** We develop plans and procedures and provide third-party independent oversight of chemical and biological early detection programs for homeland security and defense. We perform strategic and tactical planning to anticipate and deal with unplanned events.
- ◆ **Identification of threats and mitigation measures.** We analyze information and advise agencies on threat mitigation. Our intelligence, military, and logistics experts develop threat assessments and plan protective measures.

- ◆ **Crime prevention through environmental design (CPTED) surveys.** Our CPTED survey capabilities allow us to take a broad strategic view in advising agencies on methods to help prevent crime.

## Compliance Services

We work with top-level managers to define their compliance goals and objectives and to prepare the implementation plans and documentation necessary to achieve success. We work with operating-level managers to develop efficient and effective compliance management tools, improve their ability to conduct oversight activities, and ensure continuous improvement through comprehensive program reviews and corrective action programs. The specific environmental, energy, and occupational health and safety compliance services we offer include the following:

### Compliance Management Planning

Strategic planning, directed policies, and clear guidance are key elements in aligning the daily operations of an agency with its mission, goals, and objectives. An efficient compliance management system supported by cost-conscious decision-making processes helps meet tightening agency budgets. We provide the following associated services:

- ◆ **Strategic planning.** We help agencies develop long-term strategic and short-term comprehensive compliance plans by providing expertise and management advice in organizational development, process management, cost-benefit analyses, needs analysis and determinations, organizational logistics, and regulatory outlook analyses.
- ◆ **Compliance management documentation.** We develop effective compliance management documentation to promote and implement agency policies and directives, integrate environmental planning with business goals, and help ensure continuous improvement by defining protocols and procedures for conducting program planning, management quality reviews, corrective actions and identifying performance measures.
- ◆ **Compliance reporting.** We apply electronic processes for efficient management and timely exchange of environmental documents for compliance reporting to help agencies comply with Community Right-to-Know requirements. This includes all major compliance reports such as air emissions, water discharge monitoring, toxic releases, hazardous waste, and risk management plans and associated permits and documentation such as material safety data sheets (MSDSs). We also design and implement technology applications for electronic data interchange (EDI), including applying national and international standards for EDI, using the Internet, intranets, and other electronic means for exchanging and managing data.
- ◆ **Document management.** We help agencies develop electronic document management systems for maintaining and managing required regulatory documentation, including imaging and other document-capturing capabilities.
- ◆ **Program and project costing.** We help agencies develop environmental project cost-estimating (such as activity-based costing) tools and processes for improved program and project budgeting. We also evaluate the cost of alternative management and operational strategies to meet compliance requirements in the most cost-effective manner.

### Compliance Auditing

The key component of any successful compliance management program is promoting continuous improvement through effective oversight and corrective action. To assist in ensuring compliance with laws, agency requirements, and accepted consensus standards, we offer the following audit services:

- ◆ **Protocol and guidance document development.** We develop program audit manuals and field checklists on the basis of agency-specific protocols and procedures for conducting on-site compliance audits, management reviews, and program evaluations. We also help agencies review and evaluate all environmental statutes and regulations (federal, state, and local), agency policy directives and regulations, and associated OSHA and DOT regulations for applicability to the agency organization to be audited.
- ◆ **Compliance audit program implementation.** We conduct management reviews and program evaluations, which include pre-audit planning, entrance briefings, on-site inspections, document review, findings development, corrective action recommendations, report preparation, and exit briefings on all applicable environmental, safety, and health regulatory requirements. Our senior staff members are well versed in the evolving requirements of the recognized management standards, including ISO14001, ANSI-Z10, OSHA VPP, and OHSAS 18001 for environmental and occupational health and safety program management.
- ◆ **Training.** We train agency personnel in audit protocols, procedures, and techniques and in regulatory requirements relevant to agency operations and activities. (See Environmental/Occupational Training Services for a more complete list of the training services we offer.)

## Pollution Prevention Programs

Significant reductions in operating costs associated with environmental pollution can be realized through comprehensive prevention programs. To assist in developing and implementing cost-saving pollution prevention options, we offer the following suite of services (see Waste Management Services for pollution prevention services we provide related to waste management):

- ◆ **Opportunity assessments.** We help agencies conduct surveys and inventories to meet the challenge of Executive Order 13423, *Strengthening Federal Environmental, Energy, and Transportation Management*. The surveys and inventories help determine opportunities for pollution prevention, recycling, and environmentally preferable purchasing, including those involving hazardous materials storage and handling, waste generation and management, and recyclable materials.
- ◆ **Pollution prevention plans.** We develop pollution prevention plans that include analysis and evaluation of economic alternatives and technically feasible solutions and that meet waste management and source reduction goals and targets. We also review current spill prevention plans to ensure they address all pollution prevention opportunities, recommend appropriate and economical solutions, and meet the agency or facility's pollution prevention goals and objectives.
- ◆ **Information management tools.** We create web-based tools and databases to help agencies track toxic chemical and waste inventories and monitor progress in achieving pollution prevention, waste management, and source reduction goals and targets while protecting workers and the environment.
- ◆ **Pollution prevention technologies.** We help agencies identify and evaluate new, cost-effective pollution prevention, waste management, and source reduction technologies on the basis of facility opportunity assessments and identify and evaluate technologies for waste prevention, recycling, and affirmative procurement programs.

## NEPA Compliance

All public agencies are required to comply with NEPA in determining the potential environmental impact of new construction projects. We help clients meet their NEPA compliance requirements

in a manner that minimizes impact to their business mission, operations, and costs. The type of support we can provide to agencies includes the following:

- ◆ **Applicability assessments.** We help assess proposed technical projects and activities to determine NEPA applicability and environmental documentation requirements, collect and analyze data related to business processes to identify environmental features and impacts, and facilitate public- and private-sector participation in the NEPA process.
- ◆ **NEPA documentation.** We help agencies determine their requirements and prepare NEPA documentation, including records of environmental consideration, environmental assessments, environmental impact statements, and findings of no significant impact. We also conduct detailed technical reviews of draft NEPA documents to determine completeness and develop and maintain information management systems to generate, track, monitor, and review NEPA documentation.
- ◆ **Coordination.** NEPA compliance often requires coordination with other federal agencies and state and local government entities. In many cases, coordination among non-governmental organizations and foreign governments is required. We develop coordination documentation, including draft biological opinions, stewardship plans, and coordination plans. We develop processes to determine coordination needs and implementation policies and help prepare agency staff members for public meetings by providing issue papers, talking points, display materials, and on-site support.
- ◆ **Program management.** We develop NEPA implementation policies, procedures, handbooks, and other guidance documents. We also help agencies develop strategies to ensure effective integration of their NEPA requirements across all agency functional areas.

## **Energy Management**

Efficiently managing the high cost of energy contributes directly to the bottom line. (See Environmental/Occupational Training Services and the LMI Energy Management Schedule for energy management training services we offer.) We offer the following energy management services to control these costs:

- ◆ **Energy program management.** We develop energy conservation strategies, plans, and policies; evaluate program effectiveness and identify opportunities for program improvements; and develop guidance documents for establishing, implementing, and reviewing energy programs.
- ◆ **Energy information systems.** We develop agency-specific automated information management systems for the storage and tracking of energy data, develop quality assurance and quality control plans for information management systems, assess historical energy data, and develop energy consumption tracking systems.
- ◆ **Utility procurement.** We monitor and analyze electrical industry deregulation issues and develop policies and strategies for buying utility services in deregulated markets.
- ◆ **Energy conservation and alternative fuels assessment.** We review current and innovative energy conservation and alternative fuels practices, conduct energy audits to identify conservation opportunities, and evaluate the use of alternative fuels to replace existing fuel sources.
- ◆ **Other energy management activities.** We help agencies conduct energy audits and perform third-party reviews of energy audit reports. We also develop policies and procedures for shared energy savings and energy savings performance contracting.

## Other Compliance Services

Several recurring environmental compliance functions are necessary to ensure continuing business operations. These include required permitting and periodic reporting activities, responding to changes in regulatory requirements or agency business practices, and protecting employees from environmental hazards. The following services support the management of these compliance functions:

- ◆ **Policy and guidance development.** We develop technical guidance documents and policy papers to support program development, implementation, and review. We also perform independent gap analyses of agency program documents to ensure compliance with laws and regulations, from agency-wide requirements down to shop guidelines.
- ◆ **Permit support.** We assist in the development and review of permit applications and renewals for air, water, solid and hazardous waste, and other environmental permit programs.
- ◆ **Compliance reporting technologies.** We help agencies implement technologies like electronic commerce and EDI to collect, exchange, manage, and report compliance data electronically rather than in paper form.
- ◆ **Occupational health and safety compliance.** We provide related safety, ergonomic, industrial hygiene, and occupational health expertise in support of environmental compliance efforts.

## Environmental Advisory Services

LMI advises on and assists with data and information in support of agency environmental programs involving hazardous material spills, material safety data sheets, information and poison control hotlines, environmental regulations, biological and medical data sheets, and environmental policy and procedure updates.

## Safety and Health Risk Management

Protecting the health and safety of employees and the public is the ultimate result of developing and implementing effective risk management programs. We offer the following safety and health risk management services:

- ◆ **Safety and health program management.** We identify and integrate safety and health requirements for hazardous materials management and new equipment or process development, and develop facility and agency-wide safety and health plans that address worker safety and hazardous materials handling.
- ◆ **Safety and health risk assessments.** We support medical and risk assessment organizations in performing technical research and population risk analyses related to potentially hazardous materials, equipment, and processes.

## Hazardous Materials Program Management

We provide a broad spectrum of services for management of toxic and hazardous materials. (See Environmental Planning Services and Documentation for a more detailed description of our environmental, health, and safety program management and planning services.) We offer the following services associated with hazardous materials management:

- ◆ **Program planning and performance measurement.** We develop agency and facility hazardous materials management and pollution prevention programs, develop project planning guides, analyze the costs of alternative management strategies, conduct

benchmarking studies, perform life-cycle management studies of hazardous materials, and integrate health and safety considerations.

- ◆ **Pollution prevention planning.** We identify and evaluate source reduction and product substitution opportunities and conduct opportunity assessments, including cost-benefit analyses of alternative pollution prevention technologies. (See Environmental Compliance Services for other pollution prevention services.)
- ◆ **Program technical support.** We help agencies with program oversight activities, site compliance audits, spill plan updates, pollution prevention studies, hazard minimization studies, and toxicity-reduction and toxicity-identification evaluations.

## **Reporting and Compliance Software and Other Tools**

Our environmental and occupational health and safety professionals work closely with our information management specialists to develop and implement automated tools for streamlining regulatory reporting and compliance processes. We offer the following services associated with the development, implementation, and evaluation of reporting and compliance software and other tools:

- ◆ **Compliance analysis tools.** We develop frameworks and reporting categories to analyze and monitor hazardous materials program performance. We also are experienced in developing classification systems for analyzing root causes of noncompliance findings to reduce enforcement actions. We are expert in the use of field data collection devices that integrate seamlessly with web-based data analysis, tracking, and reporting systems.
- ◆ **Hazardous materials tracking and reporting tools.** We develop automated tools to standardize and improve reporting and tracking of hazardous materials procurement and usage and develop agency-wide electronic reporting formats (such as desktop data systems) to eliminate numerous and dissimilar state and federal formats. We also develop automated management systems for transferring data electronically and managing compliance information.

## **Hazardous Materials Tracking and Related Software**

We assist government agencies in developing and implementing databases and other automated tools for tracking, storing, and analyzing hazardous materials program data. We offer the following services for hazardous materials tracking and other related software:

- ◆ **Agency-level hazardous materials management.** We develop systems for transferring and storing of program information, developing performance measures for agency hazardous materials management programs, and tracking performance measures.
- ◆ **Hazardous materials technical database development.** We develop information management systems and processes to integrate new materials and information into new or existing data systems.

## **Hazardous Materials Purchasing Guidelines**

Agencies can reduce the amount of hazardous materials that they purchase, use, and generate by adopting purchasing strategies and policies that result in the use of more environmentally acceptable materials. We offer the following services for developing, implementing, and evaluating hazardous materials purchasing guidelines:

- ◆ **Requirements analyses.** We develop techniques for electronic review of regulations and specifications to identify the source and validity of mandated uses of hazardous materials.



- ◆ **Management systems analyses.** *We help agencies assess the feasibility and cost-effectiveness of alternative methods for managing hazardous materials distribution and disposal.*

## **Material Safety Data Sheets**

We offer the following services associated with the generation, management, distribution, identification, and evaluation of MSDSs:

- ◆ **MSDS management and distribution.** We develop and execute agency-wide MSDS management and distribution systems, including modeling, costing, and improving distribution and storage processes for MSDS data. We also modify existing data systems to incorporate MSDS data and develop and implement national protocols for web-based solutions for submitting and managing electronic MSDSs.
- ◆ **Technical assessment of MSDS information.** We assess the accuracy and adequacy of the environmental, safety, and health information in MSDSs furnished to or published by agencies.
- ◆ **MSDS archiving and media conversion.** We develop archive plans and programs, provide technical assessment and implementation for conversion from paper to electronic form, and assess physical distribution alternatives via CD-ROM or online access.

## **Spill Response and Release Reporting**

We assist many of our clients in evaluating, developing, and improving their spill response and release reporting programs. We offer the following services in this area:

- ◆ **Environmental release notification and reporting training.** We prepare comprehensive training manuals, including field exercises and workshop scenarios, covering release notification and reporting requirements for all major federal environmental laws.
- ◆ **Spill contingency plans.** We prepare facility-level and agency-wide model plans, conduct training on plan implementation, provide third-party review of plans, and assess plan implementation.
- ◆ **Toxic release inventory (TRI) reporting.** We evaluate agency-wide TRI programs, develop automated tools to assist with TRI reporting, and develop and deliver training on reporting procedures.
- ◆ **Spill hazard and impact assessments.** We evaluate the economic and environmental consequences and health risks of spill incidents, including those of oil, toxic chemicals, radioactive wastes, and biological and PCB-contaminated materials.

## **Waste Management Consulting Services**

LMI helps federal decision makers analyze the range of options available to plan, develop, implement, and review efficient and effective systems for the life-cycle management of solid, hazardous, and industrial wastes. We also have extensive experience in assessing the potential health, safety, and environmental risks posed by toxic and hazardous materials, processes, and wastes.

Waste management operations are an extremely sensitive and highly visible aspect of an agency's operation. Our staff helps top-level and operational managers develop and implement new waste management programs and conduct progress reviews, assess the current condition and impacts of waste management programs, design concepts for improving methods and technologies, and enhance oversight functions. The specific waste management services we offer in this key area include the services described below.

## Waste Management Strategies and Feasibility Studies

We are experienced in helping clients develop, implement, and evaluate waste management strategies and conduct feasibility studies specific to their business operations, objectives, and future plans. We offer the following services related to waste management:

- ◆ **Strategic planning and program development.** We develop long-term strategic and short-term comprehensive waste management plans. Specifically, we determine strategic waste policies on the basis of regulatory analyses, conduct data collection and analyses to assess current program status, conduct gap analysis to identify program needs, develop alternative strategies and analyze their costs and risks, and estimate program resource requirements and costs. We also provide collaborative decision-support tools, develop implementation plans, and establish long-term program performance goals.
- ◆ **Program improvement.** We help agencies evaluate waste management programs and implement opportunities for process improvement. Specifically, we help organizations analyze existing waste management services to reduce program costs and improve operational efficiency. We also develop and analyze process management flow diagrams to identify inefficiencies and establish appropriate performance metrics, collect and develop data to evaluate current performance and trends for initiating corrective measures, and assist in implementing selected process improvements to meet waste reduction and budgeting goals.
- ◆ **Feasibility studies.** We conduct studies to identify and evaluate alternative management approaches and treatment and disposal methods in response to actions required under RCRA Subtitles C, D, and I or remediation required under CERCLA. We also assess the technical and economic feasibility of proven or innovative waste management practices and technologies, conduct regulatory analyses to determine requirements and any mitigating constraints, and conduct third-party reviews of proposed feasibility studies.
- ◆ **Hazardous waste operations and emergency response (HAZWOPER).** We help agencies identify and characterize potential agency involvement in HAZWOPER situations, identify agency training requirements, prepare and review agency planning documents, and assist in preparation of site-specific safety and health plans when necessary for actual hazardous waste operations.

## Waste Characterization

Effective, efficient, and compliant waste management programs require organizations to implement and maintain processes for identifying and tracking waste stream volumes and constituents. This requires an understanding of client-specific process operations. We offer the following services associated with waste characterization:

- ◆ **Operational process analysis.** We analyze facility and system process flows to identify all waste streams. We also help agencies evaluate process operations and the chemical and physical analyses used to characterize waste streams and recommend economically beneficial waste prevention and reduction options, including disposal, reuse, or recycling.
- ◆ **Waste analysis.** We design sampling and analyses programs, and analyze data generated by chemical and physical testing.



## Health Hazard Assessment and Risk Analysis

Protecting the safety and health of employees and the public is of paramount importance in the management of wastes. We offer the following health hazard assessment, exposure assessment, and risk analysis services:

- ◆ **Assessments.** We perform health hazard assessments, exposure assessments, and risk analyses to support waste management strategies, programs, and procedures. We develop and implement exposure-related monitoring programs in accordance with governmental regulation or agency policy. We also prepare and review site waste management plans and procedures to ensure the adequacy of RCRA-required safety and health guidelines.
- ◆ **Risk analyses.** We assess and apply risk evaluation processes and models for conducting economic and safety and health hazard risk assessments for decision-making and prioritizing actions and for determining costs (for corrective action, downtime, and lost workdays) associated with new equipment or process development and implementation.

## Technology Assessment

We offer the following services associated with the identification and evaluation of waste management technologies:

- ◆ **Sampling and analysis.** We evaluate and develop guidance on the application of new and emerging sampling and analytical technologies for characterizing potentially contaminated sites. We also identify appropriate characterization technologies that provide timely data of sufficient quality for hazard identification and decision making.
- ◆ **New and emerging technologies.** We evaluate the status and use of new and emerging site remediation and waste treatment technologies that can cost-effectively meet regulatory requirements.

## SIN 899-3 Environmental Training Services

Through specialized education and training programs, we help clients integrate their business objectives with their environmental and occupational safety- and health-related compliance responsibilities. We develop and deliver training services for executives, operations-level managers, and staff personnel, including development of training plans, curriculum road maps, and fielding schedules.

We evaluate an organization's training compliance requirements and proficiency needs. We develop audience-specific competencies on the basis of job activity process flows and develop delivery methods to satisfy training needs, depending on the required or desired training level. We map training needs to specific organizational goals, objectives, and core business operations to show positive impacts, such as a safe working environment and improved operational efficiencies, while ensuring that the training is cost- and time-effective.

We develop and deliver training materials and services in traditional classroom settings, field exercises, workshops, stakeholder meetings, and industry conferences. We use technologies such as videotape and videoconferencing, satellite link, Internet and intranet communications, and electronic and photographic slide shows. Training efforts generally include beta testing with a live audience with solicitation of feedback on presentation materials, course length, depth of subject matter, instructor evaluation, and delivery effectiveness. We have web-based training scheduling tools that allow employees to request attendance at listed courses and managers to

track course fill and pass/fail rates and student outcomes. LMI has sufficient resources to provide training at our facility, the client facility, or another off-site location.

The specific environmental, energy, and occupational health and safety training services that we offer are described below.

## Training Course Development and Presentation

Effective environmental and health and safety programs require training of management and facility personnel to ensure that they are aware of their roles and responsibilities. We provide the following course development and presentation services and tools:

- ◆ **Environmental program management.** We provide training related to program management issues, including multimedia environmental compliance audits and environmental management systems.
- ◆ **Regulatory compliance.** We help agencies train their staff in compliance requirements related to federal environmental and occupational health regulatory programs and agency policies, conducting compliance audit programs, and permit application preparation, implementation, and renewal, such as Resource Conservation and Recovery Act (RCRA) Part B and stormwater management permits.
- ◆ **Energy issues.** We provide training services on energy program management issues, including energy conservation, energy-efficient motors and vehicles, shared energy savings, utility deregulation, energy management information systems, and utility privatization.
- ◆ **Environmental field studies.** We provide training services on expedited site characterization, application of corrective action technologies and accelerated corrective actions, underground storage tank closure procedures, groundwater monitoring, and site investigation techniques.
- ◆ **Occupational safety and health.** We help agencies in training on comprehensive OSHA compliance requirements, industrial hygiene practices, safety issues, hazard recognition evaluation and control, toxicology, workplace exposure assessment, and risk management.
- ◆ **Facility management and operation.** We provide training services related to the management, operation, and maintenance of infrastructure systems such as water and wastewater treatment and supply systems, solid and hazardous waste management operations, stormwater management measures, hazardous materials handling and disposal, and air pollution control systems. We also provide training on issues related to the management of asbestos, lead-based paint, and radon.

## Customized Course Development

We customize training courses and communication tools to meet specific client-defined needs. These needs may be based on organizational programs, policies, goals, or objectives. We provide customized courses for a wide range of topics, including the following:

- ◆ **Business sustainability.** We provide training support to agencies on sustainability issues such as paper and paperboard recycling, greening operations (such as green buildings), and sustainable development.
- ◆ **Project, program, and contract management.** We offer training services on environmental project management; estimating program requirements; managing environmental restoration contracts; project and acquisition planning, contractor selection, and source-selection procedures; program and project full life-cycle analysis; and earned-value project management. We provide staff training tailored to an organization's business and functional

structure to ensure that staff members are aware of their roles and responsibilities as required by agency policy and procedures.

- ◆ **Environmental and occupational risk management.** We provide training on baseline risk assessment for Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) and RCRA sites and occupational health and safety risk management and risk communication. We also provide training services on emergency response planning, notification, and reporting procedures.

## Computer-Based Interactive Course Development

Our environmental, energy, and health and safety professionals work closely with our course developers and information management specialists to develop computer-based training (CBT) courses that are effective as well as user-friendly. We employ the latest computer-based training methods and technologies in conjunction with organizational requirements to provide targeted and effective training. We can provide the following services related to development and delivery of CBT:

- ◆ **Internet and intranet-based software applications.** We design, develop, implement, and support web-based solutions for a wide range of environmental, energy, safety, and health issues. We host applications in support of occupational health, workplace safety, environmental compliance, citation management, health cost assessment, and abatement cost estimation.
- ◆ **Third-party evaluation.** In addition to software development, we provide independent verification and validation (IV&V) services for clients managing the design, development, or implementation of CBT applications. IV&V services greatly increase the success of CBT implementation support, ensuring the design of a high-quality application that meets agency requirements. We conduct beta testing and evaluate CBT software and courseware to ensure that the training application operates properly, reaches the target audience, and fulfills the training needs of the client.
- ◆ **CBT specifications and requirements analysis.** We develop training specifications (objectives, topic outline, and schedule) for CBT courseware and determine how the tools can be effectively integrated with other interactive training courses.

## SIN 899-5 Materials and Waste Recycling and Disposal Services

LMI provides program management consulting services to help agencies plan and manage waste management programs but does not implement programs or provide services under this SIN. The specific waste management services we offer in this key area include the services described below.

### Waste Collection, Transfer, Storage, and Disposal

We offer the following services related to the collection, transfer, storage, and disposal of solid, hazardous, and industrial waste streams:

- ◆ **Operations analysis.** We assess agency-wide or facility waste operations to evaluate compliance and performance of current practices.
- ◆ **Alternative technology analysis.** We research alternative waste collection, transfer, storage, and disposal techniques; evaluate options for implementing new practices; and develop

concepts of operation and designing operational units. We also analyze cost-effectiveness of alternatives and identify appropriate program performance metrics.

## Source Reduction and Recycling

The Pollution Prevention Act of 1990 and Executive Order 13101, *Greening the Government through Waste Prevention, Recycling, and Federal Acquisition*, require federal agencies to establish and achieve certain waste reduction and recycling goals and employ acquisition planning and environmentally preferable purchasing practices. We offer the following services related to source reduction and recycling of wastes:

- ◆ **Assessment of management alternatives.** We research management options regarding source reduction and recycling, including assessing compliance and performance of current source reduction and recycling practices.
- ◆ **Opportunity evaluation.** We identify source reduction and recycling opportunities in agency practices for purchasing, using, or disposing of materials. We develop implementation strategies and performance measures, estimate cost and feasibility of alternative approaches and technologies, and create policy awareness and training guides.
- ◆ **Waste-to-energy assessments.** We help agencies develop “waste-to-energy” programs that include researching management options for linking waste services to energy production and assessing economic benefits of adopting or expanding current waste-to-energy programs.

## Description of Functional Expertise for Environmental Services

### Environmental Services – SINS 899-1, 899-3, 899-5

LMI staff has functional expertise in the following areas covered by the Environmental Services schedule; Environmental Planning Services and Documentation, Environmental Compliance Services, Environmental and Occupational Training Services, Waste Management Services, Hazardous Material Advisory Services, and Reclamation, Recycling and Disposal Services. More detailed descriptions of our expertise in each of these areas follow.

### Environmental Planning Services and Documentation

- ◆ Environmental program planning and project management
  - Policy and program development including compliance with GPRA requirements
  - Develop mission and vision statements; identify and validate program goals, objectives and performance measures
- ◆ Environmental regulation and policy development and analysis
- ◆ Environmental assessments and environmental impact statements under the National Environmental Policy Act (NEPA)
- ◆ Economic, technical and program risk analysis
- ◆ Development, planning, facilitation, coordination and documentation of and/or for initiatives in areas of chemical, biological, radiological, and/or hazardous material services
- ◆ Endangered Species, wetlands, watersheds and other natural resource management plans
- ◆ Advice and guidance with data and information in support of agency environmental programs and projects such as hazardous material spills, MSDS and biological/medical data sheets, and information and poison control hotlines

- ◆ Other environmentally related studies and/or consultations
- ◆ Archeological and/or cultural resource management plans
- ◆ Homeland security issues including vulnerability assessments, biochemical protection, identification of threats and protective measures to mitigate the threats and Crime Prevention through Environmental Design (CPTED) surveys
- ◆ LEED program management and planning services
- ◆ Program review/deployment/implementation to include developing statements of work for specific environmental, safety and occupational health services
- ◆ Establish, implement and review EMS policies/procedures and compliance with ISO14000 standards to include training services
- ◆ Conduct quality assurance oversight and assessment of environmental projects
- ◆ Analyze organizational structures, activities, processes, and interfaces to identify opportunities for consolidating and realigning functions
- ◆ Perform benchmarking studies and develop environmental, safety and occupational health program performance measures
- ◆ Economic analyses and support to include conducting cost accounting and developing cost tracking tools
- ◆ Regulatory and legislative impact analysis and monitoring
- ◆ Design and develop internet-based electronic systems to automate and streamline
- ◆ Provide independent assessments of products and services marketed to environmental and occupational safety and health professionals
- ◆ Consulting, advice and guidance in support of agencies environmental programs utilizing GIS
- ◆ Hazardous material consulting
  - Perform life-cycle management studies of hazardous materials
  - Identify and evaluate source reduction and product substitution opportunities
  - Conduct opportunity assessments, including cost-benefit analyses of alternative pollution prevention technologies
  - Conduct program oversight activities such as site compliance audits, spill plan updates, pollution prevention studies, hazard minimization studies, and toxicity-reduction and toxicity-identification evaluations
  - Develop and implement automated tools to standardize and improve reporting and tracking of hazardous materials procurement, usage and disposition
  - Assess feasibility and cost effectiveness of alternative methods for managing hazardous materials distribution and disposal
  - Prepare comprehensive training manuals, including field exercises and workshop scenarios
  - Prepare facility-level and agency-wide model plans, conduct training on plan implementation, provide third-party review of plans, and assess plan implementation
  - Evaluate agency-wide Toxic Release Inventory (TRI) programs
  - Environmental release notification and reporting training
  - Develop spill contingency plans and provide third-party review of plans
  - Evaluate the economic and environmental consequences and health risks of spill incidents

- Develop and execute agency-wide MSDS management and distribution systems
- Develop and implement national protocols for Web-based solutions for submitting and managing electronic MSDSs
- Assess accuracy and adequacy of environmental, safety, and health information in MSDSs furnished to or published by agencies.

### **Environmental Compliance Services**

- ◆ Environmental compliance and LEED audits
- ◆ Compliance management and reporting and contingency planning
- ◆ Document management strategies and systems
- ◆ Protocols/guidance document development
- ◆ Develop and deliver training
- ◆ Permitting for air, water, solid and hazardous waste, and other environmental permit programs
- ◆ Spill prevention/control and countermeasure plans
- ◆ Pollution prevention surveys, plans, management tools, and technologies
- ◆ ISO 14000/Environmental Management Systems (EMS)
- ◆ Community Right to-Know Act reporting
- ◆ Determine requirements and prepare NEPA documentation
- ◆ Provide related safety, industrial hygiene, and occupational health expertise in support of environmental compliance efforts.

### **Environmental Occupational Training Services**

LMI staff possesses expertise to develop and deliver training services for executives, operations-level managers, and staff personnel. Specific functional expertise includes the following.

- ◆ Standard (off -the-shelf), customized, and computer-based interactive courses
- ◆ Evaluate an organization's training compliance requirements and proficiency training needs
- ◆ Develop training plans, curriculum roadmaps, and fielding schedules
- ◆ Customize training courses and communication tools to meet agency's specific needs
- ◆ Converting existing courses to electronic media
- ◆ Develop and deliver training courses for all environmental and safety/occupational health program areas including fire preparedness and public fire safety education.

### **Waste Management Services**

- ◆ Operational service, advice, or guidance in support of agencies waste management programs
- ◆ Strategic planning and program development
- ◆ Data collection and analysis
- ◆ Feasibility analysis
- ◆ RCRA/CERCLA site investigation
- ◆ Hazard and nonhazardous exposure assessments and risk analysis

- ◆ Waste characterization and source reduction/recycling studies
- ◆ Hazardous waste operations and emergency response (HAZWOPER) requirements and management
- ◆ Review and recommendation of waste tracking or handling systems
- ◆ Waste management plans and/or surveys
- ◆ Waste minimization/pollution prevention initiatives
- ◆ Review of technologies and processes impacting waste management
- ◆ Estimate cost and feasibility of alternative approaches and technologies
- ◆ Management, furnishing or inventory of material safety data sheets via various media
- ◆ Develop emergency response plans
- ◆ Perform technical research and population risk analyses on hazardous materials
- ◆ Develop, implement and monitor agency and facility hazardous materials management and pollution prevention programs, including performance measures
- ◆ Conduct benchmarking studies.



# Our Services and Products: Facilities—Energy Management

The following describes the energy management services that we provide under the GSA Professional Services Schedule contract.

## SIN C871-202 Energy Management Planning and Strategies

- ◆ **Comprehensive energy management solutions.** We develop comprehensive energy management solutions for variety of energy projects, including renewable energy, sustainable energy, and energy efficient buildings certification programs such as LEED. These comprehensive energy management solutions involve the following phases:
  - Consulting, auditing, energy management: Strategic planning; energy assessments (feasibility, vulnerability and other detailed assessments); developing and executing energy audits, audit plans, and energy management solutions.
  - Concept development and requirements analysis: Analysis of audit results and outlined requirements to design detailed energy management project concepts.
  - Implementation and change management: Implementation and integration of energy-efficient practices and systems and training in using them effectively.
  - Measurement and verification: Performance assessment and measurement of the effectiveness and energy efficiency of projects, including long-term monitoring, verification of savings, and benchmarking.

### Risk Management

- ◆ **Energy risk assessment.** We assess and minimize potential operational and financial risks due to energy supply failures. We also develop alternative options to minimize potential impacts, and provide design and operating parameters for backup or alternative options and training on risk management approaches.
- ◆ **Fuel purchasing choice.** We analyze various energy procurement options (such as firm and interruptible) commensurate with the potential risks and impacts of fluctuating energy prices.
- ◆ **Technical support.** We develop and implement management software tools for assessing potential risks.

### Homeland Security Considerations

- ◆ **Vulnerability assessments.** We assess the vulnerability of critical infrastructure to natural and man-made loss of function. We have experience in assessing all types of public buildings and health care facilities.
- ◆ **Design strategies.** We prepare design strategies and solutions to reduce security threats and mitigate the effects of loss of critical infrastructure.
- ◆ **Distributed generation planning.** We help define needs for distributed generation to reduce the effects of loss of critical power infrastructure and ensure continuity of operations.



- ◆ **Identification and mitigation of threats.** We mitigate as part of overall energy management program support all types of threats to infrastructure.

## **SIN C871-207**

### **Energy Audit Services**

LMI assists federal agencies in the conduct of on-site energy audits to determine facility energy-use profiles and costs, calculate energy performance metrics, assess energy system efficiencies, and recommend cost-effective energy retrofit projects using life-cycle cost analyses. We also develop and recommend energy conservation and pollution prevention strategies, and assist in the development of pollution prevention plans that analyze and evaluate economic alternatives and technically feasible solutions. We further conduct third-party reviews of energy audit reports and develop policies and procedures for Shared Energy Savings and Energy Savings Performance contracting.

#### **Energy Audit**

- ◆ **Protocol and guidance document development.** We develop energy self-audit manuals and field checklists based on agency-specific protocols and procedures for conducting on-site energy audits, management reviews, and program evaluations.
- ◆ **Energy audit strategy.** We develop 10-year audit plans, analyze data gaps, and determine cost-effective ways to collect data and develop energy projects.
- ◆ **Energy audit program implementation.** We conduct on-site energy audits ranging from cursory to comprehensive, determine energy-use profiles and costs, calculate energy performance metrics, and assess energy system efficiencies. We also recommend cost-effective energy retrofit projects using life-cycle cost analyses, upgrades of electrical and mechanical infrastructure, certification programs such as LEED, and use of alternative energy sources.
- ◆ **Energy audit for benchmarking.** We perform pre-audit planning and on-site inspections to determine benchmarking parameters for energy audits. We also manage award programs for superior energy efficiency performance.
- ◆ **Energy system inventories and assessments.** We conduct surveys to identify major energy systems, develop automated management information systems to facilitate the development of retrofit project solutions, conduct assessments of energy consumption data, and evaluate progress toward achieving energy goals.
- ◆ **Energy audit for third-party financing.** We conduct energy audits and third-party reviews of energy audit reports. We also develop policies and procedures for Shared Energy Savings Performance contracting.

## **SIN C871-208**

### **Resource Efficiency Management (REM)**

- ◆ **Opportunity assessments.** We conduct surveys and inventories to determine opportunities for energy conservation, pollution prevention, and other means to improve resource efficiency, including on-site analyses of operations, equipment, and energy purchasing patterns. We also provide resource efficiency advocate services for individual or aggregated buildings to maximize resource efficiency, and promote energy-efficient buildings certification programs such as LEED.

- ◆ **Pollution prevention plans.** We assist in the development of pollution prevention plans that analyze and evaluate economic alternatives and technically feasible solutions. We also develop pollution prevention goals and targets through energy projects.
- ◆ **Environmental benefit determination.** We develop management tools to assess and estimate environmental benefits and cost savings of energy projects.

## SIN C871-211

### Energy Consulting Services

LMI's overall objective in providing energy management program evaluation and support services is to assist government agencies by integrating knowledge of laws and regulations, energy engineering principles, economic analyses, energy technologies, and organizational relationships to produce problem-solving strategies that are practical and affordable. We provide both technical and managerial expertise to executive-level managers. We help define energy program objectives and prepare strategic plans and implementation strategies. We also work with agency and facility managers to improve their capabilities to conduct oversight activities, progress reviews, and concept evaluations. Some of the specific services that LMI offers in the energy consulting services area include the following:

- ◆ **Energy management and strategy.** We provide technical assistance to agencies to help them comply with Government Performance and Results Act (GPRA), EPACT 2005, and Executive Orders (13423 and 13514) requirements, and prepare detailed implementation plans, including mission and vision statements, energy conservation goals and objectives, and strategies for achieving them. We also identify program elements, determine resource requirements, and develop management tools.
- ◆ **Energy program planning and evaluations.** We develop energy management policies, procedures, handbooks, and other guidance documents. We also propose strategies to ensure effective integration of energy management requirements across agency functional areas. We have extensive knowledge and background in managing programs within the Federal budget and execution processes.
- ◆ **Energy related studies and analyses.** We develop energy project funding strategies and policies, and conduct life-cycle economic analysis. We also prepare analytical tools and procedures to facilitate decision making and evaluate policy options.
- ◆ **Meeting energy efficient standards.** We support agencies in the development of sustainability plans and programs. We have conducted LEED assessment of facilities and have developed tools for performing the assessments and the ongoing measurement and management of these programs.
- ◆ **Advisory services in alternative financing.** We have assisted agencies in the development and evaluation of projects utilizing financing methods which preserve near-term federal resources. These actions have included development of work statements as well as the evaluation and scoring of submittals.
- ◆ **Greenhouse gas measurement and management.** We assist agencies in the establishment of programs and goals to comply with new requirements mandated under EO 13514. We authored the Public Sector Protocol for GHG Management and have helped federal organizations develop the guidance and tools to support the GHG reporting program.

- ◆ **Strategic sustainability and performance planning.** We have supported Federal agencies with the development of programs and plans for compliance with EO 13514 and GRI principles.
- ◆ **High performance sustainable buildings.** We have assisted in the development of programs and plans built around HPSB guiding principles and USGBC guidelines.

## **Description of Functional Expertise for Facilities— Energy Management**

### **Energy Management Services – SINs C871-202, C871-207, C871-208, C871-211**

LMI functional expertise in the energy management program support and energy audit areas includes the following.

#### **Energy Management Program Support and Energy Consulting Services**

- ◆ **Energy Planning and Strategies**
  - Developing, executing, and reporting agency implementation planning activities pursuant to all federal laws and Executive Orders
  - Strategic planning and implementation
  - Program management
  - Government Performance and Results Act (GPRA) requirements
  - Developing energy management policies, procedures, handbooks, and other guidance documents
  - Integrating energy management requirements
  - Developing energy information systems including quality assurance plans
  - Conducting economic and policy analyses
  - Developing and using analytical tools and procedures to facilitate decision-making, and evaluate policy options (policy simulation)
  - Developing and implementing energy training programs.
- ◆ **Energy Choice Analysis**
  - Providing equipment and/or audit software and training to enable evaluation of various energy choices
  - Conducting cost/benefit analysis of choices for reducing energy consumption
  - Developing policies and strategies for buying utility services in a deregulated market
  - Preparing energy use profiles
  - Developing design and performance parameters for installing various equipment to establish demand reduction and fuel switching capabilities
  - Integrating demand management concepts and life-cycle economic analyses to establish demand reduction and fuel switching capabilities.

- ◆ Risk Management
  - Developing software and training on risk management to minimize price uncertainty of energy purchases
  - Assessing and minimizing potential operational and financial risks due to energy supply failures
  - Developing alternative options to minimize potential impacts
  - Providing design and operating parameters for back-up or alternative options
  - Analyze various energy procurement options.
- ◆ Metering Services
  - Determining metering solutions on the basis of load profiles
  - Demand management consulting
  - Allocating energy costs to tenants
  - Providing supplier negotiation
  - Determining energy and cost savings from energy conservation measures
  - Monitoring energy consumption
  - Developing meter design and performance parameters.
- ◆ Billing and Management Oversight
  - Conducting utility cost audits to identify and correct billing problems
  - Analyzing consumption and costs
  - Forecasting energy usage
  - Developing protocols for consolidating multiple billings into single billings and payments.
  - Electronic monitoring.
- ◆ Preparing Agency Statements of Work
  - Developing sample statements of work and design specifications for energy management projects
  - Providing strategic source support
  - Performance management
  - Conducting benchmarking/performance diagnostics with tools such as Energy Star
  - Evaluating compliance with legislative and executive order requirements such as achieving Energy Star criteria
  - Developing sample requests for proposals and statements of work for energy projects and purchases.
- ◆ Homeland security
  - Conducting vulnerability assessments
  - Providing design strategies
  - Distributed generation planning
  - Identifying/mitigating threats.
- ◆ Alternative Fuel Vehicles (AFVs)

- Identifying agency legal requirements to purchase and operate AFVs
- Developing compliance strategies and strategic plans
- Planning AFV procurements
- Assessing refueling infrastructure requirements for AFV
- Developing air emission projections from fleets that include AFVs.
- ◆ Energy Audit
  - Developing energy audit strategy and 10-year audit plans
  - Conducting pre-audit planning and inspections to determine benchmarking parameters
  - Providing energy audit services including data collection and analysis, and benchmarking with tools such as Energy Star
  - Providing written recommendations of suggested upgrades of electrical and mechanical infrastructure, including their impact on energy consumption and pollution
  - Developing energy self-audit manuals and field checklists and other protocols/guidance documents
  - Developing and implementing energy audit programs
  - Conducting energy system inventories and assessments
  - Conducting energy audits for third-party financing.
- ◆ Resource Efficiency Management
  - Estimating cost savings and environmental benefits to maximize resource efficiency
  - Onsite analysis of current operations, equipment, and energy purchasing patterns to determine opportunities for energy conservation, pollution prevention, and other means to improve resource efficiency
  - Developing management tools to assess and estimate environmental benefits of energy projects
  - Developing pollution prevention plans, goals and targets.
- ◆ Use of Alternative Energy Sources
  - Identifying options for use of alternative energy sources
  - Evaluating offsite storage and management of alternative fuels
  - Assessing alternative and stand-by fuel pricing
  - Analyzing trade-offs between potential environmental benefits and costs of alternative energy sources
  - Determining cost effective applications of renewable and alternative energy sources.
- ◆ Building Commissioning Services
  - Evaluating facility management and energy operations
  - Conducting initial site inspections and follow ups
  - Conducting independent measurement and verification for new construction and major renovations
  - Developing and delivering courses on topics such as: LEED, emergency response planning, notification, and reporting procedures; environmental certification program.

# Our Services and Products: Financial and Business Solutions

The following describes the Financial and Business Solutions we provide under the GSA Professional Services Schedule contract.

## **SIN 520-11 Accounting**

LMI's accounting services include the assessment of procedures, operations, and management of agency accounting systems and functions. These tasks often require analyzing transaction processing, summarize transactions, classifying accounting transactions, defining and strengthening internal controls, devising new or revised accounting policies and procedures, assisting in the evaluation and implementation of audit findings, and applying information technology solutions to improve operating efficiency and effectiveness.

We have hands-on experience with all applicable federal financial laws and regulations, including pertinent legislation such as the Chief Financial Officers Act (CFO Act), Federal Financial Management Improvement Act, Prompt Payment Act, Debt Collection Act and Debt Collection Improvement Act, and Federal Managers' Financial Integrity Act; relevant Office of Management and Budget (OMB) instructions and guidance such as Circulars A-123 and A-127; and the Statements of Federal Financial Accounting Concepts and Standards issued by the Federal Accounting Standards Advisory Board (FASAB).

We have provided our clients with a wide array of these services in the federal accounting arena. Typical tasks might include the following:

- ◆ Reviewing existing accounting operations and practices. This includes, and can focus on, identifying possible areas for improving internal controls and providing corrective action plans. We accomplish this through our proven methodology which includes extensive document reviews, one-on-one interviews, and workshops on processes and practices.
- ◆ Documenting the existing accounting environment, typically through process and systems diagrams and reports.
- ◆ Identifying opportunities to improve operating efficiency and effectiveness through gap analysis. We use our extensive knowledge of and experience with federal accounting operations, as well as established best practices and best-in-class guidelines based on General Accounting Office (GAO), OMB, and other relevant published guidance.
- ◆ Developing procedures that reduce erroneous payments, improve debt collection, and expedite the processing of financial statements.
- ◆ We also do the following:
  - ◆ Conduct special reviews of accounting posting models to resolve specific accounting issues.
  - ◆ Provide technical assistance to improve internal controls, accounting processes, and related systems.
  - ◆ Develop adequate internal policies and ensure compliance with externally mandated policies.

## SIN 520-12 Budgeting

LMI has in-depth understanding of federal budgeting, including development, presentation, formulation, and execution of appropriated funds, working capital and revolving funds, and other agency funds. We have hands-on experience with all applicable federal financial laws and regulations, including relevant OMB instructions and guidance such as Circulars A-11 and A-34 and pertinent legislation such as the CFO Act and the Government Performance and Results Act (GPRA). Our staff includes former chief financial officers, budget officers, and OMB examiners with years of experience in all phases and levels of the budget process.

Our budget services include assessing and recommending improvements in the budget formulation process; assessing and improving the budget execution process; conducting special reviews to identify and resolve budget formulation or budget execution issues; providing technical assistance to improve budget preparation or execution processes and related systems; reviewing budgetary controls, including apportionments; helping management implement corrective actions; and applying information technology to streamline and improve budget-related activities.

We have provided our clients with a wide array of budget services in the federal budget arena. Typical tasks might include the following:

- ◆ Designing and assisting in the acquisition and implementation of new budget systems. We use our extensive experience and knowledge of best practices to design and implement budget systems to ensure they meet agency needs, comply with regulations, improve efficiency, and provide an opportunity for the agency to become best-in-class.
- ◆ Reviewing existing budgetary operations and practices. This includes identifying possible areas for improving internal budgetary controls. We accomplish this through extensive document reviews, one-on-one interviews, and workshops on processes and practices.
- ◆ Documenting the existing budget environment, typically through process and systems diagrams and reports.
- ◆ Identifying opportunities for improvement through gap analysis of current environment and requirements. We use our extensive knowledge of and experience with federal budget operations, as well as established best practices and best-in-class guidelines based on OMB, GAO, and other relevant published guidance.
- ◆ Developing a model environment for best budget formulation and execution practices. This takes into account the legislative and regulatory requirements that must be met, as well as advancements in technology.

We also do the following:

- ◆ Conduct special reviews to identify and resolve specific budget formulation or budget execution issues.
- ◆ Provide technical assistance to improve budget preparation or execution processes and related systems.
- ◆ Review budgetary controls, help management implement corrective actions, and apply information technology to streamline and improve budget-related activities.



## SIN 520-13

# Complementary Financial Management Services

### Financial Management Systems Services

LMI offers a broad range of financial management systems services. We help our clients identify ways to modernize and improve the processes necessary to ensure the effectiveness and integrity of their financial data, and we work with them to ensure that technology effectively supports their financial management needs. We provide management and implementation services for financial system initiatives and independent verification and validation of financial management systems. We have special policies and procedures in place to avoid potential conflicts of interest associated with sensitive procurements and implementations. As the basis for evaluating financial systems and identifying improvements, we typically use a framework and analytical approach that complies with the Federal Enterprise Architecture Framework, requirements analyses, cost models, case studies, business process reengineering, and best practices. We also review applicable laws and regulations such as the Clinger-Cohen and CFO Acts, the Financial Systems Integration Office (FSIO) system requirements, OMB Circulars A-127 and A-130.

Our financial management systems services include assessing and improving financial management systems; conducting A-127 system compliance reviews; conducting other system assessments to improve operating efficiency, effectiveness, controls, and system performance; helping management implement corrective actions; documenting systems; identifying systems requirements; planning and developing systems; assessing the integrity of financial systems and related data; and providing technical assistance in meeting agency-specific financial management system requirements.

We have provided our clients with a wide array of these services in the financial management systems services arena. Typical tasks might include the following:

- ◆ Reviewing existing financial management system operations and practices. This includes, and can focus on, identifying possible areas for improving financial management systems and processes. We accomplish this through extensive systems and document reviews, one-on-one interviews, and workshops on processes and practices.
- ◆ Identifying and analyzing financial system requirements pertaining to published guidance and legislation, as well as agency-specific requirements.
- ◆ Developing and documenting the enterprise architecture, typically through process diagrams and reports.
- ◆ Identifying opportunities for improvement through gap analysis. We use our extensive knowledge of and experience with federal financial systems, whether it be COTS or highly specialized systems, as well as established best practices and best-in-class guidelines based on OMB, GAO, FSIO, FASAB, and other relevant published guidance.
- ◆ Assisting in the procurement and implementation of commercial off-the-shelf (COTS) systems. We can provide the expert support needed to choose and procure a COTS financial system.
- ◆ Developing a model environment for best financial management system practices. This takes into account the legislative and regulatory requirements that must be met, as well as advances in technology.



We also do the following:

- ◆ Conduct independent verification and validation of financial management systems (including risk assessment).
- ◆ Assess financial system modernization strategies and financial system alternatives, including off-the-shelf systems and outsourcing.

## **Financial Planning and Performance Measurement Services**

LMI offers expertise in developing and implementing financial performance measures that enable federal managers to evaluate and reallocate budgets with the goal of improving the level of financial services and performance delivered to their customers. We have extensive experience assisting agencies with GPRA compliance, using public- and private-sector benchmark data, and achieving improved organizational performance.

Our financial planning and performance measurement services include providing technical assistance in complying with GPRA requirements, devising and implementing performance measures and related financial processes and systems, assisting with strategic and operational financial planning, resolving audit recommendations and helping management track and implement corrective actions, assessing the adequacy of strategic plans and related performance measures, and assisting in reviewing and improving current processes and related procedures and systems. Making performance measurements based on solid financial data part of the agency culture. To be truly successful, the organization needs to embrace performance measurement from top to bottom.

We have provided our clients with a wide array of services in the financial planning and performance measurement arena. Typical tasks might include the following:

- ◆ Developing meaningful performance measures. Meaningful measures track to the strategic goals of the organization and translate the organization's strategy into tangible objectives that influence personnel actions. Measures encompass different perspectives to get a true picture of the organization's performance—financial, customer, process, etc.
- ◆ Relating budgets to performance by developing concepts and procedures that let you relate your agency's budget to performance measures.
- ◆ Conducting a baseline comparison. Using the performance measures, we benchmark the organization's performance relative to best-in-class public- and private-sector organizations to determine areas of strong performance and areas of weaker performance. By diagnosing the organization's performance, managers can focus on specific areas for improvement.
- ◆ Creating a repeatable process for performance measurement. Using the baseline information, we establish a process that the organization can use to periodically reassess performance. We also identify targets for areas of weaker performance.
- ◆ Facilitate acceptance of performance measurement, including periodic performance reviews at various levels within the organization, budgeting based on performance measures, communication of measurement results throughout the organization, participation in measurement and strategy development and refinement by a wide cross-section of the organization, identification and sharing of best practices within the organization, and establishment of incentives to reach performance goals.
- ◆ Reviewing the measurement system and adjusting targets to reflect the changing business environment, as well as to refocus the organization on weaker performance areas as improvements occur in other areas.

- ◆ Assessing and improving financial reporting and analysis by enhancing and streamlining reporting analysis process, and developing new reporting formats and pro-forma financial reports, in consideration to FASAB guidance.

We also do the following:

- ◆ Develop strategic and annual performance plans and performance-based budgets.
- ◆ Assist with selection and deployment of web-based information systems and of COTS and customized performance measurement software to facilitate data analysis, performance measurement, and reporting.
- ◆ Develop comprehensive, performance-based rewards programs for employees and managers.

## **Asset Management Services**

LMI provides comprehensive assessments of current and proposed asset management functions and systems. These assessments become the basis for development of effective and disciplined processes used in making capital investment decisions based on corporate mission requirements, value, and risk, as required in Part 3 of OMB Circular A-11. Our experience includes planning, acquisition, management, and life-cycle costing for owned and leased assets, and developing functional requirements and systems architectures for real and personal property accounting systems.

Our asset management services include providing technical assistance in assessing and improving current asset management processes related to cash management, inventory management, government property, plant and equipment, and other agency assets, including leasehold and other capital leases; conducting specialized reviews to assess adequacy of controls, policies, and procedures; assessing agency compliance with requirements related to asset management; resolving audit recommendations and helping management implement corrective actions; and performing special analyses and evaluations.

We have provided our clients with a wide array of these services in the asset management arena. Typical tasks might include the following:

- ◆ Reviewing existing asset management operations and practices. This includes, and can focus on, identifying possible areas for improving internal asset management controls. We accomplish this through extensive document and system reviews, one-on-one interviews, and workshops on processes and practices.
- ◆ Documenting the existing asset management process and systems using process models and diagrams.
- ◆ Identifying opportunities for improving the asset management process through gap analysis. We use our extensive knowledge of and experience with financial assets, as well as established best practices and best-in-class guidelines based on GAO, OMB, and other relevant published guidance.
- ◆ Recommending a strategy for building and maintaining a best-in-class asset acquisition and management process. This includes financial considerations such as return on investment, lease-versus-buy decisions, depreciation, risk, and criticality.
- ◆ Recommending decision support strategies for enterprise-wide asset investments using such methods as investment review boards and scoring.

We also do the following:

- ◆ Conduct special reviews to align asset management processes and asset management systems.

- ◆ Provide technical assistance to improve asset management and capital equipment investment processes.
- ◆ Review asset management and property controls, help management implement corrective actions, and develop requirements for asset management systems.
- ◆ Provide technical assistance with total cost of ownership and life-cycle costing methods for capital assets.

## **Other Financial Management Services**

LMI has extensive experience in providing a wide range of other financial management services. These services include strategic planning and oversight; reengineering of financial processes; analysis of systems for managing federal financial cards for travel, fleet and purchase transactions, payroll, acquisition, and development of financial system tests. We also provide technical assistance related to managerial cost accounting or other special financial areas of interest, assist with financial policy formulation and development, conduct special cost studies, provide actuarial services, assist with quality assurance efforts, benchmark financial activities and performance results, and provide health care cost recovery services (recovery of eligible insurance payments from commercial insurance companies).

We have provided our clients with a wide array of these services within the federal accounting arena. Typical tasks might include the following:

- ◆ Assessing and developing financial management strategy and supporting information technology strategy
- ◆ Identifying and assessing outsourcing alternatives
- ◆ Prototyping a financial management process to prove the concept
- ◆ Planning for contingencies
- ◆ Perform cost-benefit and other special financial analysis
- ◆ Perform economic and regulatory analyses, including developing methods for analyzing costs, benefits and impacts of regulations and policies
- ◆ Conduct exposure and risk analysis, as well as apply risk characterization models to analyze and evaluate policies, programs and regulations
- ◆ Collect data and prepare Information Collection Requests for approval by OMB
- ◆ Assist with quality assurance efforts
- ◆ Reviewing and developing requirements for payroll systems, including alternatives such as payroll outsourcing
- ◆ Developing acquisition system requirements
- ◆ Analyzing and designing purchase, fleet, and travel card management processes
- ◆ Reengineering financial management processes
- ◆ Providing training and change management advisory services
- ◆ Identifying business process best practices
- ◆ Formulating financial management policies and procedures
- ◆ Conducting compliance reviews for agency-specific policies and requirements.

## **SIN 520-15**

# **Outsourcing Recurring Commercial Activities for Financial Management Services**

LMI has expertise in providing recurring commercial activities for billing, application processing, inventory management, and other financial management activities. Our services allow agencies to hire experienced staff to take care of recurring activities, leveraging scarce federal staff to provide direction and strategy. We step in to conduct a one-time task to get an agency caught up on backlog and able to maintain future operations on its own, or become part of a sustained effort to meet demand for continuous activity.

We have provided services in diverse areas, including inventorying real property; managing applications for purchase, travel, and fleet card programs; and performing independent third party reviews of rent bills. Typical tasks in this area include the following:

- ◆ Designing a process to manage the program, including defining internal control points.
- ◆ Assessing the causes of backlogs and identifying activities required to overcome them.
- ◆ Conducting financial management activities, which could include billing, application processing, inventory management, or other financial management activities.
- ◆ Managing programs such as purchase, travel, and fleet card programs. These programs typically include card application processing, reconciling duplicate cards, reclaiming cards from terminated employees, and managing the associated complex payment systems.
- ◆ Conducting independent reviews of bills to verify that each bill is consistent and compliant with policies and requirements.

## Description of Functional Expertise for Financial and Business Solutions

### Financial and Business Solutions – SINS 521-11, 520-12, 520-13, 520-15

LMI staff has functional expertise in Accounting, Budgeting, Financial Management System Services, Financial Planning and Performance Measurement Services, Asset Management Services and Other Financial Management Services covered by the Financial Management Services Schedule. More detailed descriptions of our expertise in each of those areas follow.

#### Accounting

LMI staff has expertise in the following functional areas associated with accounting.

- ◆ Transaction analysis
- ◆ Transaction processing consulting
- ◆ Data analysis and summarization
- ◆ Technical assistance in devising new or revised accounting policies and procedures
- ◆ Classifying accounting transactions
- ◆ Special studies to improve accounting operations
- ◆ Managing agency accounting systems and functions
- ◆ Defining internal controls
- ◆ Applying information technology to improve operating efficiency and effectiveness
- ◆ Knowledge of applicable federal financial laws and regulations, including pertinent legislation such as the Chief Financial Officers Act (CFO Act), Federal Financial Management Improvement Act, Prompt Payment Act, Debt Collection Act and Debt Collection Improvement Act, and Federal Managers' Financial Integrity Act; relevant Office of Management and Budget (OMB) instructions and guidance such as Circulars A-123 and A-127; and the Statements of Federal Financial Accounting Concepts and Standards issued by the Federal Accounting Standards Advisory Board.

#### Budgeting

We have functional expertise in the following areas.

- ◆ Assess and improve the budget formulation and execution processes
- ◆ Conduct special reviews to resolve budget formulation or budget execution issues
- ◆ Provide technical assistance to improve budget preparation or execution processes
- ◆ In-depth understanding of federal budgeting
- ◆ Knowledge of applicable federal financial laws and regulations, including relevant OMB instructions and guidance such as Circulars A 11 and A 34 and pertinent legislation such as the CFO Act and the Government Performance and Results Act (GPRA)
- ◆ Designing and implementing new budget systems
- ◆ Improving internal budgetary controls.

## Complementary Financial Management Services

Details of our expertise are described below.

- ◆ Financial Management Systems
  - Developing and documenting the enterprise architecture
  - Reengineering of financial processes
  - Developing financial system tests
  - Independent verification and validation of financial management systems
  - Selection and deployment of web-based information systems and of COTS
- ◆ Financial reporting and analysis
- ◆ Strategic financial planning
- ◆ Financial policy formulation and development.
- ◆ Devise and implement performance measures
- ◆ Conduct special cost studies
  - Health care cost recovery services
- ◆ Perform actuarial services
- ◆ Perform economic and regulatory analysis
  - Knowledge of applicable laws and regulations such as the Clinger-Cohen and CFO Acts, the Joint Financial Management Improvement Program system requirements, OMB Circulars A-127 and A 130
  - GPRA compliance
- ◆ Assist with financial quality assurance efforts
  - Providing training and change management consulting
  - Perform benchmarking.

## Outsourcing Recurring Commercial Activities for Financial Management Services

LMI staff has expertise in the following areas.

- ◆ Developing standard operating procedures
- ◆ Executing day-to-day activities in accordance with procedures
- ◆ Managing work flow to maximize efficiency
- ◆ Conducting continuous process improvement analysis.

# Our Services and Products: Human Resources Services

The following describes the human resources services we provide under the GSA Professional Services Schedule contract.

## SIN C595-21 Human Resources Services

This section covers the human resources services we offer under GSA's Consolidated Schedule contract. Consistent with our long-standing approach, we will tailor these services to the specific requirements of each client, with an overall objective of helping to make the needed improvements quickly and effectively.

### Strategy, Planning and Analysis

We assist agencies in ensuring that they have appropriate access to talent needed to achieve future mission accomplishment. We help them identify workforce competencies needed, assess the current workforce to identify current and forecast gaps, and evaluate potential talent sources (e.g., current employees, new Federal hires, contracting out, establishing partnerships).

- ◆ Conduct workforce planning including forecasting, trend projection, and long term alignment to mission
- ◆ Develop competency models and assess workforce competencies
- ◆ Conduct computer/web-based workforce modeling and assessment
- ◆ Conduct human resource audits
- ◆ Develop strategic human capital plans.

### Recruitment and Internal Placement

We assist agencies in ensuring the right talent is made available so managers and senior leaders can select to meet their workforce needs. We help agencies identify sources of job candidates, including those individuals not currently employed by the Federal government through implementation and evaluation of various special emphasis hiring programs, e.g., Veterans, STEM, Individuals with Disabilities, Students.

- ◆ Perform qualifications analysis
- ◆ Provide external recruitment planning and support
- ◆ Develop competency-based job announcements and hiring programs
- ◆ Manage special recruitment and placement programs.

### Position Classification and Competency Analysis

We assist agencies in analyzing work assignment, describing work in unique and common position descriptions, and in determining the appropriate position title, occupational series, grade level, and pay plan consistent with position classification standards established by OPM.



- ◆ Perform classification work in a variety of Federal classification systems
- ◆ Implement classification standards
- ◆ Align competencies and proficiencies to positions and/or grades
- ◆ Prepare and review of position descriptions
- ◆ Provide position management support
- ◆ Analyze and optimize organizational structure, resource and workload analysis.

## **Personnel Actions**

We help agencies in refining the process for effecting and maintaining records of official personnel actions on employees. We assist agencies in strategizing, designing, and developing customized personnel data systems that supplement Federal HR IT solutions and systems.

- ◆ Provide data management for HR information management systems
- ◆ Maintain official personnel files.

## **Training and Development**

We help agencies develop training strategies and programs to equip the workforce and close the gaps for stakeholders through competency management. We assist agencies in designing leadership development programs and offer executive coaching to ensure leaders are equipped with the necessary skills and guidance to navigate changing environments. We design and implement career paths and succession planning programs to enable mission continuity. We also design and develop curriculum and assist in conducting the training and lesson learned for future improvement.

- ◆ Identify HR training needs and requirements
- ◆ Design of leadership development programs
- ◆ Assess training content to determine competency alignment
- ◆ Coordinate and deliver training
- ◆ Create tailored training for both classroom and on-line delivery
- ◆ Develop and implement virtual coaching and educational seminars.

## **Stakeholder Outreach, Engagement and Communication**

We assist agencies in program implementation and stakeholder communication. We help agencies improve results despite constrained resources, better collaborate and enable mission execution, and again and keep the public's trust and confidence. We help agencies execute strategic communication strategies in support of human capital programs that help improve productivity, engage the workforce, foster innovation, and connect employees to each other and agency mission. We help agencies enhance recruitment and retention, implement policy, adhere with federal standards, and improve customer satisfaction.

- ◆ Provide guidance on federal HR policies and practices
- ◆ Analyze Federal Employee Viewpoint survey results and develop action planning recommendations
- ◆ Develop workforce communication and engagement in support of human resource and human capital programs.

## Review and Integration Services

We assist agencies in identifying the optimal workforce mix and human capital plan to meet their present and projected talent needs. We help agencies consider labor trends, workforce demographics, and advantages and limitations of different labor sources.

- ◆ Conduct reviews of outsourced functions.
- ◆ Develop contractor integration plans.
- ◆ Provide program management services.

## Employee Compensation

We assist agencies in assessing the impact of Federal pay on their strategic plans. We help agencies in their compensation planning by evaluating and recommending actions based upon current pay authorities and/or by designing, developing, and assisting in implementing administratively determined pay systems. We assist agencies in assessing and improving their compensation, evaluation, and reward and recognition systems to achieve high employee motivation and performance.

- ◆ Conduct salary reviews and benchmarking.
- ◆ Design and implement Federal salary and incentive systems.

## Description of Functional Expertise for Human Resources Services

### Human Resources Services – SIN C595-21

LMI staff has functional expertise in all areas covered by Human Resources Services including Planning, Recruitment and Internal Placement, position Classification, Personnel Actions, Training, Employee Relations, Review and Integration Services, and Employee Compensation.

### Human Resource Services

Our staff has functional expertise in a broad array of human resources services described below.

- ◆ Planning
  - Workforce planning including forecasting and trend projection
  - Computer and online modeling
  - Human resource audits
  - Human capital strategic planning.
- ◆ Recruitment and Internal Placement
  - Qualifications analysis
  - External recruitment planning and support
  - Management of special recruitment and placement programs.
- ◆ Position Classification:
  - Classification for a variety of Federal classification systems
  - Implementation of classification standards

- Preparation and review of position descriptions
- Position management support
- Organizational structure, resource and workload analysis.
- ◆ Personnel Actions
  - Data management in HR information systems
  - Maintenance of Official Personnel Files.
- ◆ Training
  - Identification of HR training needs and requirements
  - Training coordination and delivery
  - Tailored training curricula and learning techniques.
- ◆ Employee Relations
  - Policy guidance
  - Support in performance management actions
  - Communication with employees, legal staff, union representatives, OPM, and other outside agencies.
- ◆ Review and Integration Services
  - Review of outsourced functions
  - Contractor integration and program management.
- ◆ Workers' Compensation
  - Design and implementation of federal salary and incentive systems.

<b>Labor Categories/Descriptions<sup>1</sup></b>	
Function/position description	Education and experience
<b>Executive Program Manager</b>	
Manages the research program to ensure successful completion of tasks on time and within budget. Maintains relationships with high-level government customers to ensure customer satisfaction. May include Subject Matter Experts with particular functional expertise.	<ul style="list-style-type: none"> <li>◆ Master's degree with 20 years experience in government or private-sector or</li> <li>Bachelor's degree with 22 years experience in government or private-sector.</li> <li>◆ 8 or more years of management experience with projects of increasing size and difficulty.<sup>2</sup></li> </ul>
<b>Senior Program Manager</b>	
Supervises multiple large-scale, complex projects. Responsible for allocating resources among tasks and is the principal liaison with customer for business and technical matters. May include Subject Matter Experts with particular functional expertise.	<ul style="list-style-type: none"> <li>◆ Master's degree with 15 years of experience or</li> <li>Bachelor's degree with 17 years of experience.</li> <li>◆ 4 or more years of management experience with projects of increasing size and difficulty.</li> </ul>
<b>Senior Project Leader</b>	
Supervises multiple small to medium sized, complex projects in the leader's area of expertise. Responsible for allocating resources among tasks and is the principal liaison with customer for business and technical matters. May include Subject Matter Experts with particular functional expertise.	<ul style="list-style-type: none"> <li>◆ Master's degree with 15 years of experience, or</li> <li>Bachelor's degree with 17 years of experience, or</li> <li>21 years of experience with no degree.</li> <li>◆ 2 or more years of supervisory or project management experience in areas described in functional expertise above.</li> </ul>
<b>Project Leader 1</b>	
Responsible for execution of large, complex projects. Interacts with customer on technical issues. May include Subject Matter Experts with particular functional expertise.	<ul style="list-style-type: none"> <li>◆ Master's degree with 12 years of experience, or</li> <li>Bachelor's degree with 14 years of experience, or</li> <li>18 years of experience with no degree.</li> <li>◆ Experience in leading increasingly complex projects in functional areas described above.</li> </ul>

<sup>1</sup> All references to experience mean relevant work experience.

Experience and education may be substituted for one another: 4 years of experience is equivalent to a bachelor's degree and 2 years of experience is equivalent to each advanced degree. Likewise, a bachelor's degree is equivalent to 4 years of experience and each advanced degree is equivalent to 2 years of experience. All labor categories require a high school degree, GED, or recognized equivalent.

All references to an advanced degree mean a master's degree or higher.

<sup>2</sup> Not required for Subject Matter Experts.

<b>Labor Categories/Descriptions<sup>1</sup></b>	
Function/position description	Education and experience
<b>Project Leader 2</b>	
Responsible for execution of small to medium-size, complex projects. Interacts with customer on technical issues. May include Subject Matter Experts with particular expertise.	<ul style="list-style-type: none"> <li>◆ Master’s degree with 11 years of experience, or Bachelor’s degree with 13 years of experience, or 17 years of experience with no degree.</li> <li>◆ Experience in project leadership on tasks in areas of functional expertise.</li> </ul>
<b>Senior Specialist 1</b>	
Serves as the lead analyst or Subject Matter Expert on large complex projects. May be responsible for executing less complex projects.	<ul style="list-style-type: none"> <li>◆ Master’s degree with 10 years of experience, or Bachelor’s with 12 years of experience, or 16 years of experience with no degree.</li> <li>◆ Some experience in managing small tasks or subtasks requiring expertise in functional areas described above.</li> </ul>
<b>Senior Specialist 2</b>	
Serves as the lead analyst or Subject Matter Expert on large complex projects. May be responsible for integrating results from multiple subtasks.	<ul style="list-style-type: none"> <li>◆ Master’s degree with 9 years of experience or Bachelor’s with 11 years of experience, or 15 years of experience with no degree.</li> <li>◆ Some experience on large, technically complex projects in areas of functional expertise.</li> </ul>
<b>Senior Specialist 3</b>	
Serves as the lead analyst or Subject Matter Expert on large complex projects. May be responsible for executing one or more subtasks on a project.	<ul style="list-style-type: none"> <li>◆ Advanced degree with 8 years of experience, or Bachelor’s with 10 years of experience, or 14 years of experience with no degree.</li> <li>◆ Experience in one of the functional areas or related disciplines included in the description of functional expertise.</li> </ul>
<b>Specialist 1</b>	
Provides specific expertise required for a task, including but not limited to high-level analytical assignments.	<ul style="list-style-type: none"> <li>◆ A master’s degree with 6 years of experience, or Bachelor’s degree with 9 years of experience, or 12 years of experience with no degree.</li> <li>◆ Experience in one of the functional areas or related disciplines included in the description of functional expertise.</li> </ul>

<b>Labor Categories/Descriptions<sup>1</sup></b>	
Function/position description	Education and experience
<b>Specialist 2</b>	
Provides specific expertise required for a task, including but not limited to mid-level analytical assignments.	<ul style="list-style-type: none"> <li>◆ A master’s degree with 5 years of experience, or Bachelor’s degree with 7 years of experience, or 11 years of experience with no degree.</li> <li>◆ Experience in one of the functional areas or related disciplines included in the description of functional expertise.</li> </ul>
<b>Specialist 3</b>	
Provides specific expertise required for a task, including but not limited to entry-level analytical assignments.	<ul style="list-style-type: none"> <li>◆ Master’s degree with 4 years of experience, or Bachelor’s degree with 6 years of experience or 10 years of experience with no degree.</li> <li>◆ Experience in one of the functional areas or related disciplines included in the description of functional expertise.</li> </ul>
<b>Specialist 4</b>	
Provides specific expertise requirement for a task, including but not limited to assisting with entry-level analytical assignments.	<ul style="list-style-type: none"> <li>◆ Master’s degree with 2 years of experience, or Bachelor’s degree with 5 years of experience, or 8 years of experience with no degree.</li> </ul>
<b>Analyst 1</b>	
Serves as a project team member.	<ul style="list-style-type: none"> <li>◆ Master’s degree with 1 year of experience, or Bachelor’s degree with 4 years of experience, or 7 years of experience with no degree.</li> <li>◆ Experience in one of the functional areas or related disciplines included in the description of functional expertise</li> </ul>
<b>Analyst 2</b>	
Serves as a project team member.	<ul style="list-style-type: none"> <li>◆ Master’s degree with no experience, or Bachelor’s degree with 2 year of experience, or 5 years of experience with no degree.</li> <li>◆ Experience in one of the functional areas or related disciplines included in the description of functional expertise.</li> </ul>

<b>Labor Categories/Descriptions<sup>1</sup></b>	
Function/position description	Education and experience
<b>Analyst 3</b>	
Serves as a project team member.	<ul style="list-style-type: none"> <li>◆ Bachelor's degree with 1 year of experience or 4 years of experience.</li> <li>◆ Experience in one of the functional areas or related disciplines included in the description of functional expertise.</li> </ul>
<b>Research Specialist</b>	
Provides research support to projects. May include database management and computer support.	<ul style="list-style-type: none"> <li>◆ Bachelor's degree with no experience, or Associate degree with 2 years experience, or High school degree or equivalent with 4 years experience.</li> <li>◆ Includes summer interns with technical backgrounds.</li> </ul>
<b>Project/Research Support</b>	
Provides technical research support to projects.	<ul style="list-style-type: none"> <li>◆ Associate degree with 4 years of experience, or High school degree or equivalent with 2 semesters of college credit. Includes co-op students with technical or analytical coursework.</li> </ul>
<b>Research Assistant</b>	
Provides general research support to projects.	<ul style="list-style-type: none"> <li>◆ Associate degree, or High school degree or equivalent with 2 years experience; includes summer interns.</li> </ul>
<b>Executive Support</b>	
Provides executive administrative support to management team. Prepares graphical and print/production ready materials.	<ul style="list-style-type: none"> <li>◆ Bachelor's degree with 4 years of experience, or 8 years of experience with no degree.</li> </ul>
<b>Administrative Support</b>	
Prepares graphical and print/production-ready materials, integrates material from various sources, and provides meeting support.	<ul style="list-style-type: none"> <li>◆ Bachelor's degree with no experience or</li> <li>◆ High school degree with 4 years of experience</li> <li>3 years of relevant experience in administrative support activities.</li> </ul>



# Labor Category Rates

Our labor rates from November 18, 2016 thru November 17, 2021 are shown in the table below.

Labor Category	11/18/16 – 11/17/17		11/18/17 – 11/17/18		11/18/18 – 11/17/19		11/18/19 – 11/17/20		11/18/20 – 11/17/21	
	Contractor site	Customer site	Contractor site	Customer site	Contractor site	Customer site	Contractor site	Customer site	Contractor site	Customer site
Executive Program Manager	\$451.84	\$334.85	\$461.78	\$342.22	\$471.94	\$349.75	\$482.32	\$357.44	\$492.93	\$365.30
Senior Program Manager	\$353.22	\$261.76	\$360.99	\$267.52	\$368.93	\$273.40	\$377.05	\$279.42	\$385.35	\$285.58
Senior Project Leader	\$299.84	\$222.22	\$306.44	\$227.11	\$313.18	\$232.11	\$320.07	\$237.21	\$327.11	\$242.43
Project Leader 1	\$266.06	\$197.16	\$271.91	\$201.50	\$277.90	\$205.93	\$284.01	\$210.46	\$290.26	\$215.09
Project Leader 2	\$242.38	\$179.62	\$247.71	\$183.57	\$253.16	\$187.61	\$258.73	\$191.74	\$264.42	\$195.96
Senior Specialist 1	\$227.67	\$168.71	\$232.68	\$172.42	\$237.80	\$176.21	\$243.03	\$180.09	\$248.38	\$184.05
Senior Specialist 2	\$216.09	\$160.14	\$220.84	\$163.66	\$225.70	\$167.26	\$230.67	\$170.94	\$235.74	\$174.70
Senior Specialist 3	\$205.19	\$152.06	\$209.70	\$155.41	\$214.32	\$158.82	\$219.03	\$162.32	\$223.85	\$165.89
Specialist 1	\$182.65	\$141.72	\$186.67	\$144.84	\$190.78	\$148.02	\$194.97	\$151.28	\$199.26	\$154.61
Specialist 2	\$175.21	\$129.85	\$179.06	\$132.71	\$183.00	\$135.63	\$187.03	\$138.61	\$191.14	\$141.66
Specialist 3	\$159.07	\$117.88	\$162.57	\$120.47	\$166.15	\$123.12	\$169.80	\$125.83	\$173.54	\$128.60
Specialist 4	\$141.08	\$110.51	\$144.18	\$112.94	\$147.36	\$115.43	\$150.60	\$117.97	\$153.91	\$120.56
Analyst 1 <sup>1</sup>	\$137.75	\$103.81	\$140.78	\$106.09	\$143.88	\$108.43	\$147.04	\$110.81	\$150.28	\$113.25
Analyst 2 <sup>1</sup>	\$118.44	\$91.02	\$121.05	\$93.02	\$123.71	\$95.07	\$126.43	\$97.16	\$129.21	\$99.30
Analyst 3 <sup>1</sup>	\$109.54	\$82.54	\$111.95	\$84.36	\$114.41	\$86.21	\$116.93	\$88.11	\$119.50	\$90.05
Research Specialist	\$94.24	\$69.85	\$96.31	\$71.39	\$98.43	\$72.96	\$100.60	\$74.56	\$102.81	\$76.20
Research Assistant	\$50.93	\$37.76	\$52.05	\$38.59	\$53.20	\$39.44	\$54.37	\$40.31	\$55.56	\$41.19
Administrative Support <sup>1</sup>	\$94.90	\$77.12	\$96.99	\$78.82	\$99.12	\$80.55	\$101.30	\$82.32	\$103.53	\$84.13
Project/Research Support	\$68.56	\$50.81	\$70.07	\$51.93	\$71.61	\$53.07	\$73.19	\$54.24	\$74.80	\$55.43
Executive Support <sup>1</sup>	\$118.07	\$87.49	\$120.67	\$89.41	\$123.32	\$91.38	\$126.04	\$93.39	\$128.81	\$95.45

Notes:

- Other Direct Costs (e.g., Travel): The ordering activity will reimburse the Contractor on the basis of actual cost for the following: To be determined at the Task Order Level.
- Applicable Indirect Costs (Material Handling, Subcontract Administration, etc.): The ordering activity will reimburse the Contractor for indirect costs on a pro-rata basis over the period of contract performance at the following fixed price: To be determined at the Task Order Level.
- LMI's fiscal year, shown above, is identical to that of the Federal Government (i.e., begins on 1 October, and ends on 30 September.)
- Contractor site rates apply to employees whose primary workplace is at LMI facilities; Customer site rates apply to employees whose primary workplace is at government or other non-LMI facilities.

<sup>1</sup>The Service Contract Act (SCA) is applicable to this contract and it includes SCA applicable labor categories. The prices for the cited SCA labor categories are based on the U.S. Department of Labor WD Number(s) identified in the SCA 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.

The application of the SCA for the three analyst labor categories applies only to IT professional services under SIN: C132-51 (see the next page, SCA matrix, for additional information).

**Service Contract Act Matrix**

Logistics Management Institute acknowledges the requirements of the Service Contract Act (SCA) and confirms contract prices for the non-exempt labor categories meet the SCA minimums in the contract. The SCA matrix identifies the labor categories that fall under the requirements of the SCA.

SCA Matrix			
PSS Schedule/SINS	SCA Eligible Contract Labor Category	SCA Equivalent Code—Title	WD Number
All SINS	Administrative Support	01020 - Administrative Assistant	2005-2103
All SINS	Executive Support	01020 - Administrative Assistant	2005-2103
IT SIN 132-51	Analyst 3	14071 - Computer Programmer I	2005-2103
IT SIN 132-51	Analyst 2	14072 - Computer Programmer II	2005-2103
IT SIN 132-51	Analyst 2	14073 - Computer Programmer III	2005-2103
IT SIN 132-51	Analyst 1	14103 - Computer System; Analyst III	2005-2103

# LMI: An Overview

LMI is a not-for-profit consultancy established in 1961 to perform studies and analyses for government and other nonprofit organizations. Our objective is to improve public-sector management. In meeting that objective, we strive to provide unbiased advice, free of commercial conflicts of interest.

## Our Organization

Our work is carried out in three business units, each headed by a vice president. These units are key to our overall success. Their responsibilities encompass all aspects of our day-to-day research and analysis activities, from helping clients identify management improvements to delivering products or ideas that lead to desired breakthroughs. In satisfying those responsibilities, our business units make extensive use of advanced technologies, proven management concepts, best practices, and sound analytical techniques.

## Our Commitment to Quality and Objectivity

We pursue quality relentlessly—in the types of work we undertake, in the advice and products we provide, in the skills and experience we require of our staff, and in the internal business practices we follow. Our project teams are committed to providing high-quality advice and products through their understanding of continuous process improvement, their use of early and thorough project plans, their detailed knowledge of functional areas, and their emphasis on clear and frequent communication and interaction with clients.

We manage all projects in accordance with our ISO 9001-certified quality management system. We use an internal electronic system to track all project deliverables to ensure quality reviews are completed and products meet client needs. We also use peer review teams to ensure that we deliver high-quality advice and products on projects that require special attention, and encourage staff members to continually upgrade their technical, management, and personal skills through attendance at conferences, workshops, and seminars.

Building on our not-for-profit status and our focus on public-sector management, we are adamant that objectivity be the foundation of every project. We demand that our project teams deliver unbiased advice, free of commercial and political conflicts of interest.

## Our Staff

Our staff has the full range of functional and technical expertise to resolve our client's most challenging management issues. They are proficient in fields such as acquisition, logistics, engineering, health care management, inventory management, transportation, distribution, financial management, economic analysis, privatization and outsourcing, information systems, energy, environment, safety, installations and facilities, intelligence programs, mathematical modeling, operations research, resource analysis, statistics, organizational improvement, human capital management, facilitation, surveys, and grants management.

Our staff is also characterized by their education—more than 75 percent have graduate degrees—and their knowledge—many have more than 20 years of practical experience in government, private industry, the military, and academia.

## Our Areas of Functional Expertise

We provide analytical research support to government organizations in three functional areas: Infrastructure Management, Logistics Management, and Resource Management.

### Infrastructure Management

Our Infrastructure Management business unit helps clients meet their environmental, energy conservation, and occupational safety and health responsibilities; improve management of buildings and other capital infrastructure; and enhance the nation's public health care system, focusing on such topics as health care policy, medical logistics, and health economics. Members of this business unit also are skilled in upgrading manpower, personnel, education, and training programs, and in diagnosing, evaluating, and improving the organizational health of government agencies. In carrying out these and other activities, they make extensive use of decision support tools, benchmarking and industry best practices, business process improvement techniques, group decision-making sessions, workload analyses, and the latest information technology tools. They also conduct organizational and workforce analyses to identify improvements in staffing, workload distribution, human capital management, and customer-service practices. This business unit further provides a wide variety of analytical and technical support to the intelligence community.

This business unit's specific areas of functional expertise include the following:

#### Energy and Environment

In the area of Energy and Environment, we have expertise in five broad areas: environmental programs, energy programs, chemical-biological early detection, preventive medicine, and safety and occupational health.

In concert with a strong national interest in protecting the environment, human health, and sustainable operations, we help clients improve their compliance with laws, regulations, and societal concerns. We specialize in the following areas:

- ◆ Program planning, management analysis, and regulatory compliance
- ◆ Management information systems and tools
- ◆ Greening government supply chains and cost analysis
- ◆ Sustainable building assessments
- ◆ Climate change mitigation and adaptation
- ◆ Program risk assessment
- ◆ Resource conservation.

We also help clients meet their energy responsibilities by

- ◆ advising management teams on becoming sustainable organizations that not only comply with regulatory requirements, but also conserve resources without jeopardizing their primary missions;
- ◆ preparing energy management plans for reducing energy costs, including the use of new energy sustainability strategies for dealing with climate change and automated systems for tracking energy consumption; and
- ◆ conducting energy assessments to promote energy conservation.

In the area of preventive medicine, we are proficient in creating and implementing health hazards assessment programs, performing epidemiology and public health assessments, and developing tools that enable managers to integrate health risk management into their funding and decision-making processes. Our occupational safety and health areas of expertise include the following:

- ◆ Health hazard identification and control
- ◆ Industrial hygiene
- ◆ Health risk assessment
- ◆ Cost-benefit modeling
- ◆ Safety management systems, such as ANSI Z-10 and OSHA VPP.

### **Infrastructure and Engineering Management**

Our Infrastructure and Engineering Management practice focuses on the efficient and innovative ownership and management of buildings and other capital infrastructure. Most projects are concentrated in the areas of facilities and business management, financial analysis and capitalization, economic analysis, and information technology. Listed below are just a few of the services that we offer in this functional area:

- ◆ Management of facility assets
- ◆ Cost containment analyses
- ◆ Construction cost and schedule analyses
- ◆ Construction management cost analyses
- ◆ Work breakdown structure analyses
- ◆ Project controls and earned value management systems
- ◆ Capital investment decisions
- ◆ Staffing and manpower models for construction programs
- ◆ Construction acquisition process improvements
- ◆ Computer-aided facility management practices
- ◆ Reengineering maintenance management programs
- ◆ Resource allocation models
- ◆ Risk analyses
- ◆ Economic analyses of impacts of development project closures or relocations
- ◆ Performance measurement and benchmarking of facilities management and construction activities
- ◆ Outsourcing and privatization reviews of facilities support operations.

## Health Systems Management

In the Health Systems Management area, we concentrate on supporting client organizations that provide health care services or administer health care programs. We offer a practical combination of health care management experience from both the public and private sectors. Our areas of expertise include the following:

- ◆ Advising health care agencies on organizing and evaluating their programs, and helping them develop effective policies and procedures
- ◆ Performing economic analyses to guide decisions on investing in new medical technologies and implementing innovative management concepts
- ◆ Performing health care policy analysis, program assessments, and evaluation design studies
- ◆ Evaluating social policy programs and their impact on health and well-being
- ◆ Improving quality and efficiency of health care through the integration of health information technology and clinical processes
- ◆ Analyzing health delivery systems and using simulation models to optimize them
- ◆ Preparing plans and approaches for measuring the effectiveness of health-related programs, including those that deal with military medical readiness and emergency preparedness and response throughout the public sector
- ◆ Developing innovative acquisition and distribution programs for pharmaceutical and medical surgical supplies, and medical equipment
- ◆ Designing logistics support and contingency plans for federal, state, and local medical responses to acts of terrorism, natural disasters, or pandemic disease
- ◆ Assessing and recommending improvements to medical supply chains in developing nations
- ◆ Providing analytical assistance to enhance management of the Medicare program and improve the processes used to select managed-care contractors
- ◆ Providing assistance to help fight fraud, waste, and abuse in the Medicare program and improve debt-collection practices.

## Intelligence Programs

Our support to the nation's Intelligence community is varied and comprehensive. Our areas of expertise include the following:

- ◆ ***Intelligence Capabilities:*** We develop analytical methods and provide analytical tradecraft consulting services, support analytical outreach initiatives, consult on the creation of products and insights, develop workforce incentives and professional development strategies, determine the effective use of resources, provide analysis of the intelligence information space, and evaluate and insert advanced technology into the intelligence environment.
- ◆ ***Performance Management:*** We establish mechanisms and evaluation criteria to improve organizational performance in support of strategic objectives, management goals, personnel performance incentives, customer satisfaction, and overall effectiveness.
- ◆ ***Mission and Technology Alignment:*** We provide access to innovative technologies and best practices used by advanced R&D organizations, implement technologies for national security environments, evaluate how technology can enable agencies to work more effectively, and provide strategies that help identify what works, what doesn't, and lessons learned.

- ◆ **Management Consulting:** We provide strategic planning and facilitation services; help agencies achieve organizational goals through strategy development, implementation of practical initiatives, and application of technology to enhance business processes; and assist with organizational change readiness, leadership support, and assessing impact on other organizations.
- ◆ **Social Software Consulting:** We evaluate and recommend new tools and approaches to promote collaboration and information sharing and to enable new ways of creating, leveraging, and storing knowledge.
- ◆ **Leadership and Workforce Survivability:** We establish procedures for ensuring the continuity of effective senior leadership in the event of a natural or manmade disruption or disaster; provide continuity of operations planning (COOP), testing support, and evaluation of client participation in test exercises; provide recommendations to refine agency readiness; and develop information technology disaster recovery and contingency plans and assist in planning to enhance the survivability of the workforce.

We have a variety of secured and unsecured spaces available to support our work, including extensive meeting and conference facilities and two 800-square foot SCIFs and associated classified storage.

## Logistics Management

Our Logistics Management business unit provides clients with innovative logistics and supply chain solutions that embody efficient processes, industry best practices, and well-placed technology investments. It employs a unique combination of experienced staff members, effective analytical and implementation tools, and new technologies to increase service levels, reduce costs, and improve performance.

The business unit offers clients a full range of logistics analysis and consulting services on such topics as supply chain management, transportation and distribution management, inventory management, maintenance management, force design, force projection, readiness, multinational logistics, and logistics transformation. In providing those and other services, it makes extensive use of sophisticated mathematical and simulation models, emerging technologies, proven management concepts, and in-depth understanding of the latest logistics practices. Its specific areas of functional expertise are highlighted below.

### Supply Chain Management and Logistics Modeling

A supply chain—an integrated approach for managing logistics processes and information—includes all elements of planning, sourcing, producing, maintaining, monitoring, and delivering a product to a customer, as well as reverse logistics flows to support remanufacture processes and activities. We are proficient in each of those areas and have developed unique tools and methods to facilitate the collection, analysis, and evaluation of supply chain management functional areas and activities, as the following capabilities attest:

- ◆ **Planning:** We prepare strategic plans, establish performance measures, evaluate supply chain performance, develop business case analyses, assess the use of supply chain information, and provide advice on supply chain resources, distribution requirements, production capacities, and channel interfaces.
- ◆ **Sourcing:** We develop sourcing policies (including outsourcing options and use of third-party logistics providers); evaluate relations with suppliers, repair sources, and carriers; and provide advice on prime vendor programs, vendor-managed inventories, Internet ordering, electronic malls, and online catalogs.
- ◆ **Producing and Maintaining:** We evaluate production and repair processes and schedules; determine the best approach to maintenance and ensuring readiness; evaluate support



tradeoffs, such as organic maintenance, commercial performance-based logistics, and public-private sector integration; and perform industrial operations analysis of government depots to ensure cost-effectiveness and compliance with congressional mandates.

- ◆ **Monitoring:** We advise on providing visibility of assets in the supply chain to reduce costs, respond to customers quickly and efficiently, and use scarce assets more effectively.
- ◆ **Delivering:** We create integrated distribution networks that meet customer response times, provide advice for integrating materiel ordering and financial management processes and for using electronic funds transfer procedures to pay bills, and assist in using distribution resources effectively, including actions for receipt and issue management, storage maximization, and optimization of outbound and inbound materiel flows.
- ◆ **Returning:** We evaluate reverse logistics material flows and information, provide advice on efficient reverse pipeline management techniques and reducing pipeline investments, and assist in developing best-value processes for materiel return programs, retrograde management, redistribution, and recalls.
- ◆ **Modeling:** We use models to evaluate logistics alternatives and track how improvements in logistics processes reduce the costs of obtaining higher system availability, use our Aircraft Sustainability Model to determine the spares for deployment kits and their quantities, and further size those kits according to operational factors, resupply assumptions, and availability goals. Using the Supply Chain Operations Reference (SCOR) model we help the government evaluate effectiveness of supply chains and identify areas of improvement.
- ◆ **Simulating:** We simulate multi-echelon supply systems and the day-to-day availability of equipment and systems, including the failure of spare parts for several levels of assemblies and subassemblies and cash flow in working capital fund environments.

## **Military Operational Logistics**

Our Operational Logistics group focuses on the policies, processes, programs, technologies and organizations that are vital to the worldwide projection and sustainment of military forces and materiel. Consistent with that focus, we offer a full range of services in support of defense operations involving U.S., NATO, and coalition forces. Those services include the following:

- ◆ **Contingency Acquisition Support:** We support senior planners in developing contractor support plans for contingencies—these plans fill the gap caused by force structure shortfalls and unforecasted requirements. We provide expertise in governance, management, and oversight of contractor forces in deployed areas. We are also supporting the development of a deployable joint contingency acquisition support office.
- ◆ **Strategic Planning and Logistics Transformation:** We have an extensive background in developing strategic plans and conducting transformational assessments that evaluate the management of logistics processes and programs to include developing alternative and preferred courses of action, identifying required resources, and assisting in plan or program execution.
- ◆ **Advanced Logistics Technology:** We are proficient in assessing the technical aspects of emerging technologies, examining how those technologies could be employed in logistical processes, and assessing their impact on effectiveness and cost.
- ◆ **Logistics Modeling:** We are experienced in developing and using models and automated tools for assessing and portraying the impact of varying logistical operations concepts and processes; for assisting in the development of strategic mobility policies, plans, and

programs for efficiently and effectively deploying military forces and materiel; and for estimating casualties for the full spectrum of military operations.

- ◆ ***Distribution and Transportation:*** We are experienced in applying advanced technology and leading edge analytical tools to military logistics, capitalizing upon the best commercial practices in the private sector, and improving integrated transportation management. The results often include dramatically improved speed, reliability, and efficiency in moving personnel and materiel as well as better and more timely information on the location and status of those movements.
- ◆ ***Force Development, Projection, and Sustainment:*** We are skilled at developing and evaluating new force structures and logistics concepts, assessing the logistics and mobility impacts of new technologies and concepts on deployment and sustainment operations, and formulating doctrine and guidance for the development and implementation of military logistics programs for both ashore and afloat operations.
- ◆ ***Overseas Basing and Coalition Support:*** We provide expert logistics advisors advising combatant commanders on theater level planning and war gaming, overseas basing, host nation support, and foreign military sales.
- ◆ ***Emergency Response and Disaster Logistics:*** We provide logistics planning, operations center and response support for all threats for DoD, DHS, and other civil agencies.
- ◆ ***Multinational Logistics:*** We are experienced in developing, coordinating, and harmonizing multinational logistics policy, doctrine, and programs. We have considerable experience conducting logistics exchanges and assessments for numerous NATO member countries of the Partners for Peace (PfP) program.

## **Maintenance and Logistics Analysis**

Our Maintenance and Logistics Analysis group offers a broad array of logistics analysis services that focus on helping senior managers make better decisions. Those services include the following:

- ◆ ***Logistics Process Analyses:*** We evaluate logistics processes, information systems, and policies to ensure that resources are efficiently applied to support mission performance, and emphasize the integration of these features to ensure a comprehensive management approach.
- ◆ ***Enterprise Logistics Analyses:*** We are proficient in analyzing the utilization of logistics and cost data to support enterprise goals and objectives.
- ◆ ***Logistics Analysis of Technology Deployments:*** We perform business case analyses and independent verifications of new technologies at the process and enterprise levels to ensure efficient and practical deployments.
- ◆ ***Logistics Data Requirements:*** We help develop logistics data requirements that support process improvements and enterprise decisions.
- ◆ **Logistics Information Systems and Technologies**
- ◆ In the area of Logistics Technology, we specialize in the following:
- ◆ ***Technology Assessments and Prototype Demonstrations:*** We are skilled in assessing the use of emerging logistics technologies in government applications and in demonstrating the potential contributions of those technologies through the use of prototypes.
- ◆ ***Business Gap Analyses:*** We are experienced in helping government organizations analyze their logistics operations, including manufacturing source planning, strategic planning, and identifying and analyzing performance monitoring and readiness metrics.

- ◆ **Planning and Implementation Support:** We are specialists in helping government organizations develop operating concepts and technical architectures for their logistics systems.
- ◆ **Asset Visibility:** We are proficient in using identification and tracking technology to give government organization real-time visibility of their logistics movements and in using automated identification technology—such as bar codes, optical memory cards, radio frequency tags, and satellite-tracking systems—to capture asset information, reduce processing times, and improve data accuracy.
- ◆ **E-Logistics:** We have an extensive background in automating logistics processes, including the development of electronic information formats and implementation conventions.

## Resource Management

Our Resource Management business unit helps clients make informed, sound decisions about allocating resources, evaluating competing advanced technologies, and investing in information technology. In providing that assistance, it uses decision-support tools, customer satisfaction surveys, life-cycle cost analyses, models and simulations, system prototypes, web applications, and business process improvement techniques. This business unit is proficient in improving processes for acquiring products and services. That proficiency covers the entire acquisition cycle, beginning with acquisition and contract policy and ending with support for systems nearing the end of their useful lives. This business unit is also adept at evaluating the risks of new software systems and proposing actions for mitigating unacceptable risks; conducting independent reviews of new financial systems, with a focus on design, management, and implementation; developing technology-based solutions to management problems; designing and developing complex software systems; and giving strategic advice about enterprise-level systems.

This business unit's specific areas of functional expertise are outlined below.

## Acquisition and Grants Management

Our Acquisition and Grants Management practice combines the talents of specialists in acquisition, public contract law, program management, finance, logistics, grants management, surveys, and performance management to develop innovative yet practical solutions to a wide range of business issues. Its areas of expertise include the following:

- ◆ Improving the performance and effectiveness of government acquisitions and grants, with special emphasis on competitive sourcing (A-76), commercial products and practices, performance-based contracting, source-selection strategies that reduce program cycle time, life-cycle ownership costs, and socioeconomic programs
- ◆ Implementing results-oriented performance measurement and meeting the requirements of the Government Performance and Results Act using performance budgets, cost-workload measurement, and customer satisfaction surveys
- ◆ Applying benchmarking and commercial best practices to reform the way government acquires goods and services, deals with suppliers, and trains its acquisition workforce
- ◆ Equipping frontline acquisition and grants professionals with the information and skills they need to speed execution, achieve better long-term results, and make better decisions.

## Electronic Business Strategies

Our Electronic Business Strategies practice helps clients identify improvement opportunities, restructure operating practices, and exploit enabling technologies for e-government. We

understand business and technology trends, value propositions, and success-oriented models, and we are experienced across the range of e-government technologies, knowledgeable of private-sector best practices, and well qualified to assist in any business area streamlining initiative.

We also combine a unique set of functional, analytical, and technical skills to help clients

- ◆ identify and prioritize their business opportunities,
- ◆ develop sound mission-focused strategies and plans,
- ◆ enhance their focus on customer requirements,
- ◆ improve the quality and management of their decision-making processes, and
- ◆ manage change.

### **Financial Management Systems and Policy**

Our Financial Management Systems and Policy practice has extensive experience in providing a wide range of financial management services, including the following:

- ◆ **Accounting:** We perform assessments of procedures, operations, and management of agency accounting systems and functions, including analyzing transaction processing, classifying accounting transactions, defining internal controls, devising new or revised accounting policies and procedures, assisting in the evaluation and implementation of audit findings, and applying information technology to improve operating efficiency and effectiveness.
- ◆ **Budgeting:** We have an in-depth understanding of federal budgeting, including development, presentation, formulation, and execution of appropriated funds, working capital and revolving funds, and other agency funds. We know all applicable federal financial laws and regulations, including OMB instructions, Circulars A-11 and A-34, and legislation such as the Chief Financial Officers Act and Government Performance and Results Act (GPRA).
- ◆ **Financial Management Systems Services:** We help clients identify ways to modernize and improve the processes necessary to ensure the effectiveness and integrity of their financial data, and we work with them to ensure that technology effectively supports their financial management needs.
- ◆ **Financial Planning and Performance Measurement Services:** We are expert in developing and implementing financial performance measures that enable federal managers to evaluate and reallocate budgets to improve the level of financial services and performance delivered to their customers. We have extensive experience assisting agencies with GPRA compliance, using public- and private-sector benchmark data, and achieving improved organizational performance.
- ◆ **Asset Management Services:** We provide comprehensive assessments of current and proposed asset management functions and systems. These assessments become the basis for development of effective and disciplined processes used in making capital investment decisions on the basis of corporate mission requirements, value, and risk, as required in Part 3 of OMB Circular A-11.
- ◆ **Outsourcing Recurring Commercial Activities:** We leverage scarce federal resources by providing day-to-day execution of the processes required to carry out operations.

## Information Management

Our Information Management work focuses on addressing strategic issues related to enterprise-level information management programs and systems. In this role, we support clients in the following major areas:

- ◆ **Enterprise Planning:** We prepare strategic plans and provide business case analyses, requirements analyses, architectural analyses, and investment analyses for information management and technology-based programs.
- ◆ **Enterprise Sourcing:** We develop acquisition and evaluation strategies and plans, assess alternative solutions (including outsourcing), prepare business case justifications, and conduct evaluation tests.
- ◆ **Enterprise Program Management:** We evaluate and manage software-intensive program risk, conduct independent verification and validation analyses, provide development life-cycle oversight support, and develop continuity of operations plans.
- ◆ **Enterprise Transition Management:** We manage the change associated with transitioning to new operating environments and technology, including business process reengineering, communications planning, and risk planning.

We also specialize in helping government organizations satisfy the requirements of the Federal Information Security Management Act and Chief Financial Officers Act and enhance their financial management practices. Our services in these areas include assisting in the development, implementation, and documentation of budget formulations and execution procedures; conducting requirements analyses; improving the integration of planning and budgeting processes; developing linkages between performance measures and budgeted resources; and performing process analysis to reengineer and realign financial management business processes so they interface with financial management information systems.

## Program and System Life-Cycle Support

Our Program and System Life-Cycle Support practice focuses on helping clients improve their program management and integration activities throughout all phases of the program life cycle, from concept development through operations and maintenance. We specialize in the following major areas:

- ◆ **Planning and Assessment:** We conduct market surveys, system assessments, and economical analyses of technologies; prepare system life-cycle documentation (including acquisition, requirements, test, and deployment plans); and develop prototype and pilot systems.
- ◆ **Procurement Support:** We provide comprehensive procurement support to clients, including the development of source-selection plans and automated source-selection tools; requests for proposals; and technical, management, cost, and past performance evaluation plans. We also serve as members of government source-selection teams evaluating competitive proposals.
- ◆ **Implementation:** We determine the resources required to support system installation and management, provide independent assessments of implementation tasks and test plans, conduct business process engineering reviews, and evaluate new and emerging technologies.

## Systems Development and Technology Support

In the area of Systems Development and Technology Support, we help clients implement technology solutions. We also are experienced in designing and developing complex software systems. In providing those services, we use structured methods for managing all phases of the software development life cycle, keeping projects on track while mitigating risks.

Our core capabilities include functional requirements analysis, systems analysis, structured design, systems prototyping, rapid application development, independent technical assessments and evaluations, systems integration, systems support, and hosting. We also have demonstrated capabilities in the following application areas:

- ◆ Client/server
- ◆ Database
- ◆ Internet business applications
- ◆ Knowledge management
- ◆ Document and workflow management
- ◆ Data warehousing
- ◆ Data mining
- ◆ Web applications
- ◆ E-learning solutions.

We also develop and implement fully integrated software solutions for clients. Those solutions use best-in-class commercial software applications and processes, where possible, to provide a core set of “ready-built” functionality. We assist clients by staying current with technology advances and fully understanding solid and reliable commercial product offerings that leverage these advanced technologies, processes, and methods. We comprehensively evaluate client challenges to fully understand their strengths, risks, features, shortcomings, and investment goals.

Our specific areas of expertise include the following:

- ◆ ***Workflow Automation:*** We turn manually intensive, paper-based processes into efficient and effective automated workflow systems, and we design and build modular and reusable application components. We then use these techniques in such diverse functional areas as e-grants management and case management applications.
- ◆ ***Tool and Application Development:*** We build tools and applications tailored to meet clients’ needs, including the design and development of tools for supporting complex process planning, predictive modeling, and decision-support analyses. We use these tools and techniques in such functional areas as health systems and support structures, aviation analysis systems, crisis response systems, and customer relationship management systems.
- ◆ ***Process Auditing and Method Assessment:*** We provide process validation and assurance and structured auditing practices in support of analysis of Medicaid fraud and abuse controls, software assessments, and SAS70 auditing support.

## **Technology Assessment and Resource Analysis**

Our Technology Assessment and Resource Analysis practice focuses on helping government managers improve their alignment of strategic objectives with available resources. It has the following areas of specialization: evaluating the operational and economic effects of government- and industry-sponsored research and development projects; improving the management of research, development, and production programs; and improving resource management. This specialization includes the following:

- ◆ ***Evaluating Research Projects:*** We help clients quantify the benefits, costs, and safety implications of introducing advanced technologies and identify high-payoff investments. In providing that assistance, we use a multidisciplinary approach to understanding



complex systems, such as air traffic management, by developing and exercising analytical models and simulations that capture the key aspects of real-world operations.

- ◆ ***Cost and Program Analysis:*** We help clients improve management of their development and production programs by using the latest tools for assessing project cost and schedule risk. We are experts in identifying the factors that influence the developmental costs of complex systems and in creating predictive cost models based on those factors; developing metrics for measuring performance in infrastructure activities, such as maintenance depots, supply activities, and transportation organizations; and identifying best commercial practices in accounting for inventories and recommending how to apply those practices to government organizations.
- ◆ ***Resource Management:*** We work with government resource managers to improve their processes, procedures, and mechanisms for developing plans, programs, and budgets that support agency goals and objectives. We evaluate internal and funds controls to ensure compliance with statutes and help to integrate resource and performance standards to measure effectiveness and efficiency.

## **Human Capital Management**

Our Human Capital Management practice provides a full range of human resource and workforce planning services to government organizations. Those services include the following:

- ◆ Developing and helping implement initiatives to improve human resource programs and organizations
- ◆ Conducting cost-benefit and economic analyses for system enhancements, determining information and communications system requirements, and developing prototype systems
- ◆ Analyzing current and future workforce requirements, comparing workforce requirements with current and future resources, and developing and implementing strategies and programs for satisfying those requirements
- ◆ Developing workforce qualification standards; defining workforce requirements and behavior patterns in terms of numbers, skills, experience, and retention levels; conducting organizational staffing and design analyses; and preparing workforce transition management and program management plans
- ◆ Assessing and redesigning personnel management programs and policies, implementing comprehensive career management programs, developing and applying complex models to project the results of proposed personnel policy changes, assessing compensation and incentive programs, assessing family and quality-of-life programs, and developing transition plans to facilitate the implementation of new policies and personnel management legislation
- ◆ Reviewing and validating the educational requirements for certification in selected career fields, employing innovative methods to determine and validate education requirements for large classes of positions, and developing training and education standards and professional development training programs
- ◆ Conducting human capital strategic planning
- ◆ Implementing change management and communications management programs
- ◆ Conducting compensation studies
- ◆ Designing and implementing performance management and development programs, including pay-for performance, 360-degree programs, professional development diagnostic tools, and executive coaching

- ◆ Designing talent management programs, including competency modeling and assessments, career paths, knowledge management programs, curriculum design and delivery, and succession planning
- ◆ Providing labor relations support and counsel.

### **Organizational Improvement**

In the area of Organizational Improvement, we help clients improve their strategic direction, performance management, organization, business processes, workload distribution methods, and resource allocation procedures. Some of the services we offer are as follows:

- ◆ Assisting in the development of an organization's vision, guiding principles, focus areas, and goals and objectives
- ◆ Analyzing organizational structures, activities, and interfaces for purposes of identifying opportunities for consolidating and realigning functions, balancing work to resources, targeting non-core activities for outsourcing consideration, and determining impediments to efficient communication and accomplishment of core functions
- ◆ Developing workflow models of existing and proposed processes to assist in reengineering business processes
- ◆ Employing benchmarks, survey techniques, and balanced scorecard methods in the development of performance measures critical to improving efficiency and effectiveness
- ◆ Assisting in the development of continuity of government operations plans and emergency response plans
- ◆ Improving performance management through the integration of strategy, process, people, and organizations
- ◆ Improving processes by supporting the Performance Improvement Council, Performance Assessment Rating Tool, and *President's Management Agenda* and by using Lean Six Sigma
- ◆ Helping organizations identify the right message, audience, and media to achieve precise and targeted strategic communication.





## Our Clients

Some of the organizations that we have supported under General Services Administration Federal Supply Schedules and other contract vehicles include the following:

- African Center for Strategic Studies
- Agency for International Development
- American Red Cross
- Army Corps of Engineers
- Architect of the Capital
- Centers for Medicare and Medicaid Services
- Chief Financial Officers Council
- Defense Commissary Agency
- Defense Finance and Accounting Service
- Defense Information Systems Agency
- Defense Logistics Agency
- Department of Agriculture
- Department of the Air Force
- Department of the Army
- Department of Commerce
- Department of Energy
- Department of Health and Human Services
- Department of Homeland Security
- Department of the Interior
- Department of the Navy
- Department of State
- Department of Transportation
- Department of the Treasury
- Department of Veterans Affairs
- District of Columbia
- Environmental Protection Agency
- Federal Acquisition Service
- Federal Aviation Administration
- Federal Emergency Management Agency
- Food and Drug Administration
- Food Safety and Inspection Service
- General Services Administration
- Immigration and Customs Enforcement
- Internal Revenue Service
- Inter-American Development Bank
- International Monetary Fund
- Johns Hopkins University
- Joint Chiefs of Staff
- Library of Congress
- National Aeronautics and Space Administration
- National Institutes of Health
- National Oceanic and Atmospheric Administration
- North Atlantic Treaty Organization
- Office of Management and Budget
- Office of Personnel Management
- Office of the Secretary of Defense
- Public Buildings Service
- Securities and Exchange Commission
- Smithsonian Institution
- State of Maryland
- U.S. Capitol Police
- U.S. Coast Guard
- U.S. Courts
- U.S. Customs and Border Protection
- U.S. House of Representatives
- U.S. Marine Corps
- U.S. Marshals Service
- U.S. Postal Service
- U.S. Senate
- U.S. Transportation Command
- Various nonprofit organizations
- World Bank
- Numerous state and local government entities

### **LMI Office Locations**

Tysons, VA—Corporate Headquarters

Illinois: Scott AFB

Maryland: Aberdeen  
Baltimore

Pennsylvania: Mechanicsburg

Texas: San Antonio

Virginia: McLean  
Newport News  
Fort Lee



[www.lmi.org](http://www.lmi.org)

7940 Jones Branch Drive  
McLean, VA 22102