

General Services Administration

Federal Supply Office

**Authorized Federal Supply
Schedule Pricelist**



The Institute for Foreign Policy Analysis

The Mission Oriented Business Integrated Services -MOBIS

FSC Group: Industrial Group 874

**Consultation Services-874-1, Facilitation Services-874-2, Survey Services-874-3,
Program and Project Management-874-7**

Contract Number GS-10F-0368K

Period Covered by Contract: September 1, 2010 through August 31, 2015

Business type: Nonprofit

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On-line access to contract ordering information, terms and conditions, up-to-date pricing, and the option to create an electronic delivery order are available through GSA Advantage!, a menu-driven database system. The INTERNET address GSA Advantage! is: GSAAdvantage.gov.

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Introduction

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

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

IFPA has more than thirty-four years of experience and an established reputation for quality consulting at all levels of government and to an array of departments and agencies. In particular, we have a distinct and highly respected track record for providing analysis to senior-level civilian officials in the Department of Defense (DOD) and high-ranking members of all branches of the U.S. Armed Forces. IFPA furnishes direct support to the highest levels of the USG including the Office of the Secretary of Defense (OSD), the Chiefs of Staff of all four military services, the Office of the Chairman of the Joint Chiefs of Staff, the combatant commands (COCOMs), the Departments of State, Energy, and Homeland Defense, the National Security Council (NSC), and the intelligence community. We provide outside, independent assessments of key government policies, evaluations of major defense programs, force structure analyses, and assessments of key strategic regions. Our conferences and workshops regularly feature senior civilian representatives, as well as flag officers from the military services, including four-star generals and admirals.

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

Customer Information

1a. Services Offered

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

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

See Labor Rates on page 20.

2. Maximum Order Threshold

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

3. Minimum Order

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

4. Geographic Coverage

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

5. Service Locations

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

6. Statement of Net Price

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

7. Quantity Discounts

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

8. Prompt Payment Terms

Net 30 Days

9. Acceptable Government Purchase Card

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

10. Foreign Items

None

11. Performance of Services

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

12. FOB Point(s)

Destination

13. Ordering Address

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

14. Ordering Procedure

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

15. Payment Address

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

16. Warranty Provision

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

17. Export Packing Charges

Not Applicable

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

19. Central Contract Registration (CCR) Database

The Institute for Foreign Policy Analysis, Inc. is registered in the DOD Central Contractor Registration database.

The General Services Administration (GSA) Mission Oriented Business Integrated Services (MOBIS) Program

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

SIN 874-1: Consulting Services

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

Strategic Planning

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

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

IFPA is strongly positioned to assist clients with their strategic planning needs as IFPA is at the forefront of detailed and insightful studies of the current and future security environment. IFPA's research fuses disparate trends in the mili-

tary, technological, economic, and political spheres to produce uniquely holistic and in-depth assessments of global and regional strategic trends. IFPA undertakes detailed studies on strategically important regions, including Europe, Asia, the Middle East, Africa, and South America in addition to assessments of broader strategic trends, such as globalization and the proliferation of weapons of mass destruction. Our recent work has included assessments of Western Europe, Northeast Asia, South Asia, the Middle East, as well as strategic trends in areas of interest to the United States. These include: *Consequence Management and NATO Europe since 9/11: Emerging Threats, Planning, and Responses (volumes 1&2)*; *The U.S.-Japan Alliance and the Future of Extended Deterrence; Pakistan, Nuclear Weapons, and Regional Stability in South Asia; Radical Islamist Ideologies and the Long War: Implications for U.S. Strategic Planning and CENTCOM's Operations; Missile Defense, the Space Relationship, and the 21st Century*; and *Iran with Nuclear Weapons: Implications for Defense and Deterrence Planning*.

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

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

Organizational Assessments

The rapidly changing geostrategic environment and its implications for the types, levels, and structuring of U.S. military forces has necessarily resulted in the need for innovative assessments within and outside government. Organizational consolidation, the redistribution of tasks within the interagency system, and the need



to develop a “whole of government” approach have been the norm over the past decade. Amidst these changes, IFPA has distinguished itself by furnishing important advice, input, and feedback to USG departments and agencies as they redefine their structure and their mission. Specific services provided by IFPA with respect to organizational assessments include:

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

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

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

For example, IFPA convenes high-level workshops to promote discussion on the most effective paths that key elements of DOD, the military services, the major combatant commands, and other government departments and agencies, individually and collectively, need to pursue in order best to meet their new tasks and responsibilities. Our facilitation of discussion within and outside the interagency has often led to new insights by government decision-makers on where and how responsibility for specific government functions should be placed. To illustrate, IFPA organized and held a high-level workshop for the Air Force Chief of Staff to examine future deterrence planning challenges and acquisition issues and assess how the 2010 Nuclear Posture Review (NPR) and arms control issues might impact Air Force organization, structure, plans, programs, and capabilities. In addition,

IFPA was instrumental in helping the NATO Alliance develop and establish the NATO Senior Advisory Group (SAG), which provides guidance on resourcing and employment strategies for NATO Special Operations Forces as part of the NATO Special Operations Coordination Center (NSCC). As a key component of its work with the Defense Threat Reduction Agency (DTRA), IFPA provides analytical support on how best to manage/organize the agency to meet the exigencies of the changed security setting of the 21st-century.

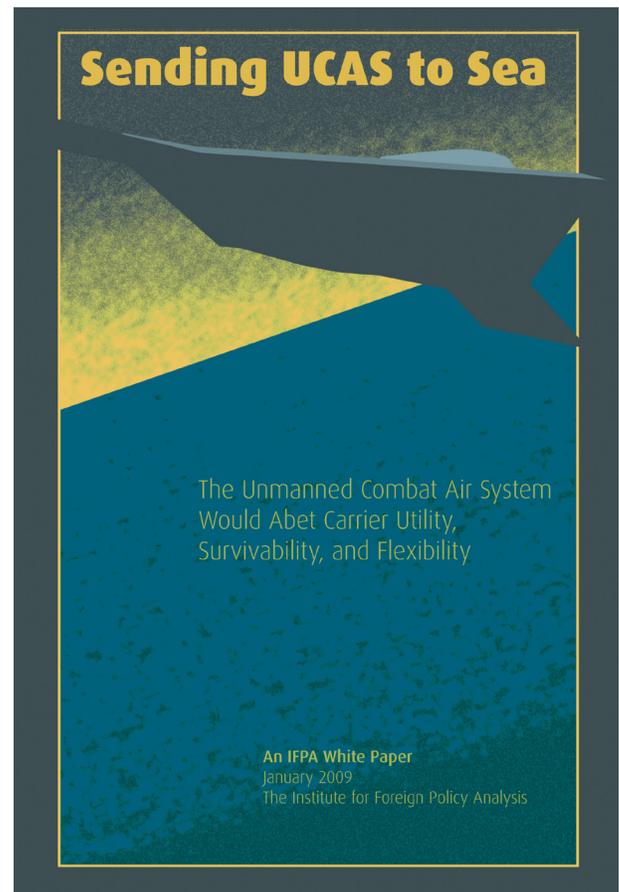
Program Evaluations

IFPA provides independent assessments of the relative merits of various programmatic efforts for DOD, the armed forces, and the combatant commands. IFPA services with respect to program evaluations include but are not limited to:

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

Specific examples of our work in these areas include assessments of the potential missions of the unmanned combat air system (UCAS); an in-depth study of the nation's missile defense architecture; a net assessment of U.S. space activities/assets; evaluations of basing options for U.S. forces; studies of the security cooperation and building partnership capacity programs of several of the combatant commands; and studies on the strengths and weaknesses of various policies and strategies adopted by government agencies and military commands.

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



SIN 874-2: Facilitation Services

Effective management requires extensive contact, coordination, and overall facilitation within and among governmental departments and agencies. Nowhere is this more true than with agencies and bodies involved with safeguarding the nation's security. Twenty-first-century security challenges are less likely to be posed by global powers but instead to emanate from threats which cut across traditionally defined areas of official management and organizational responsibility. Terrorism, the proliferation of weapons of mass destruction, cyberwarfare, critical resource supply vulnerabilities, disaster relief, and failed states are but a few of the threats to U.S. interests and security which require a combined interagency response or what is referred to as a "whole of government" approach.

The requirement for greater interagency cooperation and the "whole of government" approach comes as a result of these new security challenges/threats of emerging security environment and in the wake of the terrorist attacks of September 11, 2001. Consequently, the task of cooperation and communication

between different government agencies is all the more complex and yet increasingly urgent. Now more than ever, quality facilitation services are in demand to promote the necessary dialogue across interagency and interservice lines.

IFPA has a long record of providing facilitation services, working closely with clients to develop and execute a range of workshops, seminars, and conferences together with after action reports and briefings of the facilitated events to promote discussion among various stakeholders in the interagency process. For example, IFPA has organized and managed over four hundred and fifty meetings. These include large conferences of several hundred participants as well as much smaller seminars and workshops. Recent examples of such meetings include: *The IFPA-Fletcher Conference on Air, Space, and Cyberspace Power in the Twenty-First Century* (Washington, D.C.); *Conference on A Comprehensive Approach to Combating Illicit Trafficking* (Geneva, Switzerland); *The New NATO, Euro-Atlantic Security, and the Greek-American Partnership Conference* (Washington, D.C.); *The Capitol Hill Conference on Emerging Threats and Homeland/National Security: The Role of Missile Defense* (Washington, D.C.); and *The Workshop on NATO's Relevance and EUCOM's Priorities in Dealing with a Rising Russia* (the Pentagon). IFPA has established a unique niche as spe-



cialists in arranging symposia which feature high-level representatives from the major national security bodies, including all four military services, the unified and specified commands, the Office of the Secretary of Defense, the Department of State, the Department of Energy, the National Security Council (NSC), the intelligence community, and other departments and agencies as well.

To cite the most prominent examples, current and former officials who have participated in recent IFPA conferences and workshops have included (in alphabetical order): Admiral Thad Allen, Commandant, U.S. Coast Guard; Senator Mark Begich, Senate Armed Services Committee; Tobin Bradley, Director, NATO and Western Europe, National Security Council; Dr. Ashton B. Carter, Under Secretary of Defense for Acquisition, Technology and Logistics; General Kevin P. Chilton, Commander, U.S. Strategic Command; General John Craddock, former Supreme Allied Commander Europe and Commander, U.S. European Command; Dr. Werner J. A. Dahm, Chief Scientist, U.S. Air Force; Michael B. Donley, Secretary of the Air Force; Tony Foley, U.S. Deputy Assistant Secretary of State for Counterproliferation; Admiral Jonathan W. Greenert, Vice Chief of Naval Operations; General James Jones, National Security Advisor, and former Supreme Allied Commander Europe; General C. Robert Kehler, USAF, Commander, Air Force Space Command; Senator Jon Kyl, Senate Minority Whip; Congressman Doug Lamborn, House Armed Services Committee, and Co-Chair, Congressional Missile Defense Caucus; William J. Lynn III, Deputy Secretary of Defense; General Duncan J. McNabb, Commander, U.S. Transportation Command; Admiral Michael Mullen, Chairman of the Joint Chiefs of Staff; Dr. Michael Nacht, Assistant Secretary of Defense for Global Strategic Affairs; General Victor E. Renuart, Jr., Commander, U.S. Northern Command; Guy Roberts, Deputy Assistant Secretary General for WMD, NATO; General Norton Schwartz, U.S. Air Force Chief of Staff; Congressman John Tanner, President, NATO Parliamentary Assembly; Congressman Todd Tiahrt, Appropriations Committee, Subcommittee on Defense; VADM Jeffery Wieringa, Director, Defense Security Cooperation Agency; Admiral Patrick M. Walsh, Commander, U.S. Pacific Fleet, and former Vice Chief of Naval Operations; and Andrew Weber, Assistant to the Secretary of Defense for Nuclear and Chemical and Biological Defense Programs.

In addition, we maintain excellent contacts with present and former officials in key allied countries and organizations. These include: Air Vice-Marshal Stephen J. Hillier RAF, Air Officer Commanding No 2 Group Royal Air Force; General Kenichiro Hokazono, Chief of Staff, Japan Air Self-Defense Force; General Stéphane Abrial, Supreme Allied Commander Transformation and former Chief of Staff, French Air Force; the Honorable Evangelos Meimarakis, Minister of Defense, Hellenic Ministry of National Defense, Greece; UN Under Secretary General, Director-General of the UN Office in Vienna, and Executive Director, United Nations Office on Drugs and Crime (UNODC); Mircea Geoana, Minister of Foreign Affairs, Romania; Ambassador Dimitrios Chronopoulos, General Director of National Defense Policy and International Affairs, Hellenic Ministry of National Defense, Greece; Ovidiu Dranga, Deputy Secretary of Defense, Romania; Alain Bugat, Chairman, French

Atomic Energy Commission; Mr. Ki-moon Ban, Secretary-General of the United Nations; Dr. Jean-Jacques de Dardel, Head of the Swiss Mission to NATO and Ambassador of Switzerland to the Kingdom of Belgium; Mr. Soo Man Chang, Vice Minister, ROK Ministry of National Defense; Mr. Tim Manhire, Executive Director, Maritime Analysis and Operations Centre-Narcotics; Mr. Nobushige Takamizawa, Director General of the Defense Policy Bureau, Japan Ministry of Defense; Mr. Jarmo Sareva, Director, UN Disarmament Office in Geneva; Mr. Akitaka Saiki, Director General, Asian and Oceanic Affairs Bureau, Ministry of Foreign Affairs, Japan; Lt. General (ret.) Noboru Yamaguchi (GSDF), [Japan's] National Defense University; RADM Jacques de Solms, Deputy Chief of Staff for Operations, JFC-Naples; Mr. Hideshi Tokuchi, Director General, Bureau of Operational Policy, Japan Ministry of Defense; Ms Christiane Agboton Johnson, Deputy Director, UNIDIR; Brigadier General Young Mo Yang, Deputy Director General for Policy Planning, Ministry of National Defense, ROK; Dr. Chung min Lee, Ambassador for International Security Affairs, ROK Ministry of Foreign Affairs and Trade; Major General Oh-sung Kwon, Assistant Under Secretary, Policy Planning Bureau, ROK Ministry of National Defense; Dr Anita Birgitta Nilsson, Director of Nuclear Security, Department of Nuclear Safety and Security, IAEA; Mr Ralph Markert, Assistant Director, Global Security Initiative, INTERPOL; Mr Roberto Codesal, Senior Project Manager, Organized Crime Unit, EUROPOL; LTG Sheik Mohammed bin Zayed Al – Nahyan, Chief of the Armed Forces, UAE; and Brigadier Mark Kelly, Royal Australian Army, to name a few.

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

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

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

agenda is established, but that the actual meeting discussion effectively deals with the issues our clients desire.

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

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

Finally, IFPA has an extensive history of providing the necessary logistical support that meetings large and small require. We organize and manage functions with several hundred attendees, accommodating participants from all over the world and, in some cases, actually convening or co-sponsoring meetings overseas in countries as diverse as Bahrain, Belgium, China, the Czech Republic, France, Germany, Hungary, Italy, Japan, Korea, Lithuania, The Netherlands, Oman, Slovakia, Switzerland, the United Arab Emirates, and the United Kingdom. Two recent examples of overseas meetings organized by IFPA include *The Conference on A Comprehensive Approach to Combating Illicit Trafficking* in Geneva, Switzerland, and meetings of the NATO Special Operations Coordination Center's (NSCC) multinational Senior Advisory Group (SAG) in Brussels, Belgium, and Rome, Italy. Moreover, we are also well-versed in the requisite security procedures for organizing and convening classified meetings as well as securing appropriate venues for these types of efforts in the Pentagon, on Capitol Hill, and elsewhere in the United States, or in equally suitable facilities overseas.

The scope of our planning efforts ranges from the early and timely identification of potential speakers and participants to the distribution of letters of invitation and draft agendas through to the publication and distribution of summary reports and recommendations. We have extensive experience in addressing the most minute details and ensuring that key technological functions, such as translation,

audio and video recording, and closed circuit broadcast are all attended to. Our graphics department produces high-quality meeting materials, including agendas, participant biographies, and Power Point presentations. In addition, as a major element of IFPA's programmatic efforts for the USG, we continue to enhance our Internet presence making it easier to utilize, more navigable and functional. Via our website and use of the Internet, we are able to manage/organize our meetings more effectively and, if requested by the client, to make reports and other materials available with increased speed and efficiency to Executive Branch policy makers, the military services, members of Congress and their staffs, and the broader policy community in and beyond Washington, D.C.

SIN 874-3: Survey Services

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

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

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



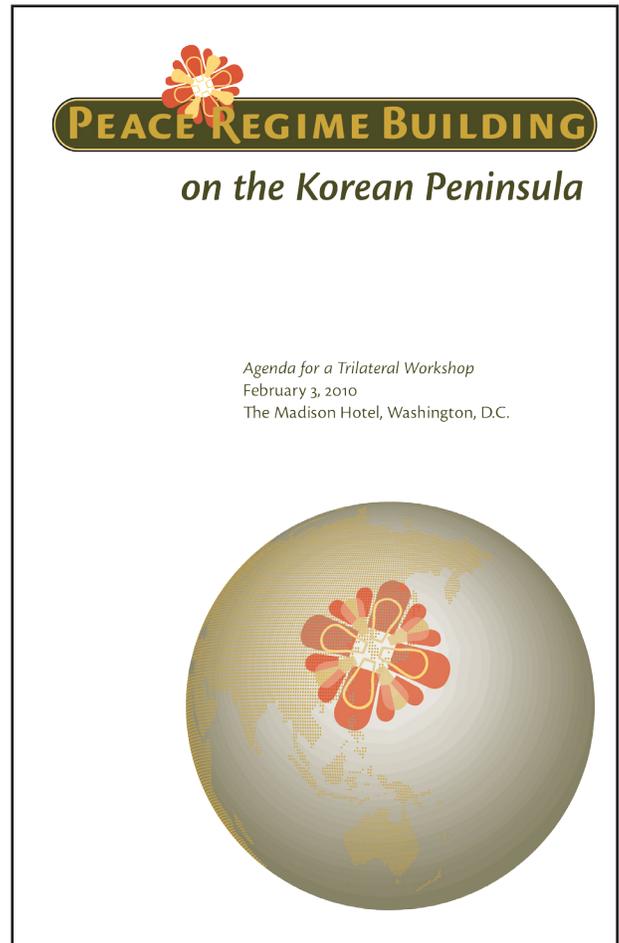
With over thirty-four years of experience in collecting, analyzing, and presenting data and research, IFPA renders the high-quality survey services that government agencies and private-sector clients demand. Among the many major survey and research projects completed by IFPA or currently underway are: post-ABM Treaty missile defense options for the United States and its Allies; updating U.S. deterrence concepts and operational planning; a survey of current and projected U.S. space activities and those of other countries that have developed space programs in recent decades to identify the possible national security implications

for the United States; identifying capabilities and resources to enhance greater cooperation among intergovernmental organizations and institutional stakeholders engaged in combating all forms of illicit trafficking; enhancing security cooperation between the United States and Japan; increasing homeland security cooperation between the United States, Canada, and Mexico; modernizing defense and military cooperation in Southeastern Europe; developing strategies to counter North Korean nuclear development and proliferation; developing new approaches to U.S. overseas basing and military deployment; and coping with Iran's nuclear weapon program.

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

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

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



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

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

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

SIN 874-7: Program and Project Management

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

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

Among its many recent varied and intricate projects are the successful completion of major conferences organized in support of the U.S. Air Force, U.S. Navy, U.S. Northern Command, the U.S. Coast Guard, and the NATO Alliance (see SIN 874-1 above); the production of an open-source, in-depth assessment of the 21st-century threat environment and the role of missile defense in U.S. security planning; the planning/convening of a classified high-level workshop for the Commander of U.S. Special Operations Command and DTRA focused on security force assistance and irregular warfare operations; and the completion of a space net assessment which surveys the status of U.S. space activities projecting major trends into a 10-20-year timeframe to identify factors that may have important implications on the position of the United States relative to other nations.

IFPA is well versed in integrating different projects and diverse tasks within projects towards a single unified goal. Many of our efforts call for the fusing of different programmatic efforts to meet the client's needs. For example, the results of our 2007 U.S. Navy conference led to the publication of a detailed report outlining recommendations for the development of a new maritime strategy. In another instance, IFPA's aforementioned study on the threat setting and the role of missile defense combined careful analyses of the threat and the evolving geopolitical environment with detailed assessments of the strengths and limitations of various technologies either currently available or soon to be available for the missile defense mission. In yet another multidimensional, cross-organizational study, IFPA surveyed the theater security cooperation plans and activities of all the major combatant commands, providing an integrated, cross-command assessment to the Under Secretary of Defense for Policy (USD/P). IFPA also provides sustained support to DTRA through an integrated program of regional analyses and focused high-level meetings to further the agency's development of its own mission and to assist it in one of its principal tasks, supporting the combatant commanders.

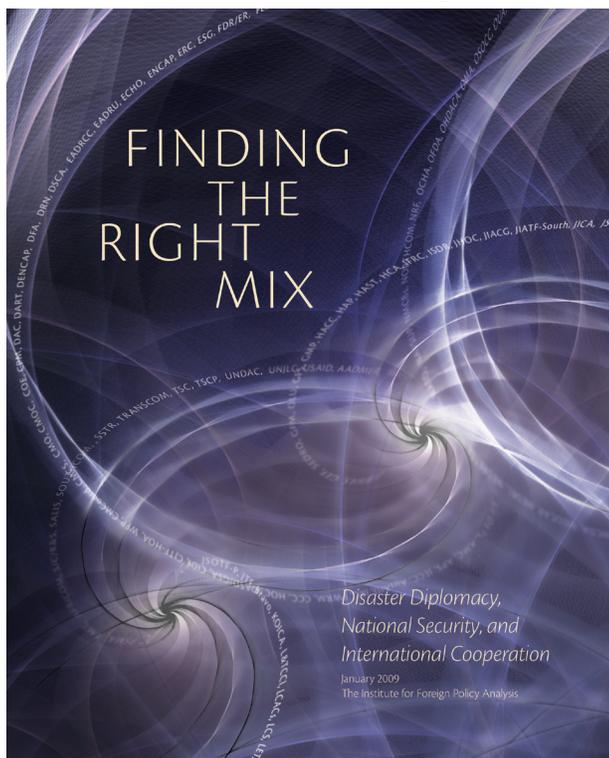
Beyond the integration of different elements of complex projects, IFPA also has a demonstrated track record of fusing relevant elements of its overall research agenda to support specific projects for individual clients. Furthermore, as one of our strengths is promoting dialogue across interagency and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

IFPA has established a unique niche within and beyond the Washington community as a bridge between the technical/operational and the policy/strategy communities. Whether it be examining the implications for U.S. national security policy of the development of a new technological capability or addressing the doctrinal requirements of a new military strategy, IFPA understands that changes and recommendations provided at one level of any organization will have effects at other levels and on other agencies. As a result, IFPA is well experienced at integrating assessments and research in one area into broader analyses, the better to serve all of our clients' needs. This is particularly true in another area where

IFPA has excelled, that is, at bridging the gap between the acquisition and policy communities. IFPA plays a critical role in helping these communities communicate with each other and enables them to understand one another's requirements and limitations better.

In summary, with its the successful track record in the completion of numerous complex projects and the management of its diverse research agenda, IFPA is well-positioned to provide project management and program integration support services to government agencies as needed. Specific program integration and project management services offered by IFPA include but are not limited to:

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



IFPA Labor Category Descriptions

Principal Consultant

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

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

Senior Consultant

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

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

Advisory Consultant

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

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

Consultant

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

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

Associate Consultant

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

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

Senior Researcher

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

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

Researcher

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

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

Senior Designer

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

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

Designer

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

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

Senior Administrator

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

Qualifications: BA or BS or secretarial school certificate and at least 1 year relevant experience or high school diploma and a minimum of 2 years relevant experience. Relevant experience includes assisting managers in preparation and distribution of documents and work-product relating to strategic planning, organizational assessment, program evaluation, program integration, and program

management. Relevant experience also includes maintaining travel and appointment schedules directly related to conducting facilitation and survey services.

Administrator

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

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

IFPA SCA Matrix

SCA Eligible Contract Labor Category	SCA Equivalent Code – Title	WD Number
Senior Administrator	01020 – Administrative Assistant	05-2255
Administrator	01313 – Secretary III	05-2255

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

IFPA Labor Rates

<i>Labor Category</i>	<i>Hourly Rate</i>	<i>Daily Rate</i>
Principal Consultant	\$211.37	\$1,690.96
Senior Consultant	131.81	1,054.48
Advisory Consultant	127.00	1,016.00
Consultant	91.00	728.00
Associate Consultant	74.72	597.76
Senior Researcher	43.00	344.00
Researcher	27.00	216.00
Senior Designer	62.00	496.00
Designer	44.00	352.00
Senior Administrator	58.00	464.00
Administrator	49.00	392.00

This Schedule of Items is applicable to the following SINs:

874-1 Consulting Services

874-2 Facilitation Services

874-3 Survey Services

874-7 Program Integration and Project Management