



|                                                                                   |               |                                                                                                                                                                                                                                                                                                             |                    |              |
|-----------------------------------------------------------------------------------|---------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|--------------|
|  |               | <b>Department of Defense Chief Information Officer (DoD CIO)</b><br><b>DoD CIO- IT Support Service</b>                                                                                                                                                                                                      |                    |              |
|                                                                                   |               | <b>CONTRACT TYPE:</b> <input type="checkbox"/> Prime <input checked="" type="checkbox"/> Subcontractor<br><b>PRICING:</b> <input type="checkbox"/> Fixed Price <input checked="" type="checkbox"/> Cost Plus <input type="checkbox"/> Fixed LOE <input type="checkbox"/> T&M <input type="checkbox"/> Other |                    |              |
| <b>Contacts</b>                                                                   | <b>Title</b>  | <b>Name</b>                                                                                                                                                                                                                                                                                                 | <b>Contact No.</b> | <b>Email</b> |
|                                                                                   | CO            |                                                                                                                                                                                                                                                                                                             |                    |              |
|                                                                                   | COR           |                                                                                                                                                                                                                                                                                                             |                    |              |
|                                                                                   | Govt PM       |                                                                                                                                                                                                                                                                                                             |                    |              |
|                                                                                   | Prime PM      |                                                                                                                                                                                                                                                                                                             |                    |              |
|                                                                                   |               |                                                                                                                                                                                                                                                                                                             |                    |              |
| <b>Contract # (ANSER)</b>                                                         |               | <b>Awarded Cost/Price</b>                                                                                                                                                                                                                                                                                   |                    |              |
| <b>Subcontract # (TT)</b>                                                         |               |                                                                                                                                                                                                                                                                                                             |                    |              |
| <b>Period of Performance</b>                                                      | <b>Start:</b> | <b>Place of Performance</b>                                                                                                                                                                                                                                                                                 |                    |              |
|                                                                                   | <b>End:</b>   |                                                                                                                                                                                                                                                                                                             |                    |              |
| <b>TT Contact</b>                                                                 |               | <b>Contact Email</b>                                                                                                                                                                                                                                                                                        |                    |              |
| <b>Contact Phone</b>                                                              |               | <b>Contact Address</b>                                                                                                                                                                                                                                                                                      |                    |              |

### Table of Contents

|           |                                                               |   |
|-----------|---------------------------------------------------------------|---|
| 1.        | Executive Summary of Work in DoD CIO.....                     | 2 |
| 2.        | Background / Relevant PWS Content.....                        | 2 |
| 2.1       | Background.....                                               | 2 |
| 2.2       | Objective.....                                                | 2 |
| 2.3       | Scope .....                                                   | 2 |
| 2.4       | Tasks.....                                                    | 2 |
| 3.        | Work Description.....                                         | 2 |
| 3.1       | DoD CIO Media And Speaking Engagements.....                   | 2 |
| 3.2       | DoD CIO Policy Tracker.....                                   | 3 |
| 3.3       | Legal Reviews Tracker Claim Technologies Inc. ....            | 3 |
| 3.4       | Staff Packages Solution .....                                 | 3 |
| 3.5       | IG Audit Tracker .....                                        | 3 |
| 3.6       | IG GAO Affairs Engagement Workspaces .....                    | 3 |
| 3.6.1     | DoD CIO BPSR.....                                             | 3 |
| 3.7       | Support Deliverables.....                                     | 3 |
| 3.7.1     | Information Enterprise Support.....                           | 3 |
| 3.7.2     | C4andIIC Support .....                                        | 3 |
| 3.7.2.1   | IT Management Analytics and Data Analytics Support .....      | 3 |
| 3.7.2.2   | IS Development, IA, and IT Support .....                      | 3 |
| 3.7.2.3   | Modeling, Simulation, Stimulation, and Analysis Support ..... | 3 |
| 3.7.2.3.1 | CIO Daily Operations Management Support.....                  | 3 |
| 3.7.2.3.2 | Configuration Management Support – (Paras) .....              | 3 |
| 3.7.2.3.3 | Configuration Management Support – (Bullets) .....            | 3 |
| 4.        | Sample – Wide Table Design.....                               | 6 |
| 5.        | APPENDIX A – Transition-In-Plan (TIP) .....                   | 9 |
| 5.1       | DoD Deputy CIO for Cybersecurity (DCIO CS).....               | 9 |

Headers and footers are in Quick Parts:



## 1. Executive Summary of Work in DoD CIO

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## 2. Background / Relevant PWS Content

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### **2.1 Background**

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### **2.2 Objective**

### **2.3 Scope**

### **2.4 Tasks**

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- B. Use theme colors HLT-Gold, for highlights

## 3. Work Description

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### **3.1 DoD CIO Media And Speaking Engagements**

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## **3.2 DoD CIO Policy Tracker**

## **3.3 Legal Reviews Tracker Claim Technologies Inc.**

## **3.4 Staff Packages Solution**

## **3.5 IG Audit Tracker**

## **3.6 IG GAO Affairs Engagement Workspaces**

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### **3.6.1 DoD CIO BPSR**

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## **3.7 Support Deliverables**

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### **3.7.1 Information Enterprise Support**

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### **3.7.2 C4andIIC Support**

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#### **3.7.2.1 IT Management Analytics and Data Analytics Support**

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#### **3.7.2.2 IS Development, IA, and IT Support**

#### **3.7.2.3 Modeling, Simulation, Stimulation, and Analysis Support**

##### **3.7.2.3.1 CIO Daily Operations Management Support**

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##### **3.7.2.3.2 Configuration Management Support – (Paras)**

##### **3.7.2.3.3 Configuration Management Support – (Bullets)**

###### **3.7.2.3.3.1 Program Management Support – (Paras)**

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###### **3.7.2.3.3.2 Program Management Support – (Bullets)**

- ✓ **Bul 1** Duis aute irure dolor
- **Bul 2** in reprehenderit in



- **Bul 3** voluptate velit esse
  - Bul 4 cillum dolore eu fugiat
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Figure 3-1: Eagle (use Caption Fig/table style for all captions after insertion from references)

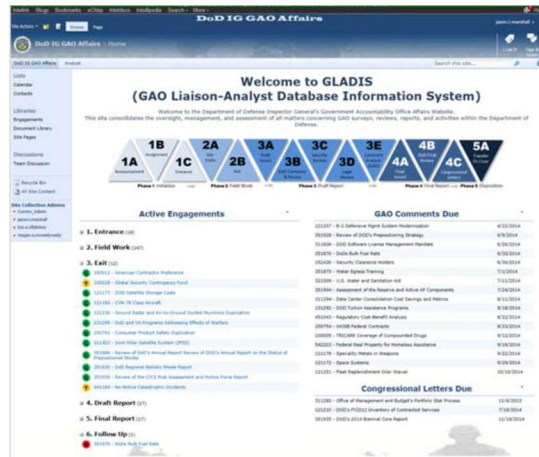


Table 3-1: TT table found in Insert/Quick Parts

| Description                                   |        |
|-----------------------------------------------|--------|
| Name                                          | Values |
| Policy tracking                               | Zxx    |
| Speaking Engagements                          | Zxx    |
| Media Queries                                 | Zxx    |
| Legal Reviews                                 | Zxx    |
| Staff Packages                                | Zxx    |
| CIO Dictionary                                | Zxx    |
| Government Accountability Office (GAO) Audits | Zxx    |

Figure 3-2: TT (use a Figure style on all images. This is Fig Ctr)





Risks – (in Quick Parts)

| Potential Transition-In Risk                                                                                     | Risk Probability | Risk Impact | Mitigation Strategy                                                                                                                                                                                                                     | Risk with Mitigation |
|------------------------------------------------------------------------------------------------------------------|------------------|-------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|
| <b>LEGEND: Risk Probability:</b> ● = Low, ● = Medium, ● = High <b>Risk Impact:</b> ● = Low, ● = Medium, ● = High |                  |             |                                                                                                                                                                                                                                         |                      |
| Award winner waits until the last minute to execute a transition plan.                                           | ●                | ●           | Team ANSER uses a phased approach, with a kickoff meeting and a full assumption of responsibilities review at transition. Allows for interim milestones, better accountability, and progress/performance monitoring.                    | ●                    |
| PM may become overburdened with managing administrative tasks related to transition.                             | ●                | ●           | Dedicated ANSER TXM with direct support from ANSER corporate (internal) allows the PM and project team members to focus on CIO needs and mission-specific transition planning, while the TXM manages transition milestones and actions. | ●                    |
| Ineffective transfer of institutional knowledge degrades service delivery performance.                           | ●                | ●           | Comprehensive incumbent recruiting, knowledge acquisition processes, leveraging CIO knowledge assets, operations observation, SME interviews, and weekly meetings with technical POCs.                                                  | ●                    |

TT Com Box found in Insert/Quick Parts

*Use this for comments or Kudos from customer: consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat.*

**~ Name, Title, Organization, Date of comment**

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## 4. Sample – Wide Table Design

Table 4-1: Team Staffing Matrix. All staff have the required security clearance and will be available by the end of the 30-day transition period and remain on contract for a minimum of 60 days after contract start date *(Staffing Matrix in Quick Parts)*

| Name | Clearance        | PWS Primary Role  | LCAT   | Proposed Hours for PWS Tasks |       |       |       |       |     |
|------|------------------|-------------------|--------|------------------------------|-------|-------|-------|-------|-----|
|      |                  |                   |        | 3.1.1                        | 3.1.2 | 3.1.3 | 3.1.4 | 3.1.5 | 3.2 |
|      | TS/SCI           | Program Manager   | PM-III |                              |       |       |       |       | 940 |
|      | Active Clearance | Task 1 Lead       | SME-IV | 1880                         |       |       |       |       |     |
|      | TS/SCI           | Task 1 Consultant | MC-IV  | 1880                         |       |       |       |       |     |
|      | ?                | Task 2 Lead       | SA-IV  |                              | 1880  |       |       |       |     |
|      | TS/SCI           | Task 2 Alt Lead   | CY-III |                              | 1880  |       |       |       |     |
|      | ?                | Task 2 Analyst    | SA-III |                              | 1880  |       |       |       |     |
|      | TS/SCI           | Task 3 Lead       | SA-IV  |                              |       | 1880  |       |       |     |

Table 4-2: Labor Category (LCAT) Compliance Chart. Each individual meets or exceeds the minimum education and related experience requirements for the CMSS LCAT to which they are proposed. Where indicated, we applied experience equivalencies for education IAW the CMSS Labor Category Instructions. *(TT Labor Cat in Quick Parts)*

| Name | LCAT   | Education                                           |               | Yrs of Experience |       | Years of Related Experience                                                                                                                                                                                                                    |
|------|--------|-----------------------------------------------------|---------------|-------------------|-------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|      |        | Req.                                                | Meets         | Req.              | Meets |                                                                                                                                                                                                                                                |
|      | PM-III | Bachelor's degree                                   | MA MHR        | 10 general        |       | See detailed resume at Appendix A.                                                                                                                                                                                                             |
|      | SME-IV | PhD (or BS plus 24 yrs experience)                  | BS EE         | 20 related        | 26    | See detailed resume at Appendix A.                                                                                                                                                                                                             |
|      | MC-IV  | Master's in field related to tasking (or BS plus 14 | BS Accounting | 12 general        | 22    | Quality Assurance Manager / Deputy Program Manager, VA Board of Veterans Appeals (1); Program Manager, DIA Technical Support (1); Program Manager, Army OCIO G6 (5); Systems Analyst, Army OCIO G6 (5); Senior Systems Analyst, HQDA, CIO (10) |



| Name          | LCAT   | Education                                                    |                           | Yrs of Experience |                            | Years of Related Experience                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|---------------|--------|--------------------------------------------------------------|---------------------------|-------------------|----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|               |        | Req.<br>yrs exp)                                             | Meets                     | Req.              | Meets                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Task 2</b> |        |                                                              |                           |                   |                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|               | SA-IV  | Master's in technical discipline                             | MS Business Analytics     | 12 related        | 15                         | <b>See detailed resume at Appendix A.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|               | SA-III | Bachelor's in technical discipline                           | MS Cyber Security         | 10 related        | 13                         | Cyber SME, DoD CIO (4); Cyber Operations Lead, Cyber Command & JFHQ-DODIN (6); Media Exploitation (1); Navy Information Operations Security Officer (2)                                                                                                                                                                                                                                                                                                                                                              |
|               | CY-III | Bachelor's degree                                            | BS                        | 10 related        | 13                         | Information Systems Security Officer, DoD IC Agencies (3); System Integrator – Process Improvement Consultant, DoD IC Agency (3); Senior System Administrator – Site Lead; FBI and DoD (7)                                                                                                                                                                                                                                                                                                                           |
| <b>Task 3</b> |        |                                                              |                           |                   |                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|               | SA-IV  | Master's in technical discipline                             | MS Mechanical Engineering | 12 related        | 24 military<br>26 civilian | <b>See detailed resume at Appendix A.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|               | MC-IV  | Master's in field related to tasking (or BS plus 14 yrs exp) | BS                        | 12 general        | 16                         | Cyber SME DoD CIO (1); Cyber Security Service Provider, Combat Capabilities Development Command (2); Information Assurance Officer, Joint Strike Fighter (2); Information Assurance Officer, Naval Training Command (1); Cybersecurity Team Lead, JFHQ-DODIN (2); Civil Affairs Detachment Lead (4); JSOC (4); JCU (1)                                                                                                                                                                                               |
|               | CY-IV  | Master's degree (or BS plus 20 yrs exp)                      | BS Technical Management   | 18 related        | 21 related<br>41 total     | Information Systems Security Officer (ISSO), DHS Cybersecurity and Infrastructure Agency (4); ISSO Manager, USAID (1); Senior ISSO, Customs and Border Protection (CBP) (5); Program Manager, DHS Immigration and Customs Enforcement (ICE) (1); Security Architecture Task Lead, ICE (3); Information Security Team Lead, ICE (1); Managing Lead, ICE (1); Technical Lead, Immigration and Naturalization Service (2); Enterprise Architecture Lead, FBI (1); Technical Lead, IRS (2); US Air Force Senior NCO (20) |



Table 4-3: . Potential Transition Risks, Probabilities, and Mitigation Strategies. Team comprehensive transition plan identifies and mitigates potential transition risks. *(TT Tran Risk in Quick Parts)*

| Potential Transition-In Risk                                                                       | Risk Probability | Risk Impact | Mitigation Strategy                                                                                                                                                                                                               | Risk with Mitigation |
|----------------------------------------------------------------------------------------------------|------------------|-------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|
| LEGEND: Risk Probability: ● = Low, ● = Medium, ● = High Risk Impact: ● = Low, ● = Medium, ● = High |                  |             |                                                                                                                                                                                                                                   |                      |
| Award winner waits until the last minute to execute a transition plan.                             | ●                | ●           | Team TT uses a phased approach, with a kickoff meeting and a full assumption of responsibilities review at transition. Allows for interim milestones, better accountability, and progress/performance monitoring.                 | ●                    |
| PM may become overburdened with managing administrative tasks related to transition.               | ●                | ●           | Dedicated TT TXM with direct support from TT corporate (internal) allows the PM and project team members to focus on CIO needs and mission-specific transition planning, while the TXM manages transition milestones and actions. | ●                    |
| Ineffective transfer of institutional knowledge degrades service delivery performance.             | ●                | ●           | Comprehensive incumbent recruiting, knowledge acquisition processes, leveraging CIO knowledge assets, operations observation, SME interviews, and weekly meetings with technical POCs.                                            | ●                    |





## **5. APPENDIX A – Transition-In-Plan (TIP)**

### **5.1 DoD Deputy CIO for Cybersecurity (DCIO CS)**

Team TT offers a comprehensive, three-phased transition plan focused on (1) establishing client priorities, (2) staffing, and (3) knowledge transfer to ensure a smooth transition and start-up. The plan, including key actions and timelines, is depicted in BODY: dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris.

Figure 3-1. It is predicated upon a two-week notice from award notification to contract start. However, in the event of a curtailed notification period, we have included several mitigation steps to ensure a more rapid start-up.

The draft TIP details the transition risks and specific, step-by-step phased approach to ensure 100% operational capability within the 30-calendar-day window stipulated by the solicitation. The discussion below provides relevant highlights from that draft plan.

Transition Risks. This plan is specifically tailored to address common transition risks that could imperil a successful rapid start-up: (1) program manager overwhelmed with both transition duties and executing the PWS, (2) minimal time to train/familiarize new staff with client procedures or ongoing program issues, (3) lengthy administrative onboarding processes, (4) inability to perform work on the first day of the performance period, and (5) inability to provide 100% manning within 30 calendar days of contract award.

**Project Past Performance**

Table 5-1- TT's Three-Phase Transition Approach. Early planning and preparation enables low-risk transition during a challenging compressed timeline.

| Proposal Submitted<br>14 Feb 2020                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Contract Award<br>3 Apr 2019 | Contract Start<br>17 Apr 2020                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | End of Transition<br>16 May 2020               |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|
| <b>PHASE I</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                              | <b>PHASE II</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>PHASE III</b>                               |
| <b>Pre-Award Transition Planning</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                              | <b>Award – Transition Planning</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>Contract Start – Transition – Execution</b> |
| 49 calendar days                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                              | 14 calendar days                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 30 calendar days                               |
| <ol style="list-style-type: none"> <li><b>Finalize Transition Plan</b> <ul style="list-style-type: none"> <li>PM and TXM begin transition planning</li> <li>Transition planning kickoff meeting with team</li> </ul> </li> <li><b>Finalize Contingent Hire Packages</b> <ul style="list-style-type: none"> <li>Confirm availability</li> </ul> </li> <li><b>Prepare Knowledge Transfer and Continuity Products</b></li> <li><b>Begin Knowledge Transfer</b> <ul style="list-style-type: none"> <li>Conduct familiarization training for all team members</li> </ul> </li> <li><b>Send draft subcontracts to team members</b></li> </ol> |                              | <ol style="list-style-type: none"> <li><b>PM/TXM meet with KO and COR</b> <ul style="list-style-type: none"> <li>Present Transition Plan</li> </ul> </li> <li><b>PM/TM meet with incumbent PM</b> <ul style="list-style-type: none"> <li>Identify critical events/staff actions</li> </ul> </li> <li><b>Finalize On-Board Preparations</b> <ul style="list-style-type: none"> <li>Present on-boarding schedule</li> </ul> </li> <li><b>Finalize interviewing/hiring of select incumbent staff (COR coordination)</b></li> <li><b>Begin Badging &amp; Security actions paperwork</b></li> <li><b>Subcontracts issued</b></li> <li><b>Continue team familiarization training</b></li> </ol>                                                                                                                             |                                                |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                              | <ol style="list-style-type: none"> <li><b>Staffing, Data Collection, Assessing</b> <ul style="list-style-type: none"> <li>Continued coordination, review with COR and leadership to provide critical support to priority tasks</li> <li>Update Transition Plan</li> </ul> </li> <li><b>Training and Finalizing On-Board Preparations</b> <ul style="list-style-type: none"> <li>On board personnel in agreement with task specific on boarding plans</li> </ul> </li> <li><b>Knowledge Transfer and Finalize Security &amp; Badging</b> <ul style="list-style-type: none"> <li>Begin Left-Seat, Right-Seat information exchange process and use of continuity books</li> <li>Badging and security actions complete</li> </ul> </li> <li><b>COR provided weekly summary report on transition activities</b></li> </ol> |                                                |