# About S4 Inc.

For over 25 years, S4 Inc. has delivered mission critical support to Department of Defense and US Government agencies. S4 is a small disadvantaged business with the expertise to provide value-added solutions and the agility to do so quickly. Our skilled professionals combine their depth of experience with innovation and ingenuity to provide our customers with insightful, effective solutions. For more information on how we can help, please visit https://www.s4inc.com.

## CORE CAPABILITIES

| ENTERPRISE IT SERVICES | PROFESSIONAL SERVICES |
|---|---|
| ***Enterprise Service Management*** | ***Electromagnetic Spectrum Operations*** |
| Enterprise Architecture | Planning - Readiness Evaluations |
| Asset Management | Conducting Readiness Evaluations |
| Service Desk | Analyzing & Reporting - Readiness Evaluations |
| Database Administration | ***Program Management*** |
| ***Infrastructure Management*** | Strategic Planning |
| Systems Operations | Project Management |
| Storage Management | Knowledge Management |
| Network Engineering | Infrastructure Planning Support |
| Facility Engineering | ***Engineering Services*** |
| VTC/Telecommunications Support | Systems Engineering |
| ***IT Training*** | ***Advisory & Assistance Services*** |
| **CYBERSECURITY** | Intelligence Analysis - Cyberspace |
| Risk Management Framework (RMF) | ISR Planning and Support |
| Policy Analysis | ISR Assessments Tasking |
| Policy Assistance and Implementation | ISR Assessments Methodology Development Support |
| Defensive Cyber Operations (DCO) | ISR Knowledge Management |

**ESTABLISHED:** 1999

**UNIQUE ENTITY ID:** GK85NUFGM5H1

**CAGE CODE:** 1KDH9

**WORKING LOCATIONS:**
S4 Inc. HQ - Bedford, MA
Colorado Springs, CO
Huntsville, AL
Ogden, UT
Omaha, NE
Washington DC, VA and MD

**NAICS CODES:** 541330, 541511, 541512, 541513
541519, 541611, 541715, 541990

**ISO 9001:2015**

**ISO 27001:2013**

**ISO/IEC 20000-1:2018**

## CONTRACT VEHICLES

| Contract Name | Contract # | Services |
|---|---|---|
| GSA OASIS+ Small Business (SB) | 47QRCA25DS454 | Technical and Engineering Services<br>Management and Advisory Services |
| GSA OASIS+ Unrestricted (UR) | 47QRCA25DU283 | Technical and Engineering Services<br>Management and Advisory Services |
| GSA Multiple Award Schedule (MAS) | 47QTCA19D00H2 (54151S/54151HACS) | Systems/Software Engineering & Support;<br>Facility Operation and Maintenance;<br>IT Support and Training Services;<br>Highly Adaptive Cybersecurity Services |
| Information Technology Enterprise Solutions - 3 Services (ITES-3S) Small Business | W52P1J-18-D-A123 | Cybersecurity Services;<br>Information Systems Security;<br>Information Assurance; IT Services;<br>Enterprise design, integration and consolidation;<br>Network/Systems Operation and Maintenance;<br>Business Process Reengineering;<br>IT Education and Training |
| NOAA Mission Information Technology Services (NMITS) | BPA # 1305M421A-NAAA0069 | Enterprise Services;<br>Customer Support;<br>Mission and Business Applications, Tools, Portals, and Web Services;<br>Enterprise Computing, Cloud, Storage, Shared and Field Services;<br>Data and Voice Network Services;<br>Cybersecurity & Information Assurance Services |
| SeaPort Next Generation (NxG) for US Navy | N00178-19-D-8446 | Program Management Support Services<br>Engineering Support Services |
| GSA 8(a) STARS III (Grimmer S4 Consulting Services LLC) | 47QTCB21D0413 | Data Management;<br>Information & Communications Technology;<br>IT Operations and Maintenance;<br>IT Security and IT Workforce Augmentation;<br>Software Development; Systems Design;<br>Emerging Technology |

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# Cybersecurity Capabilities

***S4 Inc. provides DoD and US Government Customers with Cyber, Network & Information Security***

S4 Inc. specializes in helping Department of Defense (DoD) and US Government customers including NORAD and USNORTHCOM (N&NC), USCYBERCOM, USSTRATCOM, Joint Electromagnetic Warfare Center (JEWC), US Air Force, US Army, US Navy, and DHS protect their computers, networks, and information from cyber threats.

**Risk Management Framework (RMF).** S4 Inc serves as the subject matter expert for USSTRATCOM, USCYBERCOM, and Joint Center for Electromagnetic Readiness (JCER) RMF activities IAW NIST Special Publication 800-37, overseeing DODI 8510.01 requirements, assessing systems IAW DODI 8500.2 and CNSSI 1253 and selecting security controls IAW NIST 800-53. S4 provides RMF support for IT system hardware, software, and network operations supporting USSTRATCOM, USCYBERCOM, and JCER mission areas. S4 performs cybersecurity roles and initiates RMF processes for assigned systems. We provide cybersecurity analysis support and recommendations including system-level risk analysis, security control selection and implementation, risk identification, remediation, and mitigation. S4 experts analyze plans of action and milestones (POA&M) and provide recommendations on operational cybersecurity issues. We also provide analysis to optimize cybersecurity risk mitigation strategies. S4 analyzes certification evidence and artifacts, conducts risk analysis, and prepares recommendations for accreditation decisions. S4 uses the Enterprise Mission Assurance Support Service (eMASS) to support RMF system security package generation and manage all cybersecurity compliance activities and automation of the workflow process from system registration through system decommissioning.

**Policy Analysis.** For the USCYBERCOM Chief Information Officer (CIO), S4 provides insightful analysis and critical thinking of higher level policy initiatives to prepare USCYBERCOM position and response actions to existing and future policy. S4 analyzes current DoD cybersecurity policies, processes, capabilities, authorities, and architectures for applicability to USCYBERCOM C4/IT systems, cybersecurity processes, and CIO responsibilities. S4 experts provide recommendations for generating original, or improving on current, policies, implementation plans, and strategies. S4 participates on enterprise-level and inter-agency boards, panels and working groups which serve as the forums in which DoD C4/IT program policy directives are negotiated and defined. S4 bears continuing responsibility for facilitating in-house SME assessment of proposed policy directives and other agreements. We conduct research of the complex issues planned for discussion, and define proposed Command positions. S4 analyzes and provides expert assessments to leadership of the likely effects of approved policy directives, including possible need for further lobbying and action by the Command and its constituencies, and prepares working papers. We apply expert knowledge of the program and policy landscape to make substantive contributions to the development of executive-level briefings, congressional responses, and other highly sensitive communications of enterprise-level program intent.

**Policy Assistance and Implementation.** S4 Inc. supports USCYBERCOM CIO policy developers through analysis of higher level policy, strategy, and similar policies of other DoD components. S4 reviews higher level policy and assists in the assessment and refinement of USCYBERCOM CIO and cybersecurity policies IAW higher level policy. S4 assesses gaps in existing USCYBERCOM policy and proposes amendments to existing policy or proposes recommendations to address any gaps therein. S4 personnel participate in the implementation of enterprise-level (Command, Service, DoD, or Federal Government-wide) policy directives and other guidance materials. We distribute policy directives throughout the Command, including the supplemental guidance materials essential to ensure affected organizations' understanding of implications for their operations, and full and proper implementation.

**Defensive Cyber Operations (DCO).** S4 Inc. supports DCO for USSTRATCOM, N&NC, and the JEWC by providing continuous monitoring of systems on NIPRNet, SIPRNet, Joint Worldwide Intelligence Communications System (JWICS), and Special Access Program (SAP) networks. For USSTRATCOM, S4 experts report security incidents and threats for systems and networks IAW USSTRATCOM Network Operations Center

(STRATNOC) procedures using cybersecurity tools and resources supporting those activities. We perform security enhancements for software, hardware, physical and logical architectures to reduce vulnerabilities and implement DISA Security Technical Implementation Guides (STIGs) and Information Assurance Vulnerability Alerts (IAVAs). Our team's comprehensive security procedures encompass internet security, firewall administration, virus protection strategies, and protection from unauthorized access. S4 personnel perform reviews of random workstation configurations, server logs, and firewall reports to identify anomalies, alerts, and alarms and promptly forward all findings to appropriate command Information Systems Security Manager's (ISSM's). We perform daily monitoring of email content scans including proper classification markings and report deviations of USSTRATCOM policy and DoD regulations to the STRATNOC.

S4 experts respond to customer inquiries on security related topics such as spam, viruses, malware, possible malicious sites, website blocks, host issues, and traffic dropped by security tools. We analyze incident tickets and perform threat analyses of websites, troubleshoot email issues, and update security tools on clients. S4 personnel troubleshoot connectivity performance and issues that may be caused by network security tools. We perform equipment and software management to ensure latest versions are installed and configured. S4 handles all intrusion prevention and detection, log correlation and review, email content scanning, intelligence report review, and network anomaly detection services. These services support CDR USSTRATCOM's connectivity with Nuclear Command, Control, and Communications (NC3) assets and provide overall situational awareness.

S4 performs DCO for N&NC systems and networks and acts as a liaison with other N&NC cyber operations centers including the Cyberspace Warning and Operations Center (CWOC) and the Joint Cyber Center (JCC). We enforce network cybersecurity policies; support operation of network sensors; monitor and analyze network behavior; perform network tuning/optimization; and implement network cybersecurity countermeasures. S4 initiates network boundary management and control activities; maintains network access and security; analyzes cyber vulnerabilities; and initiates appropriate responses. S4 experts ensure all network and service monitoring tools are configured, optimized, and tuned to enable proactive network monitoring and network defense.

S4 CWOC analysts support N&NC DCO by performing assessments of cybersecurity compliance and maintaining global situational awareness of cybersecurity events. S4 tracks and reports network changes, such as Information Operations Condition (INFOCON); USCYBERCOM and JFHQ-DODIN Tasking Order (TASKORD)/Warning Order (WARNORD); Fragmented Order (FRAGO) and Operation Order (OPORD) notifications. We provide characterization and assessment of C4 incidents and issues, as well as situational awareness reports, for review and Government acceptance. S4 develops and provides recommended TTPs to improve installation, integration, and employment of new and existing cybersecurity toolsets. S4 also develops Course of Action (COA) plans to mitigate any potential N&NC degradations. We facilitate assessments and validation of N&NC compliance with cybersecurity policy and directives.

S4 supports the JEWC by assisting the Information System Security Officer (ISSO) with network security incident response and management. S4 experts report network security incidents such as a violation or imminent threat of violation of computer/network security policies, acceptable use policies, or standard security practices. We work diligently to discover violations and effectively contain the damage; eradicate the violations presence; and restore the integrity of the network and systems. S4 collects and analyzes data related to any widespread system or service outage; and we document and disseminate system technical data ensuring DoD and Government regulatory compliance. We evaluate trouble tickets for JEWC National Security Systems and perform technical tasks to resolve software and hardware cybersecurity issues. S4 experts prepare draft and final evaluation reports on the cybersecurity issues, including an executive summary; an assessment of mission impact of the noted problems; a listing of all documented problems; and recommendations for system corrections and/or improvements.

# Enterprise Information Technology (IT) Services

***S4 Inc. has a proven track record of integrating, maintaining and improving IT tools, systems & services.***

Since its founding in 1999, S4 Inc. has specialized in providing high quality, responsive IT Services to US Government and Department of Defense (DoD) customers. Our certified and experienced professionals offer solutions that reduce risk and introduce efficiencies, often saving valuable time and/or money.

## ENTERPRISE SERVICE MANAGEMENT

**Enterprise Architecture.** S4 Inc. provides Enterprise Architecture (EA) support using various business methods, analytical techniques, and conceptual tools to understand and document the structure and dynamics of an enterprise. We produce artifacts such as lists, drawings, documents and models. These artifacts describe the logical organization of business functions, capabilities, processes, and systems; people organization; information resources; software applications; computing capabilities; information exchange and communications infrastructure within the enterprise.

S4 supports the development, documentation and analysis of partner nations current EA and makes recommendations to leverage the architecture framework process to enhance security, performance, interoperability and to identify capability gaps and opportunities for technology leveraging and sharing in support of current and future mission requirements. We conduct analysis to capture operational linkages, tactics, techniques and procedures (TTPs) to support development of C4 Communications & Information Sharing and knowledge management. S4 supports the development of EAs, and designs and validates information sharing / knowledge management processes and tools for USNORTHCOM's leadership role in the North American Maritime Security Initiative (NAMSI). We offer focused analytical recommendations, enterprise architecture drafts, and prioritized actions and recommendations for future investments.

**Asset Management.** S4 Inc. manages a 6760 SF climate-controlled warehouse IAW industry standards for proper storage of IT assets. We perform warehouse, storage, and service asset shipping/receiving functions; and store, inventory, package, ship, receive and deliver classified and unclassified ADPE service assets to provision and/or retire services. On a monthly average, S4 services 109 equipment account owners by fulfilling over 24 orders and delivering over 531 systems to N&NC account holders and customers. We also receive an average of 350 systems to replenish the warehouse Bench-Stock and Technical Refresh inventories. The warehouse inventory consists of over 550-line items in which the value including Bench-Stock and Technical Refresh inventory is $4M. Also, the warehouse processes and decommissions over 155 accountable systems and over 1,000 consumable systems monthly. S4 receives, processes, and delivers the equipment to Fort Carson's Defense Reutilization and Marketing Office (DRMO).

S4 also provides inventory/configuration control of hardware (HW), software (SW) and maintenance/warranty coverage while acting as equipment custodian. We maintain account paperwork; perform annual inventories; and track software provided as Government Furnished Property (GFP), as well as contractor & government furnished SW licenses. S4 ensures that SW maintenance agreements are up-to-date and renewed without lapse of coverage; documents the status of SW license numbers and maintenance; and ensures that software meets accreditation requirements including Certificates of Networthiness (CoNs).

**Service Desk.** At the US Army Logistics Data Analysis Center (LDAC), S4 Inc. delivers 24/7/365 enterprise computer and communications support, network and switch infrastructure, data/voice equipment operations and maintenance, and direct customer services down to and including the desktop. As part of a 24x7 hour call center, S4 provides Tier I support to almost 60,000 customers with computer service (including email distribution and user account management) via an Automated Call Distribution (ACD) system. We monitor a 24/7 operation help desk supporting 180,000 Users. S4 provides accurate and timely monitoring of multiple IBM mainframe

and/or server systems at a second level of support. S4 determines, analyzes, and resolves system problems such as system performance degradation, network monitoring & recovery, and workload monitoring & recovery.

S4 provides, integrates, and manages Service Desk functions that support N&NC designated users and provides output meeting Government specifications. We maintain the Service Desk as the primary point of contact for all incoming calls, walk-ins, web/portal, and emails. S4 provides a responsive, customer focused interface between the users to enable the efficient use of IT services, assisting in the restoral of normal services, in addition to assisting users against potential service interruptions. We ensure all Service Desk requests that are identified as standard requests are immediately processed based on approved request models, and nonstandard requests are logged and routed for contractor analysis. S4 provides accurate status updates and feedback on all incidents, service and change requests. Our experts utilize an incident, request, and call management system to log, categorize, and escalate incident records as well as record workarounds, maintain a known error database, and document final resolution within required timelines. S4 has a self- help function and uses IT Service Management (ITSM) and provides a service catalogue for new functions. Complexity: S4 supports 6,800 users and 12,000 workstations in a bi-national NEN and classified and unclassified (SIPRNet & NIPRNet) data, voice, and video networks for N&NC in multiple locations.

**Database Administration.** S4 designs, develops, documents, migrates, and tests database and other software applications. We provide database development and support including software such as Visual Basic, Microsoft Access, Oracle, Lotus Notes, UNIX, Microsoft SQL Server. S4 is responsible for all database management associated with organizational databases. This involves organizing and loading data, generating quality control reports for same, check pointing the database, performing database retrievals, and maintaining log files and a database dictionary. S4 incorporates both user and infrastructure generated updates into the databases. We help users identify and document database requirements, including the evaluation and analyses of new HW/SW packages. S4 also offers SQL Server and Access database support to retrieve data from external systems.

S4 monitors database storage and integrity and offers recommendations for storage updates and upgrades. We analyze and provide reports on system health, storage, and usage. S4 also maintains existing databases supporting websites and creates new databases as required.

## INFRASTRUCTURE MANAGEMENT

**Systems Operations.** S4 Inc. delivers state-of-the-art system administration solutions and support for HW and SW platforms including the legacy, Government-Off-The-Shelf (GOTS), Open Source, Commercial-Off-The-Shelf (COTS) and COTS-tailored applications that reside on them. The hardware/software, and physical and virtual servers supported include: application servers, web servers, access servers, communications, performance monitoring, print servers, hypervisors, physical and virtual file servers, reporting tools, etc., and all tasks associated with their backup/recovery, performance, and operations. S4 provides administration for local and remote systems for various operating environments (development, test, integration, pre-production, and production, etc.).

Our functional systems administrator (FSA) support services ensure that servers and associated SW are available on a 24x7 basis. Each server is available 97% of a 24-hour day, excluding scheduled outages.. We ensure that servers, PCs, workstations, laptops, peripherals (both wired and wireless), communication devices, operating system and common-use application SW, network systems, LAN interfaces and other information management services are properly configured for network operations, are on-line, and are available to the customer.

**Storage Management.** S4 Inc. manages, stores, disposes of, restores, and tests backups, and cleans/maintains backup devices. We manage, configure, troubleshoot, and upgrade the remote N&NC Disaster Recovery (DR) replication and fail-over capabilities including Storage Area Network (SAN), Disk to Disk backup system, and archive systems at the remote DR location. S4 manages, maintains and restores data archive storage. We also create, maintain, and restore back-ups for system configurations, application, logs and user data.

**Network Engineering.** S4 analyzes requirements documentation and coordinates the validation of technological specifications. We research and provide estimates of costs of viable options (including equipment, engineering, installation, quality assurance, and sustainability cost). S4 evaluates technical solutions and addresses planning to meet current and future projected demand of reliability, availability, and maintainability; attain optimal operational efficiency; and effectively interface with existing and future systems. We evaluate the design, engineering, installation and testing of LANs, other prevalent networks, existing patch panels, available bandwidth, inside wiring, and existing inside and outside plant (copper and fiber) distribution systems. S4 evaluates opportunities to converge base networks where possible as part of overall infrastructure modernization. We analyze C2 equipment ensuring the comprehensive interoperability and integration of hubs, routers, bridges, FM/UHF/VHF/HF radio systems, print servers and associated LANS, microwaves systems, telephone switches, and other equipment identified as components of the base telecommunications infrastructure. This includes all new technology associated with Unified Communication (UC) and the DoD movement to everything over IP (EoIP).

**Facility Engineering.** S4 Inc. engineers facilitate, install, configure, modify, relocate, or remove Communication and Information (C&I) systems for operational use. The systems and equipment installations or modifications comply with established architectures. S4 performs validation and verification testing on the system, assists users in configuring the system to meet their system requirements and provides all applicable operating manuals/ system management guides. Further, S4 provides pre-cutover and post-cutover on-site training IAW with TOs. The government identifies personnel who will receive this training. The training provides for in-depth hands-on maintenance, operations, and database administration.

S4 installs and configures all the components for inside the plant (e.g., power, groundings, racks, fiber optic distribution panels, equipment, internal cabling, comm. closet, etc.). We install and test all cable and components IAW accepted industry standards, unless superseded by a Government approved IS indicated within the TO. Electrical and communications cable, conduits, and circuits are installed IAW the National Electric Code (NEC). S4 clearly labels each end of every individual cable in accordance with the floor plans or engineering drawings.

We provide attached labels that are durable and legible. For any deviations to the specific installation specification, S4 submits a proposal to the CO for approval.

At Eglin AFB, S4 installed the needed 48-port CAT 6 ScTP modular patch panels. We installed new 12-inch cable baskets with solid bottoms as needed. S4 installed the block wall with 4-inch dielectric sleeves. S4 removed end-to-end all necessary CAT 5 NIPR cabling, jacks and Panduit as needed. We installed separate rows of j-hooks above the drop ceiling and installed 54-each Plenum SCTP Non-Secure Internet Protocol Router (NIPR) white CAT 6 cabling and jacks, 18 inches from ceiling as needed. We removed existing wall mount cabinets as needed and installed fire rated backboard as replacement.

**VTC/ Telecommunications Support.** S4 provides integration and convergence of voice, data, and video solutions for NIPRNet and SIPRNet. S4 installs, operates, and maintains the VTC, AV, desktop VTC systems, and Satellite Television capabilities in the N&NC Headquarters (HQ) and CMAFS including the VTC capabilities, video wall systems, video matrix switches, television infrastructure (televisions, cabling, related network devices, etc.), public announcement systems, command displays, conference room audio/video, and other audio/video capabilities. We coordinate with Telephone Control Officers on a monthly basis to ensure users of smart phones, cell phones, and other wireless devices are still active and assigned to the command to ensure wireless accounts are not continued after a user is terminated, transferred, and/or released from the command. S4 performs Communications Security Officer responsibilities installing, operating and managing the cryptographic keys for Secure Telephone Equipment and SECNET-54 secure phones. S4 experts perform Circuit Management Office duties for over 350 active circuits utilized by N&NC and its subordinates. We maintain long haul telecommunications services and circuits between the command, DISA, AFCA and others. We track all long-haul telecommunications expenditures for services provisioned through DISA and the Defense Information Technology Contracting Office.

## IT TRAINING

At the US Army LDAC, S4 Inc. provides technical expertise and training on the products within the Logistics and Engineering Center (LEC). LEC is home to the following products: Cost Analysis and Strategy Assessment, Computer Adaptive Placement Assessment and Support System, Electronic Technical Manual Online, PowerLOG, Post-Fielding Support Analysis, and Systems Planning and Requirements Software. S4's training responsibilities also extend to Decision Support Tool, Army Test, Measurement, and Diagnostic Equipment, and Battle Web. S4 trainers build courses using instructional design methods and deliver training through the classroom and virtual courses. Instruction is provided according to customer specifications and standards (operate, maintain, and repair in classroom or laboratory settings) supporting DOD Enterprise infrastructure IT goals and includes all required materials. We collect feedback after each course.

S4 Inc. is fully committed to providing consistently high quality services, as is evidenced by our ISO certifications:

ISO 9001:2015

ISO 27001:2013

ISO/ IEC 20000-1:2018

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# Professional Services

***S4 Inc. offers expertise in EMSO, Program Management, Engineering and Intelligence/ ISR***

## ELECTROMAGNETIC SPECTRUM OPERATIONS

**Planning – Readiness Evaluations.** S4 Inc. supports Joint Center for Electromagnetic Readiness (JCER) mission requirements to accomplish Joint Electromagnetic Spectrum Operations (JEMSO) readiness evaluations and Integrated Cyber Electromagnetic Warfare (ICEW) vulnerability assessments to accredit each Service and the United States Special Operations Command (USSOCOM). We work with Service and CCMD to advance and improve Blue Forces survivability capabilities. S4 supports planning activities, and attends and participates in exercise planning events including the Initial, Mid, and Final Planning Conferences. During these conferences, S4 EMSO experts share information regarding the JCER mission, essential evaluation requirements for targeted essential/joint tasks, including external data collection requirements, and internal JCER data collection system placement requirements. We conduct analysis, research, and studies to identify Service and Combatant Command (CCMD) JEMSO capability requirements, vulnerabilities, and key concerns to determine JCER evaluation objectives. S4 EMSO experts develop detailed data collection and data analysis plans to explicitly state how JCER will collect, manage, store, control, and analyze data for each evaluation. We prepare evaluation plans prior to each JEMSO evaluation, and we advocate for CCMD and Service prioritization of JEMSO related activities during exercises. S4 participates in forums and community events to discuss and analyze new and emerging JEMSO threats and presents findings, conclusions, and recommendations. Finally, S4 EMSO experts prepare detailed project schedules, resource allocation plans, critical milestones, and associated risk.

**Conducting Readiness Evaluations.** S4 supports the conduct of JEMSO readiness evaluations and ICEW vulnerability assessments through day-to-day home-station activities including security administration, secured facility procedures, daily and weekly battle rhythm (meetings, taskers, etc.), and logistical activities. We facilitate effective and efficient shipment of equipment and supplies in support of JCER evaluations. S4 facilitates effective and efficient execution of evaluation activities and participates in daily battle rhythm events to ensure JCER objectives are met through planning, execution, and debrief activities. We support maintenance on JCER-owned or controlled evaluation resources, data collection capabilities, and other support equipment. S4 EMSO experts conduct and coordinate calibration and integration of all data collection systems to ensure instrumentation and communication equipment deployed to and used at evaluation locations operate properly. We conduct data collection and management in accordance with the approved data management plan.

**Analyzing and Reporting - Readiness Evaluations.** S4 EMSO experts support JCER analysis and reporting requirements for the results of JEMSO readiness evaluations and ICEW vulnerability assessments. We analyze collected evaluation data and report analysis results in various forms such as tables, graphs, and figures. All reporting documents and briefings are analytically based and peer reviewed. S4 conducts reconstruction of evaluated events with sufficient fidelity to identify and understand critical findings. Our EMSO experts author evaluation reports, accreditation reports, memorandums, message traffic, and briefings including Event Execution Summary, Preliminary Results Report, and Final Report. S4 EMSO experts meet JCER milestones and goals for report completion and out briefs. We coordinate for JCER and USSTRATCOM reports and briefing approval and formal release, and we conduct distribution and dissemination of JCER reports and briefings. Finally, we conduct archival and disposition of JCER reports and briefings in accordance with unit policy.

## PROGRAM MANAGEMENT

S4 Inc. provides leadership, facilitates and supports strategic planning and the implementation, coordination, integration and evaluation of programmatic activities.

**Strategic Planning.** S4 supported NORAD and USNORTHCOM (N&NC) by developing all levels of plans and associated supporting documents and briefings within the Homeland Defense Policy Branch for N&NC/ J5. We provided critical review and analysis of capabilities documents and supported the Joint Capabilities Integration and Development System (JCIDS) process.

S4 conducted research and analysis that developed awareness of partner nation social, economic, military and Governmental situations and provided Theater Security Cooperation Governmental decision makers with baseline information. This information was needed to develop course of action options to make decisions that increase U.S. influence and enable the success of partner nation current and future operations against transnational criminal organizations.

**Project Management.** S4 provides Project Management Services by applying industry best business practices in project management in conjunction with the Project Management Body of Knowledge (PMBoK) process methodology. We suppport project planning activities such as: Project Scheduling, Work Breakdown Structure, Task Break Down, and Project Maintenance/ Sustainment; Project Cost Estimating; Cost and Resource Management; Change and/or Version Control; Project Change Control; Project Issue Tracking; Problem Tracking; and Risk/Issue Assessment, Risk Management and Risk Tracking. S4 uses in-depth analysis to determine the impact of various schedule/resource changes to successfully deliver each project. We also analyze critical path, and constraints to determine impact of changes and recommend work-arounds to remain on schedule and on budget. S4 ensures the credibility of the information contained in the schedule and verifies schedule integrity.

S4 utilizes knowledge of Microsoft Project to develop, maintain, and publish government approved schedules of complex projects. We work alongside a team of managers, operation leaders, and government clients to define scope of work to identify tasks and activities, load resources, coordinate assignments, and forecast cost estimate. S4 provides a weekly report of project health and performance to stakeholders. This report includes technical performance, schedule progress, resources and personnel performance, cost projections, and key schedule events and milestones. We also utilize Atlassian Jira to manage and monitor the project risk register.

**Knowledge Management.** S4 Inc. provides support services for Air Combat Command (ACC)/Cybersecurity Support Squadron (CYSS) roles in support of the following objectives:

- Gap analysis (existing Knowledge Management (KM) services) and strategic roadmap development of KM services
- Development of policy, doctrine, and training to enterprise KM capabilities
- Provision of technical research, analysis, and studies to support enterprise decisions
- Management of enterprise-service change requests while ensuring traceability to warfighter needs/objectives
- Prioritization of warfighter functional needs to ensure systems meet strategic objectives

S4 updates and sustains SharePoint/Collaborative environments in support of AF and CYSS Knowledge Management mission requirements. This support includes capabilities to validate system requirements and objectives as designated by Government POC(s), design, configure, execute testing, migrate environments, maintain layouts, modify site layouts, update and/or add content, create/edit web parts, manage user access and permissions based on program requirements. S4 experts evaluate SharePoint/Collaborative Knowledge Management environments and provide recommended capability and functional enhancements. S4 develops and provides environment training to customers via government requested methods and responds to customer feedback with government approval. S4 personnel recommend changes to SharePoint/Collaborative Knowledge Management environments to Government POC(s) for approval prior to implementation.

**Infrastructure Planning Support.** S4 Inc. provided infrastructure planning support for facility furnishing efforts, space management, Building Information Modeling (BIM), and other facility projects for the fit out and transition to the new USSTRATCOM Command and Control Facility (C2F). S4 used AutoCAD to prepare graphics and reports representing space management and furnishings to communicate transition execution status with STRATCOM leaders, facility managers, and occupants. We utilized Revit software to support construction of a BIM to reflect a change in facility data or construction efforts caused by a Military Construction (MILCON) change-order. S4 helped with the collection of organizational requirements, recommended information items to collect, and met with occupants to collect and examine data. S4 established the impact (cost, time, second-order effects, etc.) of the desired change; assembled findings; and provided support with presenting requested changes and each respective solution to the Floor Space Management Board (FSMB). S4 helped configure the type, layout, and

quantity of furnishings to meet occupant requirements and provided support in the analysis and development and execution of an asset transition plan from existing facilities to the C2F.

## ENGINEERING SERVICES

S4 Inc. provides engineering services such as systems engineering, analyses of requirements, gap analysis, solution development, testing, and implementation. We apply specialized knowledge and engineering principles when evaluating, planning and designing hardware, software and services.

**Systems Engineering.** S4 provided systems engineering, requirements analysis, technical solution development and testing, and integration services to the US Strategic Command (USSTRATCOM) IT infrastructure. S4 engineers developed technical solutions and tested and integrated solutions for projects approved by the government engineering oversight organization and IT governing organizations. S4 was responsible for managing, engineering and implementing life-cycle replacement projects, including technical refresh, IAW the IT Roadmap, Integrated Master Schedule (IMS), and Integrated Master Plan (IMP). S4 engineers performed requirements analysis, functional analysis, and integration of hardware/software and network requirements. S4 transformed outputs from requirements analysis, functional analysis, and synthesis into technical solutions consistent and interoperable with current and future system baselines and architectures. For all applicable technical solutions, S4 personnel developed drawings and documentation for new systems and updated existing drawings (network, cable, etc.) and documentation for existing systems.

## ADVISORY & ASSISTANCE SERVICES

S4 Inc. offers a range of advisory and assistance services including analyses of technical, cost, and programmatic issues; support to improve policy development, management, and administration; and the application of various forms of technical expertise during all phases of planning, programming, acquisition, and implementation cycles of government systems and programs.

**Intelligence Analysis – Cyberspace.** S4 Inc. provides All-Source Intelligence Analysis - Cyberspace support for the USSTRATCOM/J2 and CDR USSTRATCOM through analysis on cyberspace threats and capabilities that support USSTRATCOM's Indications and Warning (I&W), Nuclear Command, Control, and Communications (NC3), Joint Intelligence Preparation of the Operational Environment (JIPOE) requirements, and situational awareness of cyberspace threats to U.S. NC3 capabilities and critical USSTRATCOM networks and infrastructure required to achieve its missions. S4 provides all-source intelligence support to the Headquarters Staff, Component Commands, the NC3 Enterprise Center (NEC) and the USSTRATCOM Joint Cyber Cell (JCC). We analyze and evaluate changes in adversary cyberspace doctrine, capability and intent, Tactics, Techniques, Procedures (TTPs), requirements as they relate to adversary intent, use in space and counterspace weapons systems, and threats to Intelligence Community (IC) and DoD space systems. S4 performs all aspects of collection and production requirements, and assists the government with writing collection and production requirements to address all command needs. We collaborate and coordinate all Community On-Line Intelligence System for End Users and Managers (COLISEUM) requirements with counterparts, including IC partners, collection managers, producers, and respective Cyber Mission Forces (CMFs). COLISEUM requirements are vetted for accuracy, including Planning and Environmental Linkages (PEL) to intelligence requirements, and we track their status to conclusion. S4 conducts extensive research and analysis of foreign use of cyberspace capabilities to conduct computer network attack or computer network exploitation of critical infrastructure and USSTRATCOM NC3 systems and the associated infrastructure USSTRATCOM NC3 systems depend upon. We provide direct intelligence support to the USSTRATCOM JCC and synchronize efforts and partner with USCYBERCOM, Combatant Command (CCMD) JCCs, CCMD J2s, military services, and members in DoD and the IC.

S4 provides intelligence support planning including Joint Planning Groups (JPG), Operations Planning Groups (OPT) and Crisis Analytic Team (CAT) activities, including conducting cyberspace portions of the JIPOE process, and producing System of System Analysis (SoSA), and all other directed products and deliverables. We provide

intelligence support for USSTRATCOM related CMFs, including Combat Mission Teams (CMT) and Cyber Protection Teams (CPTs) as required.

**Intelligence, Surveillance and Reconnaissance (ISR) Planning and Support.** S4 provides Intelligence, Surveillance, and Reconnaissance Operations (ISRO) support for the Joint ISRO Center (JISROC) - Chairman's Controlled Activity (CCA) and Director of the Joint Staff (DJS) Deputy Directorate for ISRO (J32) to oversee and manage the DoD ISR and Sensitive Reconnaissance Operations (SRO) associated Processing, Exploitation, and Dissemination (PED) enterprise. We support development and synchronization of global ISR plans and allocation strategies to satisfy CCMD and national requirements. S4 supports ISR Global Force Management (GFM) tasks including the development and staffing of the DoD's annual global ISR allocation plan and sourcing recommendations in response to emergent/short-notice requests for DoD ISR forces i.e. Requests for Forces, (RFFs). We support ISR Integration activities by interacting with the CCMDs, the Services, Joint Staff (JS), IC, and numerous other DoD and civilian agencies to respond to DoD taskings and Requests for Information (RFI) regarding ISR capabilities and processes. S4 supports all applicable GFM meetings and senior forums addressing ISR allocation, including the GFM Action Officer (AO) and General/Flag Officer (GOFO) Secure Video Teleconference (SVTC), the J-32 ISR GFM SVTC, quarterly GFM Boards (GFMB), and Operations Deputies or Joint Chiefs of Staff Tanks. S4 supports J-32 crisis/contingency/exercise manning, planning, conferences, and execution through the use of modeling and simulation tools. S4 supports the development of complete ISR allocation recommendations within the GFM process by identifying PED capability, capacity, planning factors, and/or limitations with proposed sourcing courses of action. We provide PED inputs (communications architecture, tasked exploitation crews/ nodes, etc.) into the planning and allocation of ISR, and we monitor and report on the status of all applicable DoD PED equipment, nodes, and units.

**ISR Assessments Tasking.** S4 supports ISR Assessments Tasking through interaction, coordination, and collaboration with CCMDs, Services, JS, IC, and other DoD and civilian agencies to support rigorous and repeatable data-driven analytic assessments for DoD ISR and SRO, including special and limited access program operations; Congressional reporting; National Technical Means (NTM) integration and employment; and deliberate and contingency GFM allocation plans and courses of actions. S4 personnel create tailored products ranging from detailed placemats to pithy, hard-hitting ISR recommendations by: (1) Synthesizing CCMD intelligence strategies/ plans, NTM capabilities, and global campaign plan objectives and requirements; (2) Evaluating operational and collection value tradeoffs as they relate to priority intelligence requirements coverage, Tasking, Collection, Processing, Exploitation, Dissemination (TCPED) alignment, and report satisfaction; (3) Identifying trends and performance factors (weather seasonality, maintenance, planning factors, etc.) to measure DoD Airborne ISR performance; and (4) Evaluating CCMD collection value and operational highlight inputs for SRO Book inclusion.

**ISR Assessments Methodology Development Support.** S4 Inc. supports ISR Assessments Methodology Development by: (1) Assisting with creating metrics and refining methods to evaluate ISR operational performance, efficiency, and effectiveness; (2) Refining JS Assessment Forms and RFIs; (3) Strategy-to-Task Concept of Operations (CONOPS) templates; (4) Consolidating assessment methodologies and best practices across the DoD; (5) Updating the J-32's Assessment Business Rules (as applicable); (6) Providing JS assessment methodology training and resources to facilitate a persistent, inclusive, and collaborative learning culture. S4 personnel support all applicable assessment meetings including CCMD Joint Collection Management Working Groups, co-hosting the Reconnaissance Operations Management Enterprise (ROME) Users' Groups, Measures of Effectiveness (MOE) Working Groups, Processing, Exploitation, and Dissemination (PED) working groups, GFM coordination meetings, and ISR future concept development and planning meetings.

**ISR Knowledge Management.** S4 supports ISR Knowledge Management by assisting in the design and maintenance of J-32 webpages on multiple networks to support information flow between internal and external organizations on ISR assets and issues. We establish and maintain J-32 internal GFM ISR and ISR capability databases and conduct data analytics using a variety of software (Microsoft Access/Excel, Tableau, etc.) in support of J-32 tasks. S4 applies and adapts new and improved approaches to the design, development, and implementation of data entry, review, and queries of ISR GFM information in other authoritative databases (Joint Capabilities Requirements Manager, ORION, ROME, etc.).