

**PERFORMANCE WORK STATEMENT (PWS) FOR
SYSTEMS ENGINEERING AND TECHNICAL/DECISION SUPPORT FOR
ABMS DIGITAL TRANSFORMATION**

**FOR
HEADQUARTERS SPACE OPERATIONS COMMAND DEPUTY COMMANDING GENERAL-
TRANSFORMATION
26 October 2022**

1. DESCRIPTION OF SERVICES: This contract is for non-personal services to support Headquarters, Space Operations Command (HQ SpOC), Deputy Commanding General - Transformation (DCG-T). DCG-T requires subject matter expertise to track, advise, assist, integrate and provide a range of tradespace exploration and decision support activities for various HQ SpOC and USSF digital transformation programs, projects and initiatives related to the development of an operational and tactical-level command and control architecture, to include the DoD's Joint All-Domain Command and Control (JADC2) and the Department and the Air Force's (DAF's) Advanced Battle Management Systems (ABMS) efforts, and provide recommendations for integration and experimentation with operational-/strategic-level command and control structures to help inform acquisition and warfighting trade decisions and enhance the DAF's decision speed and quality.

2. ORGANIZATION BEING SUPPORTED: HQ SpOC/ DCG-T, Hartinger Building, 150 Vandenberg Street, Suite 1105, Peterson SFB CO 80914-4590.

3. MISSION: HQ SpOC/DCG-T's mission is to plan, analyze, collaborate, define and develop resilient and affordable enterprise capabilities and policies for SpOC forces, Joint forces and the Nation. DCG-T plans, analyzes, collaborates, defines, develops and presents resilient and affordable capabilities to the Joint Force Commander. DCG-T develops a common, defined operational command and control JADC2 architecture with tools (e.g., ABMS) for the Commander of Space Operations Command to manage a space battle on tactically relevant timelines while concurrently supporting a Joint Force Commander at the operational level of warfare. DCG-T links the space enterprise across a defined, cyber-defended resilient ground architecture, allowing any and all enterprise space operations centers to fully utilize the capabilities enabled through the resilient architecture. More specifically, DCG-T manages the programmatic, cost, and schedule issues associated with the space enterprise in order to equip the appropriate warfighters with the data/information provided by these respective systems. This management activity entails active involvement and support of the relevant acquisition and fielding processes of the Space Systems Center (SSC), as well as various Interagency/Department of Defense (DoD)/Joint Chiefs of Staff (JCS)/AF/other military Services Higher Headquarters (HHQ) organizations to meet both federal law as well as United States Space Force (USSF), JCS, and DoD requirements and acquisition guidance.

4. OVERVIEW OF SERVICES REQUIRED: This task order (TO) provides DCG-T with support services. DCG-T requires the contractor to coordinate and synchronize Space Enterprise Capabilities development with the staffs of HQ USSF, United States Space Command (USSPACECOM), Space Operations Command (SpOC), USSF Deltas, US Strategic Command (USSTRATCOM), HQ Air Force (HAF), Office of the Chief of Space Operations (OCSO), Secretary of the Air Force (SAF), and SSC. Due to the inherently joint nature of space operations,

coordination will also extend to other Services, intelligence, and civil agencies as necessary to ensure the completion of the tasks described below. In no instance will the contractor be responsible for any action deemed "Inherently Governmental" such as authorizing the expenditure of Government funds. In all cases, Government personnel assigned to the various programs will be responsible to execute these actions. The Contractor shall:

4.1. Conduct technical and acquisition strategy analysis and provide recommendations to the DCG-T staff to identify the risks and/or benefits to current and future projects and activities. This includes providing decision support services to ensure analysis addresses all stages of a system's lifecycle phases from pre-Milestone A through post-Milestone C, including but not limited to: Analysis of Alternatives (AoA), Capabilities Based Assessment (CBA), Initial Capabilities Documents (ICD), Capability Development Documents (CDD), and Capability Production Documents (CPD).

4.2. Support and attend meetings as subject matter experts (SME) to include, but not limited to, Integrated Product Team (IPT) meetings, Design Reviews, Program Reviews, System Security Working Groups, Program Protection Working Groups, Threat Steering Groups, and Technical Interchange Meetings to provide technical recommendations to the DCG-T staff.

4.3. Review, comment, coordinate, and produce technical documents, briefings, or other oral or written presentations in support of the DCG-T staff.

4.4. Provide administrative support to meetings such as scheduling, invitations, conference room scheduling and set-up, scheduling meet-me lines/VTC bridges, agenda preparation, note taking, recording/distributing of meeting minutes, etc.

4.5. Knowledge Management: The contractor shall maintain an electronic library of all working papers, informal data products, data deliverables, trip reports, reference materials, job aids, contacts/POC lists, and other formal and informal documentation produced during the performance of this task order. The electronic library shall be maintained on an approved government information system (i.e. network drive or cloud-hosted data storage/collaboration solution) in accordance with all government instructions and directives for access control, file formats, marking/handling of CUI and classified data, etc. Separate libraries are required for each data classification level/system (i.e. NIPR, SIPR, JWICS, SGN). Each library shall employ a logical file organization scheme and document version control. All documents must be accessible to approved government employees at all times including after task order completion/termination. Use of personal network drives and hard drives shall be minimized and limited in duration.

5. SPECIFIC REQUIREMENTS:

5.1. REQUIREMENT 1. PROVIDE BROAD DECISION SUPPORT SERVICES TO ADVANCE USSF/SpOC JADC2-RELATED DIGITAL TRANSFORMATION EFFORTS

5.1.1. Provide support to government planning efforts. The contractor shall develop plans and roadmaps, analyze options, and assess requirements to transform USSF/SpOC operational and tactical-level command and control and battle management capabilities and processes into a fully integrated, automated, data-centric digital warfighting environment. The planning effort should focus on identifying, assessing, and integrating various ongoing or planned programs/projects/initiatives across HQ SpOC, SpOC Deltas/Squadrons, and other USSF field commands (i.e. SSC, STARCOM, SWAC) that directly or indirectly contribute to the USSF vision for

multi-echelon data-driven decision making, digital operations and/or support to JADC2. The contractor shall provide analysis and recommendations to inform the operational requirements generation and acquisition process, Program Objective Memorandum (POM) deliberations, and other HQ SpOC decision processes. Results of planning activities shall be documented in informal artifacts such as staff studies, white papers, briefing slides, or as otherwise requested by the government.

5.1.2. Provide SME support. The contractor shall support and attend meetings related to USSF digital operations programs, projects, and other efforts, as HQ SpOC subject matter experts (SMEs). Examples of support includes participation in Integrated Product Team (IPT) meetings, Design Reviews, Program Reviews, and Technical Interchange Meetings (see table below for estimated frequency of each). The Contractor shall assist the government in maintaining continuous interface and trusted relationships with higher, adjacent, and subordinate organizations, DoD staffs, and industry partners to provide technical support to help HQ SpOC plan, execute, and deliver against USSF/SpOC goals and objectives for digital operations and transformation.

Example Meetings	Estimated Frequency
IPTs (i.e., CFT weekly, Demonstration & Assessment WG bi-weekly, DCG-T meetings, etc.)	3/week
Design Reviews	1/month
Program Reviews (i.e., CFT monthly update)	1/month
Technical Interchange Meetings (i.e., experimentation planning, AO sync, Delta tag-ups, etc.)	5/week

5.1.3. Track execution progress. The contractor shall implement approved plans and monitor/track the execution of SpOC activities supporting USSF digital transformation and digital operations efforts. The contractor shall coordinate with internal and external SpOC offices and organizations (i.e. DCG-T Chief Data Office, DCG-T Innovation Directorate, SpOC Mission Area Teams, SpOC deltas/squadrons, capability development agencies, etc.) to collect and analyze relevant program/project execution data, establish and monitor execution metrics and success criteria, and produce summary level informal reporting products (e.g. briefings, white papers, weekly/monthly activity reports, etc.).

5.2. REQUIREMENT 2. PROVIDE BROAD DECISION SUPPORT SERVICES TO ADVANCE AND INTEGRATE JOINT ALL DOMAIN COMMAND AND CONTROL (JADC2) AND ADVANCED BATTLE MANAGEMENT SYSTEMS (ABMS) TECHNOLOGIES

5.2.1. Track JADC2 activities. The contractor shall monitor DoD, DAF, USSF, and sister-service activities related to JADC2 to maintain a high-level awareness, on behalf of HQ SpOC, of current strategies, plans, and implementation status, and identify direct or indirect impacts on SpOC digital operations and transformation efforts and/or SpOC support to JADC2. The contractor shall identify any emerging JADC2 related products, capabilities, technologies and data integration efforts that have potential to address USSF/space operational needs and/or enhance USSF/space operational- or tactical-level operations. Additionally, the contractor shall identify opportunities where integration of USSF-developed and commercially available best of breed capabilities, systems, and technologies may contribute to JADC2 warfighting concepts and capability needs. The contractor shall review JADC2-related documents and provide appropriate inputs from a space operations perspective.

5.2.2. Support to ABMS. The contractor shall assist the government with coordinating and providing SpOC support to the DAF ABMS Cross Functional Team (CFT). The contractor shall maintain SpOC space SME, including knowledge on SpOC's priorities and the operational space warfighter domain, and provide recommendations to generate, present, and sustain space warfighting forces and capabilities for joint all-domain operations.

5.2.2.1 ABMS support activities may include participation in ABMS CFT meetings whenever SpOC representation is requested; reviewing, coordinating, and providing inputs to ABMS-related documents; and providing SpOC support to working groups for the various ABMS lines of effort. Current ABMS lines of effort include Data Sharing, Advanced Communications, Advanced Sensing, Distributed Decision-Making, Integrated Planning, C2 Convergence of Effects, and Human Capital Development, all targeted at creating decision superiority for the DAF through a purpose-built network design.

5.2.2.2 SpOC support to ABMS and its multiple lines of effort requires matrixed participation from across the SpOC enterprise. The contractor shall assist the government with identifying, soliciting, coordinating, and tracking necessary support from various SpOC entities and SMEs, including HQ SpOC staff offices, Mission Areas Teams, and deltas/squadrons. The contractor shall assist the government with the coordination and de-confliction of SpOC ABMS support activities with other ABMS stakeholders (i.e. HQ USSF staff, other USSF field commands, USPACECOM, SAF staff, DAFRCO, and USAF counterparts).

5.2.2.3 The contractor shall produce informal papers, briefings, activity reports, and other artifacts as requested by the government to document SpOC ABMS activities and provide recommendations to the government.

5.2.3. Support to JADC2/ABMS Experimentation. The contractor shall coordinate SpOC support to JADC2 and/or ABMS-related exercises, experiments, assessments, war-games, and demonstrations to improve awareness of innovation capabilities through application in relevant DoD use cases or event scenarios.

5.2.3.1 Support activities include: recommending space-related goals/objectives; developing relevant space scenario(s) and space mission threads; identifying required space forces and capabilities (current and emerging); participating in event planning meetings and conferences; coordinating participation of space forces and capabilities; providing space SME support to planning discussions and/or event execution; participating in events as surrogate space operator(s); collecting, analyzing and assessing space-related observations and lessons-learned; documenting the performance of participating space forces and capabilities in an all-domain environment; identifying gaps and shortfalls of space forces and capabilities in an all-domain environment; analyzing activity progress and making recommendations for future events from a space operations perspective; and providing analysis and recommendations for development and/or improvement of space capabilities and technologies to close JADC2/ABMS gaps.

5.2.3.2 The contractor shall coordinate SpOC activities with other space stakeholders including STARCOM, SSC, USSPACECOM, and HQ USSF staff. SpOC support to JADC2/ABMS events may be required as either the lead or supporting space planning activity. When SpOC is designated as the space planning lead, the contractor shall solicit and coordinate any required support from external and subordinate space elements (i.e. USSPACECOM, STARCOM, SpOC Deltas/Squadrons, SSC, NRO, etc.). When providing SpOC support as a supporting space

activity, the contractor shall support the designated space planning lead (i.e. STARCOM or USSPACECOM) to provide planning inputs and coordinate all requested SpOC support from HQ SpOC and its subordinate deltas/squadrons.

5.2.3.3 For participating SpOC forces and capabilities, the contractor shall analyze, determine and coordinate the command and control and data sharing pathways needed with all participating agencies with a focus on implementing/demonstrating/testing machine-to-machine connections where possible.

5.2.3.4 The contractor shall document plans, inputs, activities, recommendations, and out-briefs in informal artifacts such as briefings, papers, activity reports and weekly updates, as requested by the government.

6. DELIVERABLES: The Contractor shall provide deliverables as described in the PWS. Format and delivery schedule for deliverables shall be outlined in the table below. All Deliverable distribution shall be by an electronic method unless otherwise specified. Email documents in a Microsoft Office or Adobe Acrobat-compatible format. Submit drawings in a uniform electronic format. Informal, recurring work products may not require a deliverable.

For recurring Deliverables, if the due date falls on a holiday or a weekend the Deliverable may be sent on the following business day. Contractor format is acceptable, unless a specific format is identified. The Contractor shall not include its name or any logos on any Deliverable except when a Contractor signatory is required by the Deliverable. The Contractor shall ensure all markings included in Deliverables are consistent with the contract’s requirements, to include copyright and proprietary markings addressed in the contract’s clauses.

Deliverable Table				
Identifier	Name	PWS #	Schedule	Distribution
A001	Monthly Contractor’s Progress, Status and Management Report	19	Monthly, NLT 15 th of the month after performance	COR SAIO/PKA
<p>Description: (Contractor format acceptable) As a minimum, the report shall detail:</p> <ul style="list-style-type: none"> - Executive summary detailing a self-assessment of the Contractor’s performance during the reporting period - Major tasks/activity status - Contractual issues or risks requiring Government resolution/mitigation - Self-identified performance efforts exceeding the PWS requirements, along with how these efforts provide a benefit to the Government - Self-identified performance deficiencies during the period; including the cause of each identified deficiency, corrective actions, the impact, and actions taken to preclude recurrence - Deliverables submitted 				
Identifier	Name	PWS #	Schedule	Distribution

A002	Trip Report	17	NLT five business days from completion of meeting date and/or return from TDY	COR
Description: (Contractor format acceptable) Provide a standardized summary of meetings, conferences, technical integration meetings, etc. supported with distribution to affected organizations. Include recommendations, if any, on potential impacts to include other organizations.				

7. SERVICES SUMMARY: This Services Summary (SS) identifies the major performance objectives and performance thresholds required for Contractor performance. The Government retains the right to inspect, assess and enforce all services required by this contract, regardless of their inclusion in this SS.

PERFORMANCE OBJECTIVE	PWS PARA.	PERFORMANCE THRESHOLD
(SS-1) Provide accurate technical and analytical advice, guidance and products as required by the PWS.	All	No more than two (2) rejected packages/reports, for technical reasons or invalid technical assumptions, per year. Contractor successfully resolves any customer complaint within ten (10) calendar days of receipt.
(SS-2) Provide timely response to time-sensitive requirements, including short notice requirements.	All	No more than two (2) late documents and no more than two (2) working days late. No more than two (2) sets of corrections/edits and all corrections must be accomplished within two (2) business days.
(SS-3) Compliance with DD Form 254, Contract Security Classification Specification, to include proper handling, storage, transmission, and destruction of classified materials.	All	No security violations that involve a compromise of classified data at any level.

8. GOVERNMENT FURNISHED PROPERTY AND SERVICES:

8.1. GOVERNMENT FURNISHED PROPERTY (GFP). The Government will not provide any GFP (hardware or software) for Contractor use on this contract.

8.2. GOVERNMENT FURNISHED INFORMATION. Government personnel shall be available for technical exchanges with the contractor. Government personnel shall provide technical input, answer questions, review and accept completed work, and provide feedback regarding contractor efforts.

8.3. GOVERNMENT FURNISHED RESOURCES (FACILITIES AND SUPPLIES). Contractor personnel working in a Government facility will be provided working space, communications equipment and network access consistent with contract requirements.

9. PRODUCT OWNERSHIP: All products produced by the contractor in the performance of this PWS are the property of the Government, and this could include software, electronic files, hard copy documents, etcetera.

10. DOCUMENTATION:

10.1. The contractor shall request Government approval prior to the use of any proprietary data or software tools to fulfill the requirements of this contract.

10.2. The Government will provide the contractor access to information required to accomplish assigned tasks commensurate with security clearance and on a need-to-know basis.

10.2.1. The contractor shall not retain classified or unclassified material generated or received under this contract after the contract ends without approval of the appropriate office of primary responsibility.

10.3. The Government has unlimited rights to all deliverables developed under this PWS. The contractor shall not use any materials pertaining to this contract for business development or any other vendor strategic purposes. However, the contractor is authorized to include summary performance information in proposals to be submitted to the Government to satisfy past performance information requirements.

10.4. The Contractor shall make all information and documentation generated or maintained (to include Government-furnished documents) by this contract available for Government review upon request for the duration of the contract. The Contractor shall generate and maintain all such documentation in an electronic, editable (where appropriate) format. Contractor-generated format is acceptable, unless otherwise noted by this PWS.

10.5. The Contractor shall provide responses to requests for information. These requests are in addition to Deliverable submissions and other documentation that is available for review by request. Requests may cover the range of activities under this PWS.

11. GENERAL INFORMATION:

11.1 NON-PERSONAL SERVICES. The Government will neither supervise Contractor employees nor control the method by which the Contractor performs the required tasks. Under no circumstances will the Government assign tasks to, or prepare work schedules for

individual Contractor employees. The Contractor shall ensure its employees understand the prohibitions imposed on the Government regarding personal services contracts, as defined in the FAR as “a personal services contract is characterized by the employer-employee relationship it creates between the Government and the contractor’s personnel.” The Contractor shall manage its employees and guard against any actions that are of the nature of personal services, or give the perception of personal services. If the Contractor believes that any actions constitute, or are perceived to constitute personal services, the Contractor shall notify the Procuring Contracting Officer (PCO) immediately.

11.2 HOLIDAYS. The Contractor shall observe Federal holidays and other days identified in this section. The Government observes the following days as holidays:

- New Year’s Day
- Birthday of Martin Luther King Jr. Day
- Washington’s Birthday
- Memorial Day
- Juneteenth Day
- Independence Day
- Labor Day
- Columbus Day
- Veterans Day
- Thanksgiving Day
- Christmas Day

If these Federal Holidays fall on Saturday, the preceding Friday will be observed. If these Federal Holidays fall on Sunday, the following Monday will be observed. In addition to the days designated as holidays, the Government may also observe the following days: Any day designated by Federal Statute; Executive Order; or President’s Proclamation Notwithstanding holidays and Government closures, the Contractor shall perform in accordance with the terms established in the contract vehicle and associated task orders.

12. SECURITY REQUIREMENTS: TS/SCI clearances are required for all contractor personnel as of TO start date. Access to classified material up to the TS/SCI level is required in accordance with the Contract Security Classification Specification, DD Form 254. The contractor will be given access to applicable documentation to include requirements, plans, specifications, studies, and analyses up to and including TS/SCI classification. All contractor personnel proposed to work on this TO must be U.S. citizens. The Contractor shall provide a minimum of three (3) Special Access Program (SAP) eligible personnel. All personnel will ensure the protection of classified information and controlled unclassified information (CUI).

12.1. The Government will provide the appropriate security access to the Contractor for the supported programs, as required.

12.2. The contractor shall safeguard Personally Identifiable Information (PII) IAW the policies and procedures in AFI 33-332, *Communications and Information, Air Force Privacy and Civil Liberties Program*.

12.3. The contractor shall maintain accountability records/receipts for classified material to include transfer and destruction of material.

12.4. Up to three (3) SCI Billets will be available to support this task order.

12.5. The Government provides guidance to prime contractors for contracts requiring access to classified material by incorporating DD Form 254, DoD Contract Security Classification Specification, into the contract. The DD Form 254 tells the contractor what needs to be protected and to what degree. The DD Form 254, with its attachments and incorporated references, is the only authorized means for providing security classification guidance.

12.6. Visitor Group Security Agreement (VGSA) is entered into by the Contractor and the installation commander and prescribes the specific actions to be taken by the Contractor's personnel and the Department of Defense to properly protect classified defense information involved in contractor performance for contracts being performed on Peterson Space Force Base (SFB).

12.7. Operational Security (OPSEC). The Contractor shall be familiar with the organization's Critical Information and Indicator List (CIIL) and ensure indicators and vulnerabilities are protected from Unauthorized Disclosure (UD) per HQ Space Operations Command's (SpOC's) countermeasures and measures. The Contractor shall complete OPSEC in-processing training and follow-on OPSEC training such as event-driven and annual OPSEC training, as required by the SpOC OPSEC Program Manager/Planner per Department of Defense (DoD) Directive (DoDD) 5205.02E, DoD Operations Security (OPSEC) Program; DoD Manual (DoDM) 5205.02, DoD Operations Security (OPSEC) Program Manual; Chairman of the Joint Chiefs of Staff (CJCS) Instruction (CJCSI) 3213.01D, Joint Operations Security; and AFI 10-701, Operations Security (OPSEC).

12.8 Controlled Unclassified Information (CUI). The Contractor shall safeguard all information provided and marked as CUI via this contract IAW DoD Instruction (DoDI) 5200.48, Controlled Unclassified Information (CUI). If the Contractor generates any CUI information, it shall protect and disseminate that information per the controls required by DoDI 5200.48. The Contractor shall monitor CUI for aggregation and compilation based on the potential to generate classified information pursuant to security classification guidance addressing the accumulation of unclassified data or information. The Contractor shall immediately report the potential classification of aggregated or compiled CUI to the CO and the COR.

13. WORK LOCATION AND ACCESS TO GOVERNMENT PROPERTY AND FACILITIES: The primary place of performance is Peterson SFB, Schriever SFB, or other offsite facility. DCG-T shall provide the contractor three (3) on-site working spaces, office supplies, telephones, fax machine, or computers. The contractor shall be allowed unescorted access to building 1 consistent with task requirements. Access to Government facilities, documents and systems shall be in accordance with the task order award DD Form 254 and VGSA.

13.1. All contractor personnel shall identify themselves as such when conversing with Government or other contractor personnel during business meetings, over the telephone, in video teleconferences or via electronic mail to avoid any perception that they may be Government employees and to avoid situations arising where sensitive topics might be better discussed solely between Government employees.

13.2. Electronic mail signature blocks shall identify contractor/company affiliation. Documents or reports produced by contractors shall be suitably marked as contractor products or contractor participation appropriately disclosed.

13.3. All contractor personnel shall be required to visibly distinguish themselves from Government employees (e.g. corporate identification badges, lanyards, etc.) identifying their name and company/contractor affiliation at all times while performing services for this TO. These items shall be conspicuously displayed at all times to allow for easy identification as a contractor employee or authorized subcontractor working for the contractor.

13.4. The Government may request removal (permanent or temporary) of personnel for security, safety or health reasons, or when Contractor personnel behave in an unprofessional manner that would be considered unacceptable by a reasonable person.

14. TELEWORKING: “Teleworking” is defined as authorization for a Contractor employee that normally works at the Government location, to work at an alternate location (at the employee’s residence or other Contractor location) either permanently or temporarily. “Contractor location” is defined as Contractor-approved place of performance for certain employees that is not an employee’s residence or Government location. The COR may approve Contractor personnel to telework on a case-by-case basis. The Contractor shall obtain COR approval prior to any teleworking. To obtain approval for teleworking, the Contractor shall submit a teleworking request with appropriate rationale to the COR in writing. This request shall include the Contractor’s [“lead’s”, “Project Manager’s”, “Task Lead’s”, etc.] approval, as well the primary Government customer’s approval, if different than the COR, when the request is submitted to the COR for approval. If approved for teleworking, the Contractor shall support Government core hours in the same manner they would if they were working at a Government location. Although the Government may allow the Contractor to use Government computer resources for teleworking, all other teleworking expenses for internet, telephone connectivity, and other equipment services are the responsibility of the Contractor. Classified work is not authorized under telework. Authorized teleworking does not abrogate the Contractor’s requirement to protect information IAW applicable requirements in this PWS, the DD Form 254 or other Government regulations applicable to this contract.

15. TRAINING: The contractor shall obtain approval from the Government prior to attending training classes. Provided there is no cost to the Government, the contractor may be eligible to attend Government-sponsored and Government-provided training to maintain proficiency in software, administrative procedures, security or other areas. Additionally, provided there is no cost to the Government, the contractor may be eligible to attend contractor-provided and/or third party off-site seminars and classes.

15.1 TRAINING REQUIREMENTS

15.1.1. IAW Department of Defense Instruction (DoDI) 2000.16, *DoD Antiterrorism (AT) Standards*, paragraph E3.18.6, a contractor with employees performing work on a DoD installation will meet DoD AT Level I training requirements. The contractor shall submit certificates of completion to the Contracting Officer (CO) and to the Contracting Officer Representative (COR), within thirty (30) calendar days after TO start date. All new employees who begin performance under this TO during the TO period of performance must submit certificates of completion within thirty (30) calendar days of performance start date. AT Level 1 awareness training is available at the following website:

<https://jkodirect.jten.mil/Atlas2/page/login/Login.jsf>

15.1.2. DoD Information Assurance Awareness (IAA) Cyber Awareness. IAW DoD 8570.01-M, *Information Assurance (IA) Workforce Improvement Program*, contractors with access to DoD Information Technology systems are required to receive and complete IA orientation awareness training before being granted access to these system(s) and annual IAA to retain access. All personnel must complete the DoD IAA Cyber Awareness Challenge training in Advance Distributed Learning Service (ADLS).

15.1.3. Information Protection. IAW Executive Order 12829, *National Industrial Security Program*, DoD 5220.22-M, *National Industrial Security Program*, and Air Force Policy Directive (AFPD) 16-14, *Security Enterprise Governance*; contractors are required to receive and complete annual Information Protection training. IAW AFI 16-1404, on base contractors shall be integrated into the sponsoring organizations Information Security Program.

16. GOVERNMENT OFFICE PRODUCTIVITY SOFTWARE: The contractor shall be able to create, open, review, modify and save files created in the programs included in the USSF Standard Desktop Configuration (i.e. Microsoft Office, Adobe Acrobat products).

17. TRAVEL: As an integral part of performing some of the requirements of the PWS the contractor shall perform temporary duty (TDY) non-local travel to both domestic and foreign locations. Any required travel will be performed IAW Joint Travel Regulation (JTR), Federal Acquisition Regulation (FAR) 31.205-46, and with the regulatory implementation of Public Law 99-234. Travel is accomplished on a cost-reimbursable basis. Travel expenses for local travel are not chargeable to the contract; local travel is defined as within 50 miles of Peterson Space Force Base (SFB).

The contractor shall prepare and submit all travel requests to the COR for approval at least one week prior to the date the required travel is to begin. Emergency (short notice) travel requests shall be submitted to the COR for walk-through processing. Contractors shall allow Government employees to ride in contractor vehicles, rented or charged, under this contract. The contractor shall prepare and submit to the Government all required security access requests for the TDY locations. The contractor shall prepare and submit the Trip Report (Deliverable A002) NLT 5 business days after return from the official TDY.

Estimated travel specific to Digital Transformation requirements, or support JADC2/ABMS include:

Destination	Estimated Number of Trips	Estimated Duration
CONUS	~5 / Year	4 Days
OCONUS	~2 / Year	5 Days

17.1. PASSPORTS, VISAS, CUSTOMS AND TRAVEL. All contractor employees are subject to customs, processing procedures, Status of Forces Agreement (SOFA), and other agreements, and duties of the country to which they are traveling and procedures, laws, and duties of the United States upon re-entry.

18. MATERIALS AND OTHER DIRECT COSTS (ODC): In the event that the Contractor is required to purchase reimbursable items costing up to \$500, such purchases shall be submitted for approval by the COR prior to actual purchase. Items costing greater than \$500 shall require prior COR and CO approval. Purchases shall not be broken up in order to meet this threshold.

19. CONTRACTOR MANAGEMENT: The Contractor shall integrate and coordinate all activity needed to satisfy the requirements. The Contractor shall manage the timeliness, completeness, and quality of problem identification, and resolution, as applicable. The Contractor shall provide corrective action plans, proposal submittals, timely identification of issues, and effective management of subcontractors. The Contractor shall seek to ensure customer satisfaction and professional and ethical behavior of all Contractor personnel. If the Contractor has any proposed revisions to this PWS or any other contract attachment, for the purposes of making the documents more accurate (regulatory changes) or complete (for clarity), the Contractor shall submit suggested revisions as word document with tracked changes and a change request to the COR and CO for consideration.

The Contractor shall provide a Monthly Contractor's Progress, Status and Management Report covering activities of the preceding month (Deliverable A001 - Monthly Contractor's Progress, Status and Management Report).

19.1 CONTRACT ADMINISTRATION. The Contractor shall appoint a task lead who shall coordinate with the COR to obtain and clarify contract requirements and who will be responsible for the daily control and supervision of contractor's employees. The task lead shall ensure the contractor's employees understand the prohibitions imposed on the U.S. Government regarding personal services contracts and will report instances where the Government attempts to control or supervise contractors' employees to the CO immediately. Contractor shall ensure its personnel do not perform inherently governmental activities, as defined in FAR 7.5. Contractor shall ensure its personnel do not attempt to represent the Government of the United States to any other person or entity, U.S., or foreign, except for delivering a Government-approved message or position. All briefings, policies, plans and other formal products the Contractor develops, reviews, and creates, will be reviewed and approved by the Government.

19.2 PERSONNEL ADMINISTRATION. The Contractor shall accomplish the assigned work by employing and utilizing qualified personnel with appropriate combinations of education, training, and experience. The Contractor shall provide the necessary resources and infrastructure to manage, perform, and administer the contract. The Contractor shall maintain the currency of their employees by providing initial and refresher training as required to meet the PWS requirements.

19.3. PERSONNL TURNOVER. The Contractor shall ensure continuity of services during personnel absences due to sickness, leave, and voluntary or involuntary termination from employment such that impact to the Government is minimal. Once the Contractor knows an employee will no longer support the requirement, the Contractor shall provide written documentation to the CO and COR within three (3) business days. In this notification, the Contractor shall include the date and time the position will be vacant, anticipated fill date, and what management actions the Contractor will take to ensure uninterrupted performance. Position vacancies shall not exceed 14 calendar days unless approved in writing or otherwise directed in advance by the CO (e.g. a grace period associated with new awards and PWS modifications increasing the number of personnel on a task order).

20. HOURS OF WORK: Contractor support shall be available during customer agency normal operating hours, 0730 - 1630. Work shall generally consist of 40-hour workweeks, Monday through Friday, excluding Federal holidays. Contractor personnel shall observe all Federal

holidays. The contractor shall provide for non-standard duty hours support on an as-required basis. Non-standard duty hours and additional hours for work to be performed (to include work beyond the standard 40-hour work week, work on holidays, and work on down days) is very uncommon and shall be coordinated with an authorized Government representative.

21. BASE CLOSURE/GOVERNMENT MORALE AND RECREATIONAL ACTIVITIES: Situations may arise where Government facilities may not be available for performance of requirements (i.e., base closure due to weather, force protection conditions, etc.). For closures affecting the availability of the Government site, the Government will notify the Contractor through normal means such as the Snow Call Line and local news outlets, or via email from the COR or CO. During such closures, Contractor personnel may telework if they have a COR-approved telework request in place. There may also be occasions when support contractors are invited to participate in morale and recreational activities (e.g., holiday parties, golf outings, sports day and other various social events). Under these circumstances, contractor employees shall comply with individual company policy in accordance with company compensation system. Because the Government does not have an employer/employee relationship with contractor employees, it is not authorized to grant administrative leave or expend Government resources to compensate contractor employees for hours expended on activities not included in the PWS.

22. SERVICES DURING CRISIS: The performance of these services may not be considered to be mission essential during times of crisis. Should a crisis be declared, the CO or their representative will verbally advise the contractor if service is required or if temporary suspension of these activities is necessary, followed by a written notification. A representative of the CO will further notify the Contractor verbally when the crisis has ended with written notification to follow. Any price changes resulting from this crisis will be negotiated in accordance with FAR clauses for "Changes".

23. CONTRACTOR MANPOWER REPORTING REQUIREMENT: In accordance with FAR 52.204-14 Service Contract Reporting Requirements, the Contractor shall report all Contractor labor hours (including subcontractor labor hours) required for performance of services provided under this contract via a secure data collection site. The Contractor shall fill in all required data fields at the data collection site. Use the following web address: www.sam.gov.

Reporting inputs will be for the labor executed during the period of performance during each Government fiscal year (FY), which runs October 1 through September 30. While inputs may be reported any time during the FY, the Contractor shall report all data no later than October 31 of each calendar year. Contractors may direct questions to the System for Award Management (SAM) help desk.

24. PERFORMANCE EVALUATION: Contractor performance is subject to Government surveillance to ensure PWS compliance. The Contractor shall comply with the following:

Access. The Contractor shall permit the CO or authorized representative access to all work areas, records, and data used in the performance of the contracted services. The Contractor shall provide support, and not interfere with the CO, Contracting Officer's Representatives (CORs), state, federal, and other designated personnel in the performance of their official duties. The Contractor shall provide access as soon as possible, but not to exceed one (1) workday after the request.

Non-conformance. The Contractor shall identify root causes of non-conformances and shall control them through analysis, corrective actions, and preventive actions. The Contractor shall focus on eliminating the cause to prevent reoccurrence. The Contractor shall maintain records of non-conformities and actions taken. The Contractor shall correct and provide responses to all Government-identified non-conformances in accordance with (IAW) time frames specified by the CO. There are two types of non-conformances: Minor and Major.

Minor Non-conformance. A Minor Non-conformance is a non-conformance, which by itself does not adversely impact mission, safety of personnel and equipment, performance (quality), schedule (delivery), or cost. A Minor Non-conformance does not normally increase risk to the Government. Minor Non-conformances are typically low risk and are communicated through a Corrective Action Request (CAR) notice. First notices are issued for any identified non-conformance, second notices are issued for repeat non-conformances or failing to correct issues within a reasonable amount of time. Upon receipt of a non-conformance notification (first or second notice), the Contractor shall complete applicable sections and return it to the CO within time constraints directed by the CO in the notice. A formal corrective action plan may not be required for minor CAR notices.

Major Non-conformance. A Major Non-conformance is a non-conformance that adversely impacts (or has the potential to impact) mission, safety of personnel and equipment, performance (quality), schedule (delivery), or cost. A Major Non-conformance may also be a significant number of recurring non-conformances, which is an indication of inadequate preventive measures or actions and lowers the Government's confidence that the Contractor can provide quality services on time and within costs. The CO will communicate Major Non-conformances using the CAR notice and will include a suspense date for the Contractor's Corrective Action Plan. As a minimum, the Contractor's Corrective Action Plan shall address:

- Actions taken to fix the immediate problem
- Root cause analysis of the problem to determine cause
- Corrective action on the cause of the problem
- Actions taken to prevent recurrence

25. PUBLICATIONS: Publications, forms, memorandums, and policy letters that apply to the TO are listed below. The Contractor can access unclassified forms and publications on the Internet at: <http://www.e-publishing.af.mil/> and the JTR website at <http://www.defensetravel.dod.mil/site/travelreg.cfm>

The publications listed in this section are generally referenced in the PWS. The Directive/Guidance (D/G) column indicates the extent of Contractor compliance with the publication that is prescribed by the PWS. A "D" in the column means the publication is a "directive publication," that requires mandatory compliance by the Contractor. A "G" in the column means the publication is a "guidance publication." These publications provide guidance for the Contractor to perform particular tasks or operations in a manner compatible with Air Force procedures. However, the Contractor is required to comply with the intent of the publication. Additionally, any procedures developed by the Contractor shall be compatible with the intent of the "G" publications. *D/G stands for Directive and/or Guidance.

Regardless of the date listed for the publications below, the contractor is responsible for complying with or utilizing the latest versions of the publications listed, throughout the life of the contract.

*D/G	Document Number	Document Title	Date	PWS Reference
D	AFI 10-701	Operations Security (OPSEC)	23 Jul 2019	12.7
D	AFI 33-332	Communications and Information, Air Force Privacy and Civil Liberties Program	10 Mar 2020	12.2
G	AFI 61-101 AFSPC Sup	Management of Science and Technology	23 Oct 2013	5
G	AFI 63-101	Integrated Life Cycle Management	30 June 2020	5.1.1
G	AFI 63-131, AFSPC Sup	Modification Management	30 Jun 2020	5.1.1
D	AFPD 16-14	Information Protection	31 Dec 2019	15.1.3
G	AFSPCI 10-1204	Satellite Operations	15 May 2014	5.2
D	CJCSI 3213.01D	Joint Operations Security	7 May 2012	12.7
D	DoD 8570.01-M	Information Assurance (IA) Workforce Improvement Program	19 Dec 2005	15.1.2
G	DoDD 5000.01	The Defense Acquisition System	9 Sep 2020	5.1.1
G	DoDD 5000.71	Rapid Fulfillment of Combatant Commander Urgent Operational Needs	24 Aug 2012	5.1.1
D	DoDD 5205.02E	DoD Operations Security (OPSEC) Program, Change 2	20 Aug 2020	12.7
G	DoDI 2000.16	DoD Antiterrorism (AT) Standards	17 Nov 2016	15.1.1
G	DoDI 5000.02T	Operation of the Defense Acquisition System	7 Jan 2015	5.1.1
D	DoDI 5200.48	Controlled Unclassified Information (CUI)	6 Mar 2020	12.8
D	DoDM 5205.02	DoD Operations Security (OPSEC) Program Manual, Change 2	29 Oct 2020	12.7
D	Executive Order 12829	National Industrial Security Program	6 Jan 1993	15.1.3
D	FAR 31.205-46	Federal Acquisition Regulation	1 May 2018	17
D	JTR	Joint Travel Regulation	1 Jan 2022	17

26. ACRONYM LIST

Acronym	Description
ABMS	Advanced Battle Management System
ADLS	Advance Distributed Learning Service
AF	Air Force
AFB	Air Force Base
AFI	Air Force Instruction
AFPD	Air Force Policy Directive
AFRCO	Air Force Rapid Capabilities Office
AFSPC	Air Force Space Command
AFSPCI	Air Force Space Command Instruction
AoA	Analysis of Alternatives
AT	Anti-Terrorism
C2	Command and Control
CAR	Corrective Action Request
CBA	Capabilities Based Assessment
CDD	Capability Development Document
CDO	Chief Data Officer
CFT	Cross Functional Team
CIIL	Critical Information and Indicator List
CJCS	Chairman of the Joint Chiefs of Staff
CO	Contracting Officer
CONUS	Continental United States
COR	Contracting Officer Representative
CPD	Capabilities Production Document
CUI	Controlled Unclassified Information
D/G	Directive/Guidance
DAF	Department of the Air Force
DCG-T	Deputy Commanding General Transformation
DD	Department of Defense (only used with a form number)
DoD	Department of Defense
DoDD	Department of Defense Directive
DoDI	Department of Defense Instruction
DoDM	Department of Defense Manual
FAR	Federal Acquisition Regulation
FY	Fiscal Year
GFP	Government Furnished Property
HAF	Headquarters Air Force
HHQ	Higher Headquarters
HQ	Headquarters
IA	Information Assurance
IAA	Information Assurance Awareness
IAW	In Accordance With
ICD	Initial Capabilities Document
IPT	Integrated Product Team
JADC2	Joint All-Domain Command and Control
JCS	Joint Chiefs of Staff
JTR	Joint Travel Regulations
JWICS	Joint Worldwide Intelligence Communications System
NIPR	Non-Secure Internet Protocol Router

NLT	No Later Than
NRO	National Reconnaissance Office
OCONUS	Outside the Continental United States
OCSO	Office of the Chief of Space Operations
ODC	Other Direct Costs
OPSEC	Operational Security
POC	Point of Contact
PII	Personally Identifiable Information
POM	Program Objective Memorandum
PWS	Performance Work Statement
S&T	Science and Technology
SAF	Secretary of the Air Force
SAIO/PKA	Space Acquisition and Integration Office Contracting Officer Team
SAP	Special Access Program
SCI	Sensitive Compartmented Information
SCIF	Sensitive Compartmented Information Facility
SFB	Space Force Base
SIPRNET	Secure Internet Protocol Router Network
SME	Subject Matter Expert
SOFA	Status of Forces Agreement
SPOC	Space Operations Command
SSC	Space Systems Center
STARCOM	Space Training and Readiness Command
SWAC	Space Warfighting Analysis Center
TDY	Temporary Duty
TO	Task Order
TS	Top Secret
TS/SCI	Top Secret/Sensitive Compartmented Information
UD	Unauthorized Disclosure
US	United States
USAF	United States Air Force
USSF	United States Space Force
USSPACECOM	United States Space Command
USSTRATCOM	United States Strategic Command
VGSA	Visitor Group Security Agreement
VTC	Video Conferencing