

AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT			1. CONTRACT ID CODE J	PAGE OF PAGES 1 55
2. AMENDMENT/MODIFICATION NO. 0001	3. EFFECTIVE DATE 15-Feb-2023	4. REQUISITION/PURCHASE REQ. NO. 0011853686		5. PROJECT NO.(If applicable)
6. ISSUED BY MICC - FORT GORDON 271 HERITAGE PARK LANE BLDG. 35200 FT GORDON GA 30905	CODE W91249	7. ADMINISTERED BY (If other than item 6) MICC - FORT GORDON LARRY BUSH LARRY.C.BUSH6.CIV@MAIL.MIL 706-791-1815 FORT GORDON GA 30905		CODE W91249
8. NAME AND ADDRESS OF CONTRACTOR (No., Street, County, State and Zip Code)		X	9A. AMENDMENT OF SOLICITATION NO. W9124923R0005	
		X	9B. DATED (SEE ITEM 11) 20-Jan-2023	
			10A. MOD. OF CONTRACT/ORDER NO.	
			10B. DATED (SEE ITEM 13)	
CODE	FACILITY CODE			
11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS				
<input checked="" type="checkbox"/> The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of offer <input type="checkbox"/> is extended, <input checked="" type="checkbox"/> is not extended.				
Offer must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended by one of the following methods: (a) By completing Items 8 and 15, and returning _____ copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.				
12. ACCOUNTING AND APPROPRIATION DATA (If required)				
13. THIS ITEM APPLIES ONLY TO MODIFICATIONS OF CONTRACTS/ORDERS. IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.				
A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.				
B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(B).				
C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:				
D. OTHER (Specify type of modification and authority)				
E. IMPORTANT: Contractor <input type="checkbox"/> is not, <input type="checkbox"/> is required to sign this document and return _____ copies to the issuing office.				
14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.)				
1. This Amendment is to incorporate Attachment 8 - Questions & Answers and changes to Addendum FAR 52.212-1, PWS, Attachment 4, and 5.				
2. The closing date/time remains the same.				
Except as provided herein, all terms and conditions of the document referenced in Item 9A or 10A, as heretofore changed, remains unchanged and in full force and effect.				
15A. NAME AND TITLE OF SIGNER (Type or print)		16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print)		
		TEL: _____ EMAIL: _____		
15B. CONTRACTOR/OFFEROR	15C. DATE SIGNED	16B. UNITED STATES OF AMERICA		16C. DATE SIGNED
_____ (Signature of person authorized to sign)		BY _____ (Signature of Contracting Officer)		15-Feb-2023

SECTION SF 30 BLOCK 14 CONTINUATION PAGE

SUMMARY OF CHANGES

SECTION SF 1449 - CONTINUATION SHEET

The following have been modified:

ADDENDUM 52.212-1

ADDENDUM 52.212-1 Instructions to Offerors

Proposal Submittal and Inquiries.

1. Proposals shall be submitted prior to the closing date and time identified on SF 1449, W91249-23-R-0005 to the following address:

Mission and Installation Contracting Command – Fort Gordon
Attn: Mr. Larry Bush
271 Heritage Park Lane, Bldg. 35200, Room 136
Fort Gordon, GA 30905
Larry.c.bush6.civ@army.mil

Proposals are due by **4:30 PM, EST** on **02 March 2023** via electronic email only to Mr. Larry Bush at Larry.c.bush6.civ@army.mil and Mrs. Symone Collins at symone.y.collins.civ@army.mil.

NOTE: The Prime Contractor and Subcontractor must possess and maintain a **SECRET** security clearance at the time of submission.

2. Electronic submissions via facsimile will not be accepted. It is the offeror's responsibility to verify receipt of proposals prior to the closing date/time. Late proposals will not be accepted. The proposal shall be valid for one hundred and twenty (120) calendar days from the date of initial proposal submission.

3. Address all questions or concerns the offeror may have to the Contract Specialist (Mr. Larry Bush) and Contracting Officer (Ms. Symone Collins). The SUBJECT LINE shall read "W91249-23-R-0005, Question(s) – Company Name...ATTN: Larry Bush & Symone Collins." All questions regarding this solicitation shall be submitted in writing via email NLT **4:30 PM EST** on **09 February 2023**. Any questions submitted after such date and time will not be accepted – no exceptions.

Procuring Contracting Officer Name: Symone Collins

Email: symone.y.collins.civ@army.mil

Contract Specialist Name: Larry Bush

Email: larry.c.bush6.civ@army.mil

NOTE: Both, the Contracting Officer and Contract Specialist shall be copied on **ALL** correspondence.

The Government reserves the right not to respond to any questions received concerning this solicitation after the questions receipt date above. Accordingly, offerors are encouraged to carefully review all solicitation requirements and submit questions to the Government as early as possible.

4. Site Visit. The Government will not hold a site visit for this requirement.

B. General Instructions

1. The selection of a source for award purposes will be conducted utilizing source selection (negotiated) procedures as delineated in FAR Part 15.3. Offers will be evaluated using the criteria under Evaluation—Commerical Items under Addendum 52.212-2, Evaluation Factors for Award, Standard Form 1449 Solicitation/Contract/Order for Commercial Items. Noncompliance with the Request for Proposal (RFP) requirements may hamper the Government's ability to properly evaluate the proposal and may result in elimination of the proposal from further consideration for contract award.

2. The Offer. The submission of the documentation specified below will constitute the offeror's acceptance of the terms and conditions of the RFP, concurrence with the Performance Work Statement, and contract type.

3. It is the Government's intention to award **without** discussions. Offerors are encouraged to present their best technical proposal and prices in their initial proposal submission. However, in accordance with (IAW) FAR Part 15.306, should discussions become necessary, the Government reserves the right to hold them. If this occurs, a competitive range will be determined and offerors notified. The competitive range may be limited for purposes of efficiency IAW FAR Part 15.306 (c)(2).

4. Instructions outlined in paragraph C below, prescribe the format for the proposal and describe the approach for the development and presentation of proposal data. These instructions are designed to ensure the submission of necessary information to provide for the understanding and comprehensive evaluation of proposals.

5. If an offeror believes that the requirements in these instructions contain an error, an ambiguity, omission, or are otherwise deemed unsound, the offeror shall immediately notify the KO in writing with supporting rationale. The offeror is reminded that the Government reserves the right to award this effort based on the initial proposal, as received, without discussion.

6. In accordance with FAR Subpart 4.8 (Government Contract Files), the Government will retain one copy of all unsuccessful proposals. Unless the offeror requests otherwise, the Government will destroy extra copies of such unsuccessful proposals.

7. All referenced documents for this solicitation are available on the SAM.gov website formerly (FedBizOpps) website at <https://sam.gov/>.

8. Debriefings. The KO will promptly notify offerors of any decision to exclude them from the competitive range, whereupon they may request and receive a debriefing in accordance with FAR 15.505. The KO will notify offerors who were in the competitive range but were not selected for award in accordance with FAR 15.503(b). Upon such notification, unsuccessful offerors may request and receive a debriefing in accordance with the requirements of FAR 15.506.

C. Proposal Preparation Instructions

1. Offeror's proposal shall consist of four (4) volumes: (1) General, (2) Technical, (3) Past Performance and (4) Price.

2. Proposal Format

(a) **Offerors shall submit one (1) copy of each volume** as noted in Table 2 of paragraph (c) below of their proposal.

(b) Exceptions. Offerors are required to meet all solicitation requirements, such as terms and conditions, representations and certifications, and technical requirements, in addition to those identified as evaluation factors and subfactors. Failure to meet a requirement may result in an offer being ineligible for award. If the offeror finds it necessary to take exception to any of the requirements specified in this solicitation, the offeror shall clearly identify the applicable Volume and exceptions with a complete explanation of why the exception was taken, what benefit accrues to the Government (if any), and its impact, if any, on the performance, schedule, cost, and specific requirements of the solicitation. Each exception shall be specifically related to each paragraph and/or specific part of the solicitation to which the exception is taken. **Offerors are cautioned that taking an exception may render the offer ineligible for award.** This information shall be provided in the format below.

Table 1 - Solicitation Exceptions

Solicitation Document	Page/Paragraph	Requirement/Portion	Rationale & Impact
Section B, PWS, Addendum 52.212-1 and FAR 52.212-2 Evaluation-- Commercial Items under Addendum - Evaluation Factors for Award etc.	Applicable Page and Paragraph Numbers	Identify the Requirement or Portion to which exception is taken	Describe the Rationale and Impact of the exception

- (c) The proposals shall be organized into 4 volumes. Each volume of the proposal should be submitted as a separate attachment. A cover sheet should be included in each volume, clearly marked as to volume number, title, copy number, solicitation identification and the offeror's name. All text shall be single spaced paragraphs, Times New Roman Font, Font Size 11 printed in black Color Font, on white paper, in a Word document. (Black and white requirement does not apply to graphics, photos, etc., Company stationary and logos, spreadsheets, are unacceptable).

Electronic copies shall be provided in Microsoft Word, PowerPoint and/or Excel. File names to be "Company Name – Initial" for the first submission. File name of later submissions (if necessary) shall be "Company Name – Revision X" with X indicating the number of the revision.

Printing shall be easily readable (12-pitch type or 10 point proportional spacing.)

Cross-references should be utilized to preclude unnecessary duplication of data between sections.

Table 2

Volume	Title	No. of Email Copies	Page Limits	Digital Format
I	General	1	No Limitations	MS Word or PDF
II	Technical	1	(20)	MS Word or PDF
III	Past Performance	1	3 Pages per reference	MS Word or PDF
IV	Price	1	N/A	1-MS Excel 1-PDF

- (d) Proposal Limitation. The proposal shall not exceed the limits stated above. If the page limits are exceeded, the pages in excess of the limit shall be removed and returned, unread, to the offeror. The Government will not accept any changes to the contractor's proposal after the closing date of the solicitation (See FAR 15.208 for further information regarding late proposals). If discussions become necessary, page limitations may be placed on responses to Evaluation Notices (ENs). The specified page limits for EN responses will be identified in the letters forwarding the ENs to the offerors.

- (e) Page Limit Includes: All appendices, charts, graphs, diagrams, tables, photographs, drawings, etc.

- (f) Page Limit does not include covers for volumes, tables of contents, glossary of abbreviations and acronyms, indices, title pages, cross reference indices, and section dividers/tables if they are inserted solely to provide ease to the reader in locating parts/sections of the proposal. Pages will be counted if they contain any other information, i.e., diagrams, extraneous data, etc. Pages marked "This page intentionally left blank" will not be counted.

(g) **What Counts As A Page?** A page shall be an 8 ½ X 11” sheet of paper. When both sides of a sheet display printed material, it shall be counted as two pages. Letter size and spacing requirements for illustrations and tables can be at the discretion of the offeror but must be easily readable. Fold-outs will be counted as the appropriate number of pages based on an 8 ½” X 11” sheet of paper. Margins shall be at least 1 inch on the top and bottom and ¾ inch on the side. The Contractor shall number each page in order to eliminate any confusion. In the event contractor creates an ambiguity in their numbering of pages, the Government may exercise its own discretion in counting pages. In the event contractor creates an ambiguity in their numbering of pages, the Government may exercise its own discretion in counting pages.

(h) **Indexing.** Each volume shall contain a more detailed table of contents to delineate the subparagraphs within that volume. Tab indexing shall be used to identify sections.

(i) **Glossary of Abbreviations and Acronyms.** Each volume shall contain a glossary of all abbreviations and acronyms used, with a definition for each.

3. Proposal Content

(a) **Volume I – General.**

Volume I must be clearly marked “VOLUME I – GENERAL Volume, RFP W91249-23-R-0005

Offerors are required to submit a completed SF 1449 (Solicitation, Offer and Award) (including acknowledgment of Amendments), SF 1449 continuation Sheet, Representation and Certifications, and other statements of Offerors. All final monetary extensions shall be in whole dollars only. Failure to follow the below Contract Proposal preparation instructions may cause your proposal to be deemed unacceptable by the Government. The General Volume shall be organized as follows and contain the identified information.

TAB A, Exceptions/Assumptions (if required) - Identification and explanation of any exceptions or deviations. Additionally, any assumptions used in the proposal preparation must be identified.

TAB B, Solicitation, Offer and Award - The SF 1449 shall be submitted fully completed. The offeror is cautioned that the SF 1449 must contain an original signature in block 30a of the form. The contractor shall acknowledge any amendments to the RFP in accordance with the SF 1449 and with Addendum 52.212-1, Instruction to Offerors—Competitive Acquisition. The offeror shall provide the name, title and telephone number of the company/division point of contact regarding decisions made with respect to your proposal and who can obligate your company contractually. Also, identify those individuals authorized to negotiate with the Government.

TAB C, SF 1449 – Continuation Sheets -- Supplies or Services and Prices/Costs – This section shall be submitted fully completed and error free. It shall contain the offeror’s prices for the established Contract Line Items Numbers (CLINS).

TAB D, 52.213-3 Alt I, Offeror Representations and Certifications – The offeror shall ensure this section is submitted thoroughly completed with all blocks in each certification/representation completed truthfully and completely.

(b) **Volume II** – Technical Experience

Volume II must be clearly marked “VOLUME II – TECHNICAL EXPERIENCE Volume, RFP W91249-23-R-0005.

(1) The Technical Volume shall be clear, concise, and include sufficient detail for effective evaluation and for substantiating the validity of stated claims in the Offeror’s proposal. Legibility, clarity, and coherence are very important. Responses will be evaluated against the Technical factors defined in Addendum 52.212-2, Evaluation Factors for Award. **The proposal should not simply rephrase or restate the Government's requirements, but rather shall provide convincing rationale to address how the offeror intends to meet these requirements. Statements that the offeror understands, can, or will comply with the PWS (including referenced publications, technical data, etc.); statements paraphrasing the PWS or parts thereof (including applicable publications, technical data, etc.); and phrases such as “standard procedures will be employed” or “well known techniques will be used,” etc., will be considered unacceptable.** Offerors shall assume that the Government has no prior knowledge of their facilities and experience, and will base its evaluation on the information presented in the offeror's proposal. Elaborate brochures or documentation, binding, detailed art work, or other embellishments are unnecessary and are not desired.

2. The Technical Volume shall, at a minimum, be prepared in a form consistent with the Performance Work Statement (PWS) and the evaluation criteria for award set forth in Addendum 52.212-2 of this solicitation. The section shall be prepared in an orderly format and in sufficient detail to enable the Government to make a thorough evaluation of the contractor’s technical competence and ability to comply with the contract task requirements specified in the PWS. The offeror shall address as specifically as possible the actual methodology you would use for accomplishing the PWS tasks. The volume shall be organized according to the following general:

- Table of Contents
- List of Table and Drawings
- Cross Reference Matrix
- Exceptions/Assumptions (Identification and explanation of any exceptions or deviations). Additionally, identify any assumptions used in preparing the proposal.

Factor 1: Technical Capability consists of two Subfactors:

Sub-factor 1A – Technical Ability

Sub-factor 1B – Staffing, Recruitment, Retention, and Management Approach

Subfactor 1A: Technical Ability

The Offeror's overall technical approach shall demonstrate its knowledge and understanding of the magnitude and complexity of this requirement and its capability to perform all tasks in the Performance Work Statement. The Offeror's technical approach shall also concisely and clearly address the Offeror's approach to plan, organize, control, and perform the major performance objectives below:

- Provide Program Management
- Provide Training Support
- Provide Qualified and Certified Personnel

Subfactor 1B: Staffing, Recruitment, Retention, and Management Approach

The Offeror's management approach shall describe the extent to which subcontractors and/or teaming partners (hereafter referred to as "personnel") shall be used to perform this requirement by task and by percentage of the costs of service performed. The Offeror shall also describe procedures for managing subcontractors to include identification of interface points, assignment of management responsibilities to any subcontractors, and procedures for both technical and managerial problem resolution to ensure all requirements are met. The Offeror's management approach shall address its procedures to monitor and manage performance by all personnel, across numerous geographic locations, to ensure timely quality work and to control costs. The Offeror's staffing approach shall identify its proposed staffing (by number of personnel, by labor categories and by location) and any plans to cross-utilize or rely on reach-back, part-time or temporary personnel to perform this requirement. The Offeror's staffing plan shall describe its plans for recruiting and retaining personnel with all of the qualifications necessary to perform this requirement. The Offeror shall provide the names of all personnel performing under this contract and proof of their certifications, security clearances and other qualifications required for their designated positions. The Offeror's staffing, recruitment, retention, and management approach shall describe the methods by which the Offeror shall recruit and retain highly qualified personnel. A sound staffing and management approach to perform program management, address its procedures to plan, organize, control, and perform the major performance objectives, and manage and monitor all personnel to ensure all PWS requirements are met. In addition, the offeror's staffing, recruitment, retention, and management approach shall address the following:

The Offeror shall provide letters of intent (signed within 60 days of proposal submission) and resumes for key personnel. Resumes and Letters of Commitment are not included in the page count. Résumés must conform to the following format:

- (1) Name
- (2) Education (Degree/discipline/year attained, educational institution)
- (3) Certifications (certification member ID; expiration date)
- (4) Security Clearance (List clearance(s) currently held)
- (5) Proposed Labor Category
- (6) Experience
- (7) Present Position
 - a. Company and title of position

- b. Dates of employment (month/year to month/year or to “present”)
- c. Brief description of duties and responsibilities, including supervisory experience
- d. Number and type of personnel supervised

a. Provide an Organizational Chart, which shall clearly reflect positions and address lines of communication, decision making authority, and problem resolution. The Offeror shall delineate the organization’s chain of command and delegations of authority relating to the execution of the work required in the Performance Work Statement. Describe and outline the strategy(s) and method(s) that will be utilized to locate and actively recruit highly qualified and experienced personnel and manage personnel with the required knowledge, skills, education, experience, and applicable position descriptions, certifications, training (to include refresher training), security clearances, and licenses required to support specific positions in accordance with the PWS and necessary to perform and manage contract requirements.

b. Describe and outline the strategy that will be utilized to effectively account for challenges in locating, relocating, and retaining personnel that are qualified to meet all requirements and a recruitment strategy(s) to motivate personnel to relocate to Fort Gordon area and work for the Government.

c. Address how risk will be mitigated and/or eliminated from a technical, staffing, and management perspective.

(c) **Volume III - Past Performance.**

Volume III must be clearly marked “VOLUME III – Past Performance, RFP W91249-23-R-0005.

The Past Performance evaluation will be accomplished by Offeror’s submission in identifying recent and relevant performance/experience information from at least three (3) but no more than five (5) Federal, State, or Local Government task orders or contracts that the Offeror has performed. Recent is defined as within the past three (3) calendar years from the closing date of this RFP. Relevant is defined as work performed that is similar to that anticipated by the PWS. Each narrative shall also include contract number and amount; the name, telephone number, and email address of the Government representative who can verify past performance. The Past Performance evaluation will be accomplished by reviewing aspects of an Offeror's recent and relevant Past Performance, focusing on and targeting performance which is relevant to the effort as it directly relates to the work being procured under this solicitation and as defined in Addendum 52.212-2.

Past Performance information described herein is required on the offeror and all subcontractors, teaming partners, and/or joint venture partners proposed to perform 10% or greater of the proposed effort based on the total proposed price. The offeror shall submit, along with the information required in this paragraph, a consent letter, executed by each subcontractor, teaming partner, and/or joint venture partner, authorizing release of adverse past performance information to the offeror so the offeror can respond to such information. For each identified effort for a

commercial customer, the offeror shall also submit a client authorization letter, authorizing release to the Government of requested information on the offeror's performance.

1. The offeror is requested to submit the Past Performance by the scheduled due date, to the Contracting Officer at the address specified in Addendum 52.212-1.

2. The offeror shall include documentation regarding their relevant past performance as it directly relates to the work being procured under this solicitation. The offeror SHALL NOT go back any farther than 3 years for services for the submitted data. The past performance data shall document a successful history of past contract performance.

3. In conducting the Past Performance evaluation, the Government reserves the right to use both the information provided in the offeror's Past Performance Volume and information obtained from other sources, such as the Past Performance Information Retrieval System (PPIRS) or similar systems, Defense Contract Management Agency (DCMA) and commercial sources. Offerors are reminded that both independent data and data provided by offerors in their proposals may be used by the Government to evaluate offeror past performance. However, the burden of providing thorough, complete, and current past performance information as requested in this paragraph remains with the offerors. Proposals that do not contain the information requested by this paragraph risk rejection or a less than acceptable performance rating by the Government. All past performance comments received will be taken into account and could affect the overall rating. The overall past performance evaluation is a subjective decision based on the whole of all data received. In the case of an offeror without a record of relevant past performance or for whom information on past performance is not available or so sparse that no meaningful past performance rating can be reasonably assigned, the offeror may not be evaluated favorably or unfavorably on past performance (see FAR 15.305 (a)(2)(iv)). Therefore, the offeror shall be determined to have unknown past performance. In the context of acceptability/unacceptability, "unknown" shall be considered "acceptable."

4. Submission Requirements. The offeror shall submit a Past Performance Volume containing the following:

- **Table of Contents**
- **Summary Page** describing the role of the offeror and each subcontractor, teaming partner, and /or joint venture partner that the offeror is required to provide Past Performance Specific Relevant Contract Reference Sheets for the past performance experience in accordance with **Attachment 3**.
- **Consent Letters** executed by each subcontractor, teaming partner, and/or joint venture partner, authorizing the release of past performance information so the offeror can respond to such information. A sample consent letter is attached as **Attachment 2**.
- **Client Authorization Letters** for each identified effort for a commercial customer authorizing release to the Government of requested information on the offeror performance. **Attachment 6**

- **Organization Structure Change History**— Organizational Structure Change History. Many companies have acquired, been acquired by, or otherwise merged with other companies, and/or reorganized their divisions, business groups, subsidiary companies, etc. In many cases, these changes have taken place during the time of performance of relevant present or past efforts or between conclusion of recent past efforts and this source selection. As a result, it is sometimes difficult to determine what past performance is relevant to this acquisition. To facilitate this relevancy determination, include in this proposal volume a "roadmap" describing all such changes in the organization of your company. As part of this explanation, show how these changes impact the relevance of any efforts you identify for past performance evaluation/performance confidence assessment. Since the Government intends to consider present and past performance information provided by other sources as well as that provided by the offeror(s), your "roadmap" should be both specifically applicable to the efforts you identify and general enough to apply to efforts on which the Government receives information from other sources.
- **Specific Relevant Contracts Format - Sheets** in accordance with **Attachment 3** and are limited to 3 pages per reference. The offeror shall provide documentation outlining the offeror's past performance with contracts, as a prime or major subcontractor, which is the same or similar in nature, size, and complexity to the services being procured under this Solicitation. The submittal shall include rationale supporting your assertion of relevance and how it was determined that the work performed previously was the same or similar in nature, size, and complexity to the work specified by this solicitation. Offerors are required to explain what aspects of the contracts are deemed relevant to the proposed effort, and to what aspects of the proposed effort they relate.

Past Performance Questionnaire - Attachment 1 Past Performance Questionnaire. For the contracts identified on each Specific Relevant Contract Reference, the offeror shall forward a copy of the Past Performance Questionnaire to the points of contact responsible for monitoring performance under such contracts. The points of contact shall return the questionnaires directly to larry.c.bush6.civ@army.mil prior to the closing of the RFP. Any questionnaires not returned directly to the KO will not be reviewed and evaluated. The information contained in the questionnaires will be used to evaluate the offeror's past performance. New entities that have no past customers shall annotate on the Summary Page that they have had no previous clients and that the minimum number of questionnaires cannot be provided.

(d) **Volume IV - Price** – The offeror shall complete the Pricing Worksheet Attachment 4, Attachment 5, and SF1449 – Continuation Sheets -- Supplies or Services and Prices/Costs section of the solicitation. A separate breakdown shall be submitted for each year and these shall be rolled up to the contract or summary level, which shall be traceable to the amounts inserted in Schedule B. Offerors shall provide proposed prices for each applicable CLIN in Schedule B of this solicitation. All labor proposed on the previously discussed breakdown sheets shall be linked to this labor summary. **The offerors shall provide compensation packages for all employees. Compensation package will be evaluated to ensure the adequacy of retention and recruitment.**

The Government reserves the right to require the submission of Other Than Certified Cost or Pricing Data as is deemed necessary to arrive at a fair and reasonable price.

The following instructions apply to the prime and subcontractors. Total Compensation Plan for Professional Employees (TCPPE). This solicitation incorporates FAR Clause 52.222-46. In its Price Proposal Volume, the Offeror shall submit a TCPPE setting forth direct labor rates and total fringe benefits proposed for professional labor categories as described in Solicitation. The TCPPE shall demonstrate the Offeror's clear understanding of the work to be performed. The Offeror's TCPPE shall indicate the capability of the proposed compensation structure to obtain and keep qualified personnel to meet mission objectives and provide uninterrupted high-quality work. The Offeror's TCPPE shall address recruitment and retention, realism, and its consistency with a total plan for compensation. The Offeror's TCPPE shall describe how the proposed salary rates for professional employees account for differences in skill, complexity of various disciplines, and professional job difficulty. The Offeror's TCPPE shall include supporting information, such as national and regional compensation surveys and studies of professional, public and private organization used in establishing the total compensation structure. Incumbent contractors shall submit information pertaining to the salaries and fringe benefits paid to incumbent contractor personnel who are currently performing, or have performed in the three (3) years prior to the date set for submission of proposals, in labor categories, or labor categories equivalent to, those identified by the Offeror as professional employees. For informational purposes only, the government is providing a sample summary of an employee total compensation to summarize the compensation value, see **Attachment 5**.

All information relating to the proposed price must be included in an electronic format. Electronic versions of the price proposal shall be submitted in Microsoft Excel as further delineated below, and files should not be read only or password protected. All Excel formulas, lookup tables, and links should be intact, and no links should exist to files not included with the submission. Excel workbooks should not contain hidden spreadsheets. PDF or flat files will not be considered adequate. The excel version will take precedence for any differences noted between the pdf and excel electronic versions of an offeror's proposal. Failure to comply with these formatting requirements may result in rejection of your proposal. Offerors' submittals shall be free of viruses, Trojans, spyware, and other malicious code for which appropriate detection and removal/quarantine software exists.

Certified cost or pricing data is not anticipated for the award of contracts due to expected competition; however, the Government reserves the right to request such information should it become necessary consistent with FAR Subpart 15.4, Contract Pricing. Data Other Than Certified Cost or Pricing Data is required to determine the proposed price fair and reasonable.

Offeror shall fill out the attached Pricing Worksheets (Attachments 4 and 5). The Price proposal for all the CLINs contained in Schedule B, Pricing Schedule shall contain two Sections: the Price Narrative Section and the Price Proposal Section.

Price Narrative portion in MS Word or compatible format, with a Table of Contents. The price narrative shall provide the basis of estimate for all major elements of the price proposed. The Price Narrative Section shall contain all the narrative explanations used in deriving calculated price (including appropriate references to individual spreadsheets as they appertain). These narratives shall clearly explain the methodologies, calculations, exceptions and assumptions used in developing price

PERFORMANCE WORK STATEMENT

**PERFORMANCE WORK STATEMENT (PWS)
CCoE G3/5/7 Instructional Systems Support Contract**

Part 1
General Information

1. GENERAL: This is a non-personal services contract to provide 2-Star Level training support, operations support and library support to the U.S. Army Cyber Center of Excellence (CCoE) G-3/5/7 and Fort Gordon, Georgia. This effort will support the CCoE's mission to Train and Educate the world's best Cyberspace, Electronic Warfare (EW), and Signal Operators while developing DOTMLPF-P solutions, in order to conduct effective and integrated cyberspace, EW, and signal operations supporting Unified Land Operations (multi-domain battle). The Government will not exercise any supervision or control over the contract service providers performing the services herein. Such contract service providers shall be accountable solely to the Contractor who, in turn, is responsible to the Government.

1.1 Description of Services/Introduction: The CCoE and Fort Gordon require contractor support the CCoE's Operations, Quality Assurance, Learning Innovation, Cyber Research Center, and Institutional Training Directed Lodging and Meal sections within the G-3/5/7. The contractor shall provide qualified personnel to facilitate the required section responsibilities and requirements as listed in this PWS. These requirements are used to enhance the use of current and emerging technologies in all three Army training domains (institutional, operational, and self-development). Material updated and revised shall facilitate adult learning through modern training techniques and methodologies and shall be Government-owned. Contract personnel shall meet the standards outlined IAW the requirements and deliverables of this acquisition. Personnel shall provide support through Quality Assurance, cyber-lab technical support, operations, and curriculum validation IAW the requirements and deliverables of this acquisition. Except for property and services specified as government furnished, the contractor shall provide all personnel, equipment, supplies, facilities, transportation, tools, materials, supervision, and other items and non-personal services necessary to perform instructional support as defined in this Performance Work Statement. The contractor shall perform to the standards in this contract. Contractor personnel shall create, review, update, and revise products in accordance with (IAW) Training and

Doctrine Command (TRADOC) Regulation 350-70, TR PAM 350-70 Series (1-16) and all applicable regulations, Cyber Center Standard Operating Procedures (SOP).

The Contractor shall be responsible for management and resolution of the full scope and variety of administrative and technical issues and problems that may arise during performance of this contract. All updated and revised products shall be submitted to the Government for review, approval, and submission to the appropriate agencies. Products shall be reviewed for educational soundness, conformance with the schools training philosophy, adherence to MOS training strategy, accuracy, deficiencies, and compliance with published guidance.

1.2 Background: The CCoE is headquartered at Fort Gordon, GA, and provides the U.S. Army with highly training personnel to conduct multi-discipline Cyber and Signal operations. As part of their activities, the CCoE requires support for continued operations and future development of the automated systems necessary to support the warfighter and its schools. The CCoE ensures reliable, uninterrupted availability of Command, Control, Communications, Computers, and Information Management (C4IM) including: networks, hardware, software, engineering, and specialized tools at the point of customer need to support its mission. The ability to provide mission critical Cyber and Signal support is dependent on the successful use of its information technology (IT) networks worldwide. The CCoE has three (3) major tenant organizations with varying breadths of Signal, Cyber and Electronic Warfare responsibilities which span the Army and the Department of Defense from the tactical edge to the strategic enterprise and national levels.

1.3 Objectives: This effort shall provide the CCoE G-3/5/7 with support as outlined in this PWS. Support shall include, Operations, Quality Assurance, Multimedia Products, Education Outreach, CRC Librarian and Institutional Training Directed Lodging and Meal (ITDLM) program duties. Contractor personnel shall demonstrate model behavior and professionalism at all times. All support will be conducted at a clearance level of Secret.

1.4 Scope: This contract is focused on support to; CCoE Operations, Quality Assurance Division, Learning Innovation Branch (LIB), Institutional Training Directed Lodging and Meal (ITDLM), and the Cyber Research Center (CRC) functions. The Contractor shall hire and maintain the proper mix of certified personnel IAW with this PWS.

1.5 Period of Performance: The period of performance shall be for one (1) Base Year of 12 months and four (4) one year options. The Period of Performance reads as follows:

Base Year	28 July 2023 – 27 July 2024
Option Year I	28 July 2024 – 27 July 2025
Option Year II	28 July 2025 – 27 July 2026
Option Year III	28 July 2026 – 27 July 2027

Option Year IV

28 July 2027 – 27 July 2028

1.6 General Information

1.6.1 Quality Control: The contractor shall develop and maintain an effective quality control plan/program to ensure services are performed in accordance with this PWS. The contractor shall develop and implement procedures to identify, prevent, and ensure non-recurrence of defective services. The contractor's quality control program is the means by which he assures himself that his work complies with the requirement of the contract. The contractor shall utilize personnel who possess the knowledge, skills, attributes, and experience to support Cyberspace, Signal, Electronic Warfare (EW) operations IAW all relevant regulations, requirements, and Standard Operating Procedures (SOPs) to include; Training and Doctrine Command (TRADOC) Regulation 350-70, TRADOC-Pamphlet 350-70—9 and ITDLM Handbook and SOP training standards. The initial Quality Control Program (QCP) shall be delivered with the contractor's proposal. After contract award, three copies of a comprehensive written QCP shall be submitted to the Contracting Officer and Contracting Officer's Representative within the first 30 days of start date and within 5 working days when changes are made thereafter. After acceptance of the quality control plan the contractor shall receive the contracting officer's acceptance in writing of any proposed change to his QC system. Revisions to the QCP may be required at any time during performance of the contract to assure contractor compliance with requirements of the PWS and contract. The contractor shall make appropriate revisions and obtain acceptance of the revised plan from the COR.

1.6.2 Quality Assurance: The government shall evaluate the contractor's performance under this contract in accordance with the Quality Assurance Surveillance Plan. This plan is primarily focused on what the Government must do to ensure that the contractor has performed in accordance with the performance standards. It defines how the performance standards will be applied, the frequency of surveillance, and the minimum acceptable defect rate(s).

1.6.3 Recognized Holidays: The contractor is not expected to perform services on federal holidays.

New Year's Day	Labor Day
Martin Luther King Jr.'s Birthday	Columbus Day
President's Day	Veteran's Day
Memorial Day	Thanksgiving Day
Juneteenth Day	Independence Day
Christmas Day	

1.6.4 Hours of Operation: The contractor is responsible for conducting business between the hours of 0800 to 1700 Monday thru Friday, except Federal holidays or when the Government facility is closed due to local or national emergencies, administrative closings, or similar Government directed facility closings. For other than

firm fixed price contracts, the contractor will not be reimbursed when the government facility is closed for the above reasons. The contractor must at all times maintain an adequate workforce for the uninterrupted performance of all tasks defined within this PWS when the Government facility is not closed for the above reasons. When hiring personnel, the Contractor shall keep in mind that the stability and continuity of the workforce are essential. Shift work is not required.

1.6.4.1 In the event personnel supporting this contract are required for early/late/weekend operations, the anticipated hours shall be shifted from the weekday work.

Alternate Day Shift 0630-1030 and 1500-1900

Alternate Swing Shift 1300-1700 and 1900-2300

Alternate Midnight Shift 2100-0100 and 0300-0700

Weekend Shift 0830-1330 on Saturdays, with five hours shifted from weekday work

1.6.4.2 These operating hours and days may vary based on the requirements of the agency. Contractor personnel work schedules may be “flexed” to meet the training needs of the Cyber Center of Excellence (CCoE) G-3\5\7 for weekend and extended duty periods during regular training and exercises, while still adhering to the standard five-day work week. Overtime will not be authorized.

1.6.5 Place of Performance: The work to be performed under this contract will be performed at various locations within the CCoE G-3\5\7 footprint located on Fort Gordon, Georgia. Contractors may be required to travel to other locations to participate required training, conferences, and briefings.

The Government may authorize contractors to work from an alternate duty/telework location with the approval of the Contracting Officer Representative and/or Contracting Officer during emergency situations within the Fort Gordon area of operations. Contractor shall continue to meet tasks, deliverables and current level of support in accordance with contract. A detail plan will be created by the contractor and on hand to execute during emergency situations and agreed by the Government prior to executing any remote work requirement. Working from an alternate duty/remote location will be at no additional expense to the government. The Government is not authorizing the use of off-site rates to accomplish alternate duty location work and will not be responsible for any associated costs. Personal or company issued equipment may not be used to access the government network infrastructure unless pre-approved; examples include using VPN or a corporate network. However, the inability to access the government network infrastructure using authorized devices does not necessarily prohibit the contractor from performing off-site, whenever the work could be performed without such access.

1.6.6 Type of Contract: The government will award a firm fixed price contract.

1.6.7 Security Requirements: All contractor employees performing on this contract must be U.S. citizens. At Contract start date, all contractor employees will have or

obtain a final Secret Security Clearance and maintain the required clearance throughout the life of the contract. Failure, inability, or delay in obtaining the appropriate clearance shall not relieve the contractor from performance under the terms of this contract. Additionally, all contract personnel are required to in-process the Cyber Center of Excellence (CCoE) Operations Security Office within 10 days of start of contract. The security requirements are in accordance with the attached DD254.

1.6.7.1 PHYSICAL Security: The contractor shall be responsible for safeguarding all government equipment, information, and property provided for contractor use. At the close of each work period, government facilities, equipment, and materials shall be secured. In some cases, as determined by the contracting officer's representative (COR), contractors shall be required to sign for government provided equipment.

1.6.7.2 Key Control: The Contractor shall establish and implement methods of making sure all keys/key cards issued to the Contractor by the Government are not lost or misplaced and are not used by unauthorized persons. NOTE: All references to keys include key cards. No keys issued to the Contractor by the Government shall be duplicated. The Contractor shall develop procedures covering key control that shall be included in the Quality Control Plan. Such procedures shall include turn-in of any issued keys by personnel who no longer require access to locked areas. The Contractor shall immediately report any occurrences of lost or duplicate keys/key cards to the Contracting Officer.

1.6.7.2.1. In the event keys, other than master keys, are lost or duplicated, the Contractor shall, upon direction of the Contracting Officer, re-key or replace the affected lock or locks; however, the Government, at its option, may replace the affected lock or locks or perform re-keying. When the replacement of locks or re-keying is performed by the Government, the total cost of re-keying or the replacement of the lock or locks shall be deducted from the monthly payment due the Contractor. In the event a master key is lost or duplicated, all locks and keys for that system shall be replaced by the Government and the total cost deducted from the monthly payment due the Contractor.

1.6.7.2.2. The Contractor shall prohibit the use of Government issued keys/key cards by any persons other than the Contractor's employees. The Contractor shall prohibit the opening of locked areas by Contractor employees to permit entrance of persons other than Contractor employees engaged in the performance of assigned work in those areas or personnel authorized entrance by the Contracting Officer.

1.6.7.3 Lock Combinations: The Contractor shall establish and implement methods of ensuring that all lock combinations are not revealed to unauthorized persons. The Contractor shall ensure that lock combinations are changed when personnel having access to the combinations no longer have a need to know such combinations. These procedures shall be included in the Contractor's Quality Control Plan.

1.6.7.4 The contractor is responsible for acquiring the required security clearances. The contractor shall ensure that all assigned personnel understand applicable security policies and directives found in DOD 5220.22-M, National Industry Security Program

Operating Manual (NISPOM); DODM 5200.01 (Vol 4), DOD Information Security Program – Controlled Unclassified Information; AR 380-5, Information Security Program, and all other applicable policies and regulations.

1.6.7.4.1 The contractor shall ensure that classified data is controlled, protected, and safeguarded in accordance with AR 380-5 and current Army and DOD policy. Classified information shall be accessed and stored in government spaces only. The contractor shall agree that any data furnished by the government to the contractor shall be used only for performance under this PWS, and all copies of such data shall be returned to the government upon completion of this effort.

1.6.7.4.2 The contractor Facility Security Officer (FSO) will ensure there is a procedure for all contractor employees to in-process and out-process the CCoE G2 Security Office (Nelson Hall, Room 222). All contractors shall turn-in their Common Access Card (CAC) to the COR on their last day of employment. Compliance with DD Form 254, Department of Defense Contract Security Classification Specification, is required.

1.6.7.5 Handling/Access to Classified Information: The contractor shall comply with FAR 52.204-2, Security Requirements. This involves access to information classified "Confidential," "Secret," and requires contractors to comply with (1) the Security Agreement (DD Form 441), including the National Industrial Security Program Operating Manual (DoD 5220.22-M), and (2) any revisions to DoD 5220.22-M. Any adverse action preventing a contractor from retaining access to classified material must be brought to the attention of the COR, Security Division, and contractor Facility Security Officer (FSO) immediately.

1.6.7.6 SIPRNET Access: The COR will identify contract employees that are required to have Secret Internet Protocol Network (SIPRNET) access. SIPRNET access will only be as directed by the Government requirement activity and at Government facilities only. Contractors requiring access to the SIPRNET must have a final Secret clearance. Approval by the COR is required prior to granting access. SIPRNET may contain NATO information and a NATO awareness brief and acknowledgement is required for all personnel prior to being granted access to the SIPRNET. The NATO Awareness briefing is required to inform personnel how to protect NATO information in the event they come across it while accessing the SIPRNET. A written acknowledgment shall be maintained by the COR. The Contractor shall not access, download or further disseminate any classified information from SIPRNET that is outside the execution of the defined contract requirements unless specifically authorized in writing by the Government Program Manager and the KO (Contracting Officer). In the event that any special access is required, the KO must modify the requirements and DD Form 254.

1.6.7.7 Army Cybersecurity/Awareness Training: All contractor employees and associated subcontractors must complete the DoD Cyber Awareness Challenge Training (<https://cs.signal.army.mil/>) before issuance of network access and annually thereafter. Certificates of successful completion for both initial awareness training and annual refresher training shall be provided to the COR via the Army Training and

Certification Tracking System (ATCTS). All contractor employees will successfully complete all required IA training as specified in AR 25-2 and as directed by the Government. At work performance start date all contractor employees working Cyber Security functions must comply with DoD and Army training requirements in DoDD 8570.01, DoD 8570.01-M, DoDD 8140.01, and AR 25-2.

1.6.7.8 Information Security Program Training: All contractor employees, including subcontractors, assigned to this contract, shall complete the on-line Information Security Program Training located on the Army Learning Management System (ALMS) site at <https://www.lms.army.mil/learnerview>. Training must be completed within 30 days of reporting for duty and annually thereafter. The Information Security Program Training Certification meets an Army mandatory annual training requirement for this subject. This Certification is the consolidation of the training topics previously provided in the Security Training - Initial Security Orientation and Security Training - Annual Security Refresher Training courses. The contractor shall submit certificates of completion for each affected contractor employee and subcontractor employee to the COR and unit/activity security manager (Ref ALARACT 207/2013, DTG 291848Z Aug 13, Subj: Army Wide Roll-out and Requirement for Standardized Computer Web-Based Security Training on the Army Learning Management System (ALMS)).

1.6.7.9 Anti-Terrorism (AT) Level I Training: All contractor employees, including subcontractors, assigned to this contract shall receive an initial Anti-Terrorism Level I Brief by a certified ATO Level II Officer within 30 days of reporting for duty (Monthly briefings are offered by the Garrison Antiterrorism Officer). Annual refresher Antiterrorism Level I Training shall be completed on-line at [JKO.LCMS \(jten.mil\)](http://JKO.LCMS(jten.mil)). The contractor shall submit certificates of completion for each affected contractor employee and subcontractor employee to the COR and unit/activity security manager (Ref Department of the Army, US Army Contracting Agency, SFCA-CO, 05 Sep 07, subject: Incorporation of Measures into the Contracting Process and AR 525-13, Antiterrorism).

1.6.7.9.1 Note: Contractor personnel shall receive an AOR briefing if traveling OCONUS on TDY. Briefing must be provided by a certified ATO Level II Officer within 7 working days prior to TDY departure outside the 50 United States, its territories, and possessions. This is separate from the normal annual AT Level I training requirement (Ref AR 525-13).

1.6.7.10 iWATCH: All contractor employees, including subcontractors, assigned to this contract shall receive a brief on the local iWATCH program (provided in conjunction with the AT Level I Training). This training will be used to inform employees of the types of behavior to watch for and instruct employees to report suspicious activity to the COR. This training shall be completed within 30 days of reporting to duty with the results reported to the COR and then annually thereafter. To view "iWATCH Video", on how you as a contractor can be vigilant and report suspicious activities, See Something Say Something, as you perform your job in support of the U.S. Cyber Center of Excellence at <https://www.mepcom.army.mil/Home/Contractors/> (Approximately 8 min, 28 sec.)

1.6.7.11 Operation Security (OPSEC) Training: All contractor employees, including subcontractors, assigned to this contract shall complete Level I OPSEC training within 30 days of reporting for duty and then annually thereafter. Initial Level 1 OPSEC training will be conducted monthly by the Garrison OPSEC Officer or a Level II certified OPSEC Officer. Annual refresher training shall be completed on-line at [JKO LCMS \(jten.mil\)](http://jko.lcms.jten.mil). The contractor shall submit certificates of completion for each affected contractor employee and subcontractor employee to the COR and unit/activity security manager. OPSEC training guidelines are contained in AR 530-1, Operations Security. The contractor shall adhere to local OPSEC policies and procedures of the government requiring activity. When in a TDY status in support of this work effort, the contractor shall also adhere to any OPSEC policies and procedures in effect at TDY locations.

All contractor employees, including subcontractors, assigned to this contract shall complete DOD Mandatory Controlled Unclassified Information (CUI) Training JS-US082 at [JKO LCMS \(jten.mil\)](http://jko.lcms.jten.mil).

1.6.7.12 Threat Awareness and Reporting Program (TARP) Training: All contractor employees, including subcontractors, assigned to this contract shall complete Face to Face TARP training within 45 days of reporting for duty (as available on Fort Gordon) or at <https://www.lms.army.mil/learnerview/> and then annually thereafter. Face to Face TARP training will be conducted 1st Friday of each month by the 902nd MI Group, in Darling Hall, Room 188. The U.S. Army Threat Awareness and Reporting Program (TARP) training is designed to ensure that DA personnel recognize and report incidents and indicators of the following: attempted or actual espionage, subversion, sabotage, terrorism or extremist activities directed against the Army and its personnel, facilities, resources, and activities indicators of potential terrorist associated insider threats illegal diversion of military technology unauthorized intrusions into automated information systems unauthorized disclosure of classified information indicators of other incidents that may indicate foreign intelligence or international terrorism targeting of the Army.

Note: Live training is the preferred method for an individual to receive TARP training. The COR will ensure contractors are notified of available training opportunities. Completion of training shall be reported to the COR and the unit/activity security manager (Ref AR 381-12).

1.6.7.13 Installation Access: All contractor employees, including subcontractors, shall comply with applicable installation and facility access security policies and procedures at all work and TDY locations. All contractors and subcontractors will be issued a Common Access Card (CAC) or an Installation Pass issued through the Automated Installation entry (AIE) Security System to access the installation. The Fort Gordon military installation is a limited access post. Unscheduled gate closures by the military police may occur at any time. In accordance with Army Regulation 525-13, paragraph 5-19, all prospective contractors will undergo a verification process by the installation Provost Marshal Office, Director of Emergency Services to determine the trustworthiness and suitability prior to being granted access to federal property. This will be accomplished using the National Crime Information Center (NCIC) Interstate Identification Index (III). This is the minimum baseline background check for entrance

onto Army Installations for non-CAC holders to include entrance of visitors (Ref AR 190-13, paragraph 8-2). All personnel entering or exiting the installation may experience a delay due to vehicle inspections, registration checks, verification of seat belt use, etc. All vehicles and personnel are subject to search and seizure. The search and seizure provisions shall apply to contractor personnel while within Fort Gordon's area of jurisdiction. Contractor personnel shall comply with all entry control requirements and security policies/procedures in effect. Security procedures may change without notice.

1.6.7.13.1 Access and general protection/security policy and procedures. Contractor and all associated sub-contractors employees shall provide all information required for background checks to meet installation access requirements to be accomplished by installation Provost Marshal Office, Director of Emergency Services or Security Office. Contractor workforce must comply with all personal identity verification requirements (FAR clause 52.204-9, Personal Identity Verification of Contractor Personnel) as directed by DOD, HQDA and/or local policy. In addition to the changes otherwise authorized by the changes clause of this contract, should the Force Protection Condition (FPCON) at any individual facility or installation change, the Government may require changes in contractor security matters or processes.

1.6.7.14 Contractor Verification System (CVS) /Trusted Agent Sponsorship System: Contractor User Guide see <http://www.uscg.mil/hq/cg-85/CVS/Training/Contractor%20User%20Guide.htm>, Additional Program Information see <http://www.uscg.mil/hq/cg-85/CVS/CVS.htm>.

1.6.7.15 Common Access Card (CAC): The contractor must obtain a CAC for those employees whose functions require access to systems or facilities controlled by the Common Access Card. The Contractor Representative will notify the government CVS Trusted Agent (TA) of new employee CAC requirements. The company representative must provide all personnel data required to process CVS applications with the TA, including security investigation requirements. A contractor employee will obtain a CAC at the DEERS/RAPIDS terminal when the application is approved. The contractor employee will inform Corporate Facility Security Officer (FSO)/Security Manager of approval/denial of the CAC application and will return the CAC to Corporate FSO upon departure or dismissal. The contractor is responsible for implementation and follow-up. Once the form is properly filled out, the COR will verify that they authorized and required to have a CAC. The contractor employees will be directed to go to the designed in processing facility and obtain the CAC. Should an employee leave prior to the contractor expiration, the contractor is responsible for ensuring the immediately be delivered to the COR for cancellation upon the release of any employee. Failure, inability, or delay in obtaining the CAC does not relieve the contractor from performing under the terms of the contract.

1.6.7.16 Material and Supplies: Reference Part 3 and Part 4 of this PWS.

1.6.8 Special Qualifications: The contractor is responsible for the overall management and oversight of this contract. It is the contractor's responsibility to staff

and deploy qualified contractor personnel to meet all of the PWS requirements. The Government's historical staffing data is provided under Technical Exhibit 3. The Contractor shall be responsible to propose and deploy the correct labor types, mix, number and hours required to satisfactorily and professionally meet all PWS requirements. The Government anticipates the requirements within this PWS will require the labor categories: Instructional Systems Clerk, Operations Specialist, Multimedia Designer, Multimedia Programmer, Education Outreach Specialist, Training Specialist, and Librarian. The estimated staffing matrix can be found in Technical Exhibit 3.

1.6.8.1. Personnel associated with this effort shall:

- Possess or obtain a Secret Security Clearance and maintain the required security clearance throughout the life of the contract.
- Possess a favorable T1/National Agency Check with Inquiries (NACI) at contract start date and maintain throughout the life of the contract.
- Must be a US Citizen with an ability to read, write, speak and understand English.
- Possess and maintain a valid driver's license.
- Possess and maintain all required training as stated throughout this PWS.
- Possess skills/knowledge of performing office automation work that includes word processing, electronic mail, spreadsheets, presentations, and other personal computer applications; typing a variety of materials from rough draft into final form including narrative and tabular material, e.g., correspondence, reports, and forms; maintaining records, historical records, survey results, reference library of training catalogs, regulations and other miscellaneous publications; establishing and maintaining office functional files and reference files; knowledge management applications e.g., SharePoint and Blackboard and Microsoft (Word, Excel, Access, Power BI, etc.).

1.6.8.1.1 Institutional Training Directed Lodging and Meal (ITDLM) Coordinator:

- Possess or obtains a Secret Security Clearance and maintain the required security clearance throughout the life of the contract
- Have two (2) years' experience establishing and maintaining office functional files and reference files; knowledge management applications, e.g., SharePoint, Army Training Requirements and Resources System (ATRRS), and MS Office, Adobe applications
- Has experience answering telephone calls and troubleshooting stressful situations
- Possesses strong customer service skills, interpersonal skills, organizational skills, and time management skills
- Displays impeccable interpersonal, time management, organizational skills, and customer service skills
- At least two (2) years' of hospitality industry experience as a hotel front desk agent, reservation management systems or similar position preferred

- Possess advanced writing skills (e.g. tailoring content and delivery for different audiences using Bloom's Taxonomy).
- Graduated from the Installation Staff Contractor Training Course (ISCTC) or meet the requirements to complete the required training within 60 days of contract award or first available class date offered by the CCoE Faculty and Staff Development Branch.

1.6.8.1.2 Multimedia Design Support:

- Possess or obtains a Secret Security Clearance and maintain the required security clearance throughout the life of the contract.
- Possess a Bachelor's Degree in Multimedia Design or a related field.
- Possess a minimum of two years' directly related experience producing 3D models and animations using 3D Studio Max, Maya or Blender, Adobe Creative Suite, or similar software.
- Possess a minimum of two years' directly related experience in 2D designs, illustrations, and layouts such as color theory, digital imaging, photography, and video and audio production (recording and editing).
- Possess skills in computer animations, embedded games, and building multimedia instruction using Adobe Captivate, or similar software, for web-based applications and courseware.
- Graduated Installation Staff Contractor Training Course (ISCTC) or meet the requirements to complete required training within 60 days of contract start date.

1.6.8.1.3 Multimedia Development Support

- Possess or obtains a Secret Security Clearance and maintain the required security clearance throughout the life of the contract.
- Have a Bachelor's Degree in Computer Science or a related field.
- Possess a minimum of one (year) experience with HTML, JQuery, JavaScript, CSS, PHP, JSON, MySQL, database management, web-based scripting, and object-oriented programming.
- Be experienced with two (2) years computer networking, and Android/iOS and Linux operating systems experience. (Highly desired).
- Have two (2) years' experience and knowledge in reverse engineer code.
- Have two (2) years' experience in the functions of a Learning Management System, Blackboard experience preferred.
- Possess the ability to build and integrate 2D and 3D models into a game development software, such as Unity, Unreal, or similar engine.
- Possess the ability to script animations, scenarios, and games using C#, JavaScript, or similar programming language.
- Possess the skills in computer animations, embedded games, and building multimedia instruction using Adobe Captivate and Adobe Creative Suite, or similar software for web-based applications and courseware.
- Experience with graphics and multimedia design and Sharable Content Object Reference Model (SCORM) compliance for launching content on an LMS.

- Graduated Installation Staff Contractor Training Course (ISCTC) or meet the requirements to complete required training within 60 days of contract start date.

1.6.8.1.4 Operations Support:

- Possess or obtains a Secret Security Clearance and maintain the required security clearance throughout the life of the contract.
- Contractor must have successfully completed a 4 year course of study in an accredited college or university leading to a bachelor's or higher degree that included or was supplemented by at least 24 semester hours appropriate to the work of the position, e.g. English, Planner, Business and Business Analytics.
- Must have experience within the United States Army/Military serving in leadership positions as an Officer, Non-Commissioned Officer (NCO) or Warrant Officer (WO). Individual will have achieved the grade of E7 for NCOs, WO3 for Warrant Officers and O3 for commissioned officers.
- Have three (3) years of experience briefing Senior Level Leaders and Managers at the Command Level.
- 2 years' experience applying Emergency Management and/or protection principles for any DoD agency.
- Documented experience with Federal, State, and Local Law Enforcement agencies, personnel, and procedures e.g. Unified Facilities Code, US Army Corp of Engineers and other guidance and documentation on force protection construction and engineering.
- Possess advanced writing skills (e.g. tailoring content and delivery for different audiences using Bloom's Taxonomy).
- Have two (2) years' experience establishing and maintaining office functional files and reference files; knowledge management applications, e.g., SharePoint, Army training requirements and resources system (ATRRS), and MS Office Adobe applications.
- Graduated from the Installation Staff Contractor Training Course (ISCTC) or meet the requirements to complete the required training within 60 days of contract award or first available class date offered by the CCoE Faculty and Staff Development Branch.
- If military, must have graduated from the Army's Advanced Leaders Course, Captain Career Course or Warrant Officer Advanced Course or equivalent courses from other Armed Services.

1.6.8.1.5 Education Outreach Support:

- Possess or obtains a Secret Security Clearance and maintain the required security clearance throughout the life of the contract.
- Possess a Bachelor's Degree from an accredited college or university, in marketing, journalism, public relations, business or a related field.
- In lieu of a Bachelor's Degree, a minimum of 2 (two) additional years of experience in outreach or related areas.
- Have two (2) years' experience in data collection and analysis, and representing their organizations at institutions of higher learning.

- Minimum two (2) years' experience in event planning and business and academia sponsorship solicitation
- Possess clear, competent technical writing skills, excellent communication and interpersonal skills with the ability to build and maintain good relations with partners and stakeholders.
- Have two (2) years' experience utilizing advanced presentation speaking skills (e.g. tailoring content and delivery for different audiences, presenting confidently to large or small groups).
- Demonstrated computer abilities in Microsoft Office suite, especially Word, Excel, PowerPoint; webpage and social media background a plus.
- Minimum two (2) years' experience consulting with federal, state, local academia and industry on partnerships for outreach efforts.
- Minimum two (2) years' experience preparing and managing correspondence IAW Army regulation 25-50 (Management Preparing and Managing Correspondence), reviewing and providing input to regulatory guidance, policies and doctrine.
- Graduated from the Installation Staff Contractor Training Course (ISCTC), the Support Cadre Training Course (SCTC), or equivalent (i.e., Navy, Air Force or Marine) or meet the requirements to complete required training within 60 days of contract start date.

1.6.8.1.6 Library Support - Cyber Research Center Librarian:

- Possess or obtains a Secret Security Clearance and maintain the required security clearance throughout the life of the contract.
- Possess a Master's Degree in Library Science.
- Graduated from the Installation Staff Contractor Training Course (ISCTC) or meet the requirements to complete the required training within 60 days of contract award or first available class date offered by the CCoE Faculty and Staff Development Branch.
- Have two (2) years' experience as a librarian or in the information management field.

1.6.8.1.7 Training Specialist (QOA):

- Possess or obtains a Secret Security Clearance and maintain the required security clearance throughout the life of the contract.
- Graduated from the Installation Staff Contractor Training Course (ISCTC) or meet the requirements to complete the required training within 60 days of contract award or first available class date offered by the CCoE Faculty and Staff Development Branch.
- Possess skills/knowledge of performing office automation work that includes word processing, electronic mail, spreadsheets, presentations, and other personal computer applications; typing a variety of materials from rough draft into final form including narrative and tabular material, e.g., correspondence, reports, and forms; maintaining records, historical records, survey results, reference library of training catalogs, regulations and other miscellaneous publications;

establishing and maintaining office functional files and reference files; knowledge management applications e.g., Training Development Capabilities (TDC) SharePoint, Army Training Requirements and Resources System (ATRRS), and Blackboard.

- Possess advanced presentation speaking skills (e.g. tailoring content and delivery for different audiences, presenting confidently to large or small groups, and using more creative approaches to presenting).
- Minimum two (2) years' experience utilizing the Army Training Requirements and Resources System (ATRRS) database, or similar system, used for constructing learning and resource products.
- Minimum two (2) years' experience preparing and managing correspondence IAW Army regulation 25-50 (Management Preparing and Managing Correspondence).

1.6.8.2 Contractor Replacement: The contractor shall replace, within ten (10) business days, any contract personnel found to be unqualified or otherwise determined unsuitable by the government. This ten-day timeframe also includes any contractor who submits their resignation under the current contract. The government will exercise the right, if deemed necessary, to select an appropriate method (pretest, hands on practical exercise, etc.) to determine if the contractor is qualified/suitable to perform the requirements stated within this PWS.

1.6.8.3 Required certifications and/or training certificates shall be presented to the COR upon hire. Certification requirements that change during the life of the contract must be approved by the COR. Contractors will be given 30 calendar days from the start date of this contract to obtain required certificate(s) of training and certification with the exception of the security clearance; only 10 business days will be allotted to rectify clearance issues. All contract employees shall possess experience with Army-standard desktop applications and configurations, (i.e., daily reporting programs, and Army Gold Master (AGM) configurations). The government will exercise the right, if deemed necessary, to select an appropriate method (pretest, hands on practical exercise, etc.) to determine if the contractor is qualified/suitable to perform the requirements stated in sections 1.6.4 through 5.8.

1.6.9 Post Award Conference/Periodic Progress Meetings: The Contractor agrees to attend any post award conference convened by the contracting activity or contract administration office in accordance with Federal Acquisition Regulation Subpart 42.5. The contracting officer, Contracting Officers Representative (COR), and other Government personnel, as appropriate, may meet periodically with the contractor to review the contractor's performance. At these meetings, the contracting officer will apprise the contractor of how the government views the contractor's performance and the contractor will apprise the Government of problems, if any, being experienced. Appropriate action shall be taken to resolve outstanding issues. These meetings shall be at no additional cost to the government.

1.6.10 Contracting Officer Representative (COR): The (COR) will be identified by separate letter. The COR monitors all technical aspects of the contract and assists in contract administration. The COR is authorized to perform the following functions: assure that the Contractor performs the technical requirements of the contract; perform inspections necessary in connection with contract performance; maintain written and oral communications with the Contractor concerning technical aspects of the contract; issue written interpretations of technical requirements, including Government drawings, designs, specifications; monitor Contractor's performance and notify both the Contracting Officer and Contractor of any deficiencies; coordinate availability of government furnished property, and provide site entry of Contractor personnel. A letter of designation issued to the COR, a copy of which is sent to the Contractor, states the responsibilities and limitations of the COR, especially with regards to changes in cost or price, estimates or changes in delivery dates. The COR is not authorized to change any of the terms and conditions of the resulting order.

1.6.11 Key Personnel: The Program Manager (PM) or Contract Manager (CM) is the key point of contact for this effort and is considered key personnel. The contractor shall provide key personnel who shall be responsible for the performance of the work, communication with the COR and Contract Officer. The name of this person and an alternate who shall act for the contractor shall be designated in writing to the contracting officer. The PM/CM shall have full authority to act for the contractor on all contract matters relating to daily operation of this contract. The PM/CM or alternate shall be available between, *8:00 a.m. to 4:30p.m.*, Monday thru Friday except Federal holidays or when the government facility is closed for administrative reasons.

1.6.12 Identification of Contractor Employees: All contract personnel attending meetings, answering Government telephones, and working in other situations where their contractor status is not obvious to third parties are required to identify themselves as such to avoid creating an impression in the minds of members of the public that they are Government officials. They must also ensure that all documents or reports produced by contractors are suitably marked as contractor products or that contractor participation is appropriately disclosed.

1.6.12.1 ID Badges: The contractor shall provide each contractor employee an identification (ID) badge on contract start date or on employment start date. The ID badge shall be made of nonmetallic material, be easily readable, and shall contain the following minimum information: Employee's Name, Contract Company Name, and Employee's Photograph. Contract employees shall wear proper identification at Government workplaces at all times.

1.6.12.1.1. Display of ID Badges: Contractor employees shall wear the ID badge at all times when performing work under this contract to include attending government meetings and conferences. Unless otherwise specified in the contract, each contract employee shall wear the ID badge in a conspicuous place on the front of exterior clothing and above the waist except when safety or health reasons prohibit such placement.

1.6.12.2 Utilizing Electronic Mail: When contractor employees send e-mail messages to government personnel while performing on this contract, the contractor employee's e-mail address shall include the company name together with the person's name (ex: John Smith, Contractor, ABC Company). When contractor employees require access to a government computer, the contractor employee shall be required to obtain a Common Access Card. To do so, the contractor employee shall request a CAC Card through the COR. All contractor employees shall conduct official communication using Government-owned or provided e-mail, networks, websites, systems, and devices. The use of commercial ISP e-mail accounts or personal e-mail accounts to conduct official communication is prohibited. Remote access / telework technology may be leveraged to ensure compliance with these requirements. Contractor employees are prohibited from using Army-assigned, AKO, and other official e-mail addresses for unofficial business affiliations. Personnel shall not provide official e-mail addresses to businesses, affiliated organizations, or online retailers; unless those entities are known by personnel to be legitimately engaging in official business.

1.6.12.3 Eligibility Verification for Employment: E-Verify is an Internet-based system that compares information from an employee's Form I-9, Employment Eligibility Verification, to data from U.S. Department of Homeland Security and Social Security Administration records to confirm employment eligibility. The U.S. Department of Homeland Security is working to stop unauthorized employment. By using E-Verify to determine the employment eligibility of their employees, companies become part of the solution in addressing this problem. All U.S. employers must complete and retain a Form I-9 for each individual they hire for employment in the United States. This includes citizens and noncitizens. On the form, the employer must examine the employment eligibility and identity document(s) an employee presents to determine whether the document(s) reasonably appear to be genuine and relate to the individual and record the document information on the Form I-9. The list of acceptable documents can be found on the last page of the form. E-Verify is mandatory for employers with federal contracts or subcontracts that contain the Federal Acquisition Regulation E-Verify clause.

1.6.12.4 NOTE: The government issued CAC is the property of the U.S. Government and shall be returned to the COR upon expiration of the contract, replacement or termination of the contract employee. (The CAC card must be turned in to the COR on contractor's last day of employment.) Unauthorized possession of the CAC can be prosecuted criminally under section 701, title 18, United States Code.

1.6.13 Contractor Travel: **There are no anticipated CONUS/OCONUS travel requirements at this time. However, if in the event it is needed, travel shall be approved by the KO in writing prior to performance or they will not be compensated. Prior coordination with the COR is required.** If a contractor is required to travel within the Continental United States (CONUS) during the performance of this contract (i.e. to attend meetings, conferences, and training), the contractor will be authorized travel expenses consistent with the substantive provisions of the Joint Travel

Regulation (JTR) and the limitation of funds specified in this contract. All travel requires Government approval/authorization and notification to the COR.

1.6.14 Other Direct Costs: This category includes travel (outlined in 1.6.13) associated with training activities and visits to facilities.

1.6.15 Data Rights: The Government has unlimited rights to all documents and materials produced under this contract. All documents and materials produced under this contract shall be Government owned and are the property of the Government with all rights and privileges of ownership/copyright belonging exclusively to the Government. These documents and materials may not be used or sold by the contractor without written permission from the Contracting Officer. All materials supplied to the Government shall be the sole property of the Government and may not be used for any other purpose. This right does not abrogate any other Government rights.

1.6.15.1 Privacy Act: All contract personnel assigned to this task shall have access to information that may be subject to the Privacy Act of 1974. The contractor is responsible for ensuring all assigned contract personnel are briefed on Privacy Act requirements.

1.6.15.1.1. The contractor shall ensure that all assigned personnel understand applicable security policies and directives. Personnel who knowingly violate security policies or directives are subject to immediate removal from any work relating to this contract.

1.6.15.2. Contractor personnel shall have routine and unavoidable access to proprietary information which they are required to protect. Personnel applied to the tasks in this PWS may not work on other tasks for the contractor or for any other agency without a formal written request and written consent granted by the contracting officer.

1.6.15.3. Uses and Safeguarding of Information: Information from the secure website is considered to be proprietary in nature when the contract number and contractor identity are associated with the direct labor hours and direct labor dollars. At no time will any data be released to the public with the contractor's name and contract number associated with the data.

1.6.15.4. Subcontract Data: The contractor shall ensure that all reportable subcontract data is reported IAW the PWS and to this data collection web site (citing this contract/order number). At the discretion of the prime contractor, this reporting may be done directly by subcontractors to the data collection site or by the prime contractor after consolidating and rationalizing all significant data from the subcontractors.

1.6.15.5. Reporting Flexibility: Contractors are encouraged to communicate with the Help Desk identified at the data collection website to resolve reporting difficulties.

Changes to facilitate reporting may be authorized by the contracting officer or the Help Desk (under HQDA policy direction and oversight).

1.6.16 Organizational Conflict of Interest: Contractor and subcontractor personnel performing work under this contract may receive, have access to, or participate in the development of proprietary or source selection information (e.g., cost or pricing information, budget information or analyses, specifications, or work statements, etc.) or perform evaluation services which may create a current or subsequent Organizational Conflict of Interests (OCI) as defined in FAR Subpart 9.5. The Contractor shall notify the Contracting Officer immediately whenever it becomes aware that such access or participation may result in any actual or potential OCI and shall promptly submit a plan to the Contracting Officer to avoid or mitigate any such OCI. The Contractor's mitigation plan will be determined to be acceptable solely at the discretion of the Contracting Officer and, in the event the Contracting Officer unilaterally determines that any such OCI cannot be satisfactorily avoided or mitigated, the Contracting Officer may enact other remedies as he or she deems necessary, including prohibiting the Contractor from participation in subsequent contracted requirements which may be affected by the OCI.

1.6.16.1 The contractor shall not divulge any information accessed and obtained during the course of performing this task to other contractor staff or anyone outside the government. In addition to any organizational conflict of interest provision, contractor personnel assigned to this contract shall be required, prior to beginning work, to sign a non-disclosure statement for the government agreeing not to share any information or data with other contractor personnel not assigned to the project or, if assigned to the project, who has not signed such a non-disclosure statement. Signed nondisclosure statements shall be furnished to the COR prior to contract performance. The company shall include as part of its Request for Quote (RFQ) submission, its plan to "firewall" these contract personnel and enforce this provision (i.e., internal controls, training, etc.). Failure to adhere to these non-disclosure safeguards may result in termination of this task. Final authorship and copyright (if required) of any deliverables shall reside with the government. The contractor shall not gain any unfair advantage. The contractor shall identify any organizational conflict of interest clauses they or their subcontractors are subject to, current or within three years of federal government contract services, by providing, with their offer, a copy of the clause, a description of the contract services performed, a contract number, a governmental point of contact, and a phone number for that point of contact.

1.6.17 PHASE IN /PHASE OUT PERIOD: There is not a requirement for a phase in or phase out period associated with the contract.

PART 2 DEFINITIONS & ACRONYMS

2. DEFINITIONS AND ACRONYMS:

2.1. DEFINITIONS:

2.1.1. **CONTRACTOR.** A supplier or vendor awarded a contract to provide specific supplies or service to the government. The term used in this contract refers to the prime.

2.1.2. **CONTRACTING OFFICER.** A person with authority to enter into, administer, and or terminate contracts, and make related determinations and findings on behalf of the government. Note: The only individual who can legally bind the government.

2.1.3. **CONTRACTING OFFICER'S REPRESENTATIVE (COR).** An employee of the U.S. Government appointed by the contracting officer to administer the contract. Such appointment shall be in writing and shall state the scope of authority and limitations. This individual has authority to provide technical direction to the Contractor as long as that direction is within the scope of the contract, does not constitute a change, and has no funding implications. This individual does NOT have authority to change the terms and conditions of the contract.

2.1.4. **DEFECTIVE SERVICE.** A service output that does not meet the standard of performance associated with the Performance Work Statement.

2.1.5. **DELIVERABLE.** Anything that can be physically delivered and may include non-manufactured things such as meeting minutes or reports.

2.1.6. **KEY PERSONNEL.** Contractor personnel that are evaluated in a source selection process and that may be required to be used in the performance of a contract by the Key Personnel listed in the PWS. When key personnel are used as an evaluation factor in best value procurement, an offer can be rejected if it does not have a firm commitment from the persons that are listed in the proposal.

2.1.7. **PHYSICAL SECURITY.** Actions that prevent the loss or damage of Government property.

2.1.8. QUALITY ASSURANCE. The government procedures to verify that services being performed by the Contractor are performed according to acceptable standards.

2.1.9. QUALITY ASSURANCE SURVEILLANCE PLAN (QASP). An organized written document specifying the surveillance methodology to be used for surveillance of contractor performance.

2.1.10. QUALITY CONTROL. All necessary measures taken by the Contractor to assure that the quality of an end product or service shall meet contract requirements.

2.1.11. SUBCONTRACTOR. One that enters into a contract with a prime contractor. The Government does not have privity of contract with the subcontractor.

2.1.12. WORK DAY. The number of hours per day the Contractor provides services in accordance with the contract.

2.1.12. WORK WEEK. Monday through Friday, unless specified otherwise.

2.2. ACRONYMS:

ACOR	Alternate Contracting Officer's Representative
AFARS	Army Federal Acquisition Regulation Supplement
AR	Army Regulation
CCE	Contracting Center of Excellence
CCoE	Cyber Center of Excellence
CFR	Code of Federal Regulations
CONUS	Continental United States (excludes Alaska and Hawaii)
COR	Contracting Officer Representative
COTR	Contracting Officer's Technical Representative
COTS	Commercial-Off-the-Shelf
DA	Department of the Army
DD250	Department of Defense Form 250 (Receiving Report)
DD254	Department of Defense Contract Security Requirement List
DFARS	Defense Federal Acquisition Regulation Supplement
DMDC	Defense Manpower Data Center
DOD	Department of Defense
FAR	Federal Acquisition Regulation
HIPAA	Health Insurance Portability and Accountability Act of 1996
KO	Contracting Officer
OCI	Organizational Conflict of Interest
OCONUS	Outside Continental United States (includes Alaska and Hawaii)
ODC	Other Direct Costs
PIPO	Phase In/Phase Out
POC	Point of Contact
PRS	Performance Requirements Summary
PWS	Performance Work Statement
QA	Quality Assurance
QAP	Quality Assurance Program
QASP	Quality Assurance Surveillance Plan
QC	Quality Control
QCP	Quality Control Program
TE	Technical Exhibit
TPOC	Technical Point of Contact

PART 3
GOVERNMENT FURNISHED PROPERTY, EQUIPMENT, AND SERVICES

3. GOVERNMENT FURNISHED ITEMS AND SERVICES:

3.1. Government Furnished Property/Government Furnished Information: This effort will require access to Government-furnished technical data related to various technologies as well as Government facilities to execute the required tasks (PWS part 5). No government property is anticipated to be transferred at time of award. The Government will provide the contractor with access to the appropriate reference material necessary in the performance of this effort including, but not limited to, the current version of the SOPs and Reference Materials, all documentation, pedigreed systems documentation, document formats, Cyberspace (Cyber, Signal, and Electronic Warfare (EW)) intelligence data as available, and document review comments in hard and/or soft copy. All Government-furnished property (GFP) will be provided in accordance with FAR 52.245-1, and FAR 52.245-9, and **may** include: office/work space, office supplies, telephone service, computer access, and storage space. Government property shall be used **ONLY** in performance of this contract and its deliverables. The contractor shall account for all property provided by the Government, and shall be responsible for the security and condition of said property. Serialized items shall be annotated at the time of issue with a signature of acknowledgement by the individual contractors. All GFP is the property of the US Government and shall not be transferred to any individual or agency, public or private, without the express written approval of the Contracting Officer. In some cases as determined by the COR, contractors shall be required to sign for government provided equipment.

3.2 Facilities: The Government will provide the necessary workspace for the contractor staff to provide the support outlined in the PWS to include desk space, telephones, computers, and other items necessary to maintain an office environment. If mission dictates physical office space is required to perform the tasks within this PWS, the Government will provide office space.

3.3 Utilities: The Government will provide electricity, water, phone service, and network services (NIPRNET, SIPRNET, and DSN). The Contractor shall instruct employees in utilities conservation practices. The contractor shall be responsible for operating under conditions that preclude the waste of utilities, which includes turning off water faucets or valves after using the required amount to accomplish cleaning of vehicles and equipment.

3.4 Equipment: The Government will provide contractor personnel computer equipment, other data collection equipment/software, telephones, and monitors. The contractor shall have access to printers, plotters, copy machines, scanners, and fax machines, as needed. The contractor shall be responsible for any loss or destruction of or damage to items of Government property that are removed from the installation premises by the contractor – with or without Government approval.

3.5 Materials: The Government will provide CCoE Standard Operating Procedure, Systems Standard Operating Procedure, Media and Librarian resources, printed materials, courseware products as required for this PWS.

3.6: Alternate Duty/Telework: The Government will provide contractor personnel government furnished laptops, and VPN access if required.

PART 4
CONTRACTOR FURNISHED ITEMS AND SERVICES

4. CONTRACTOR FURNISHED ITEMS AND RESPONSIBILITIES:

4.1 General: The Contractor shall furnish all supplies, equipment, facilities, and services required to perform work under this contract that are not listed under Section 3 of this PWS.

4.2 Facility Clearance: The contractor shall possess and maintain a Secret Clearance from the Defense Security Service throughout the life of the contract. Contractor employees performing on this contract must be U.S. citizens. Contractor employees, to include subcontractors, must possess and maintain a Secret Security Clearance throughout the Period of Performance (PoP), as required. The contractor is responsible for acquiring the clearances. The DD 254 is provided as Attachment 1.

4.3. Materials. The Contractor shall provide, except for property and services specified as government furnished, all personnel, equipment, supplies, facilities, transportation, tools, materials, supervision, other items, and non-personal services necessary to meet the requirements under this PWS.

4.4. Equipment. The Contractor shall furnish contractor badges to meet the requirements under this PWS.

4.5. Training / Certification: The contractor shall provide, within the specified timeframe, proof of required employee training and/or certifications described under Part 1.

4.6. Contract Management: The contractor shall provide all management, administration, security, quality control, and all else required to ensure successful completion of all deliverables. The Contractor shall provide the Government with a Quality Control Plan (QCP) within 30 days of contract award.

4.7. Personnel: The contractor shall furnish adequate supervision, and the labor necessary to perform all services in an orderly, timely, and efficient manner. The contractor shall utilize qualified and experienced employees capable of achieving the goals established in the contract. All personnel will maintain current qualifications and clearances and obtain any and all training required to meet mission requirements. Contractor personnel are employees of the contractor and under its administrative control and supervision. The contractor, through its personnel, shall perform tasks herein. Contractor shall select, supervise, and exercise control and direction over the employees under this contract. The Government will not exercise any supervision or control over the contractor employees in its performance of contractual services under this contract. The contractor shall ensure that no prohibited personal services are performed under this contract.

PART 5 SPECIFIC TASKS

5. Specific Tasks:

5.1. Basic Services. The contractor shall provide complete program management and administrative tasks to ensure the requirements of the contract are met and to ensure the contractor adequately controls and supervises its personnel who provide the deliverables described within this PWS. The contractor shall keep the Government fully informed, both verbally and in writing. The contractor shall provide all necessary personnel, administrative, financial, and managerial resources required to support this contract. The contractor shall ensure all deliverables described in the PWS are delivered on time and provide analysis of project requirements and accurate cost estimates. Contractor shall provide project coordination and process improvements through the Quality Control Plan and provide and gather required information to assist with coordination support efforts.

5.2. Contract Management: The Contractor shall provide complete contract management and administrative management to ensure the requirements of the contract are met and to ensure the Contractor adequately controls and supervises its personnel who provide the deliverables described within this PWS. The Contractor's management team shall be the focal point for all issues and shall keep the Government fully informed, both verbally and in writing. The Contractor shall provide all necessary personnel, administrative, financial, and managerial resources required to support this contract. The contractor management will include:

- Supervision, coordination of work schedules, resolving minor concerns/issues and completion of administrative tasks associated with this PWS (e.g. deliverables).
- Be familiar with all duties and qualifications stated in the PWS under sections 1.6.8, 1.6.11, and Part 5.
- Have the capability and authority to resolve and respond to issues directly with the COR.
- Submit Monthly Contract Progress Report (MPR), Trip Reports (if required), In Progress Review minutes to the COR.
- Submit Recruiter/Training Prohibited Activities Acknowledgment (DD Form 2982) for all contractor employees NLT 30 days after contract award, and update annually thereafter to the COR.
- Submit well written Historical Report to the COR 30 days prior to the end of each Period of Performance (PoP).
- Attend Bi-Monthly COR meeting(s) – two (2) per month.
- Provide Work Utilization Reports and Fill Plan to the COR.
- Communicate orally and in writing with the COR.
- Ensure all deliverables described in the PWS are delivered on time.
- Provide analysis of project requirements and accurate cost estimates.

- Provide project coordination and process improvements thru the Quality Control Plan.
- Provide and gather required information to assist with coordination support efforts.

5.2 Institutional Training Directed Lodging and Meal (ITDLM) Coordinator: The CCoE G-3/5/7 (also known as the Schoolhouse Validation Authority (SVA) has an active role in the forecasting, validating, and assisting students with lodging, for all courses listed under the Institutional Training Directed Lodging and Meal (ITDLM) program. The SVA must also interact with the International Hotel Group (IHG) Army Hotel Group Coordinator (GC) and with the program executor, U.S. Army Corps of Engineers (USACE), to ensure successful ITDLM program execution. The contractor shall work with CCoE, IHG and Schools to provide students in ITDLM approved courses with reserved lodging at IHG. In this position, the ITDLM coordinator will communicate with students, IHG staff, and Training and Doctrine Command (TRADOC) verbally and through email, IOT initiate review, change or cancel reservations when necessary. In support of ITDLM functions, the Contractor shall:

- Provide policy and program direction for CCoE ITDLM Institutional Training travel policy and procedures program
- Utilize the Army Training Requirements and Resources System (ATRRS) to run daily reports for each class approved under the ITDLM Program; run ATRRS Monthly/Quarterly barracks utilization report and provide to G3/5/7 (TSSR)
- Identify Soldiers by course priority for placement into Privatized Army Lodging
- Coordinate with both CCoE and the IHG by predicting total number of (student) hotel rooms required by day. Use predictive analysis to determine if IHG will reach capacity and off-post lodging contracts will be required
- Ensure subordinate commands/Soldiers are aware of and understand the ITDLM policy and authorized/approved travel entitlements
- Conducts daily tracking of student reservations/cancellations (E7 and above) for classes under their purview
- Provide periodic forecasts to the local IHG Army Hotel (daily for short-notice updates, weekly in a 45-Day, quarterly in a 90-Day, and bi-annually in a 180-Day Forecast)
- Randomly review TDY orders and 1610s' for Soldiers attending Institutional Training to verify Soldiers were correctly reimbursed per diem for meals not centrally funded by the Government during their training attendance. Notify any discrepancies to the ITDLM Manger
- Review student travel orders for discrepancies and/or required amendments and refer to the order-issuing official for action, if required (this includes Commander, Human Resources Command for those students in TDY enroute status, in conjunction with a PCS, if appropriate)
- Incorporate ITDLM Policy requirements in the CCoE Organizational Inspection Program (OIP)

- Provide Holiday Block Leave (HBL) special Tracking; develop a tracking system using the MS-Teams platform for collaboration with course leadership before, during, and after HBL to ensure the Army is not invoiced for TDY lodging while students are on leave/pass
- Answer calls and emails to provide rate and IHG availability information
- Create Microsoft Office products by Mail-Merging between Excel and Word to send template (yet personalized) lodging reservation confirmation e-mails to each student 30-45 days prior to the class report date
- Confirm and validate course reservations in ATRRS, including ensuring corrections by consulting with the course managers and school POCs
- Field and respond to questions, concerns from the Regular Army (AA), Army National Guard (ARNG), United States Army Reserve (USAR), U.S. Army Corps of Engineers (USACE), IHG, and Soldier's when necessary
- Create reports to present to CCoE, IHG, and the components regarding overall management of the program.

5.3 Multimedia Development: The Contractor shall:

- The contractor shall update, design, and produce small scale level 1-3 training interactive 2D and 3D CBT and IMI products to support training and performance based assessments to fill gaps between equipment availability and existing simulations as well as additional identified training needs.
- Participate in ADDIE Process of Multimedia development to ensure products meet customer intent.
- Ensure SCORM compliance according to Army Regulation.
- Ensure products built conform to Army standards for cross platform integration.
- Combine graphics, video, sound, and text to create a seamless, attractive user experience for enhancing products built in Adobe Captivate, Unity, etc.
- Ensure proper loading of content and complete cross functional testing to ensure playability of products on Army Learning Management Systems and LandWarNet eUnivesity websites.
- Integrate computer applications, techniques and multimedia art to create a multimedia production and interactive program.
- Detect, Correct and enhance all products developed by the multimedia team.
- Attend IPRs and meetings as needed to complete assigned projects and timelines.

5.3.1 Multimedia Design: The contractor shall produce, maintain, and update Interactive Multimedia Instruction (IMI) material utilizing existing software IAW TRADOC Regulation 350-70 and TRADOC Pamphlet 350-70-12 in support of all curriculum and equipment taught at the CCoE. The Contractor shall:

- Participate in ADDIE Process of Multimedia development to ensure products meet customer intent.
- Produce interactive training materials that will support training strategies and concepts aligned with the Army Learning Model as outlined in TRADOC Pamphlets 525-8-2 and 525-8-3.
- Update, design and produce small scale level 1-3 training interactive 2D and 3D CBT and 3-D IMI products to support training and performance based assessments to fill gaps between equipment availability and existing simulations as well as additional identified training needs.
- Provide produced content to the government for review and approval IAW timelines proposed by the contractor and approved by the government. Timelines maybe negotiated to support required changes to meet government training needs or validation requirements prior to acceptance. All multimedia tools used in training will be subject to validation by the government IAW TRADOC regulation 350-70 and TRADOC Pamphlet 350-70-12.
- Assist in analyzing the needs for upgrades to software and identifying replacement equipment/parts for lifecycle replacement which will be purchased by the Government
- Ensure all material produced is playable on any device to include Apple, Android, and Windows smartphones and tablets in support of Bring Your Own Device initiatives and playability via LandWarNet eUniversity for sustainment and field training capability. Materials will be posted to LandWarNet eUniversity.

5.4. Operations Support: Operations Specialist. Receives, reviews and sorts orders from the department of the Army, TRADOC, CAC, Garrison, and Army Futures Command (AFC).

- Rewrites Orders, TASKORDS, EXORDs and Tasking Memos from Garrison, and tasks CCOE units, directorates and functional groups as required.
- Interacts and coordinates plans and operations with the all staff sections, special staff and functional groups, the 15th SIG BDE and both Schools that ensures proper integration and implementation of all lines of effort.
- Tracks the orders and tasks until completion; using and through the ETMS2
- Provide required training for ETMS2 to all military and civilian personnel of the CCOE Directorates, Special and Functional Staffs, the two Schools, the NCOA and the 15th SIG BDE. Will support like training with the Garrison OPS Group and DDEMAC
- Maintain the Task Management Tracker (TMT) and other tracking platforms utilized by the CCoE.
- Coordinates with multiple Commands and stakeholders at various levels from HQDA, TRADOC, the CCoE staffs, special staffs, Cyber and Signal schools, Combat Development (CDID) and 15th SIG BDE. Additional coordination includes Amy Futures Command, the Fort Gordon Garrison Staff, and tenant units and supporting agencies on Fort Gordon that support the CG Cyber COE as the Senior Responsible Officer (SRO).

- Operates as one of the CCOE LNO's to Garrison for contingency operations with regards to training and real world missions which includes local, state, federal and national emergency situation(s).
- Perform duties as an anti-terrorism officer as required for emergency and contingency operations and assists with vulnerability assessments of units, operations and facilities.
- Develop contingency plans (The COOP PLAN) for emergency activities (weather, power and personal life support) and respond to emerging threats and incidents affecting the Schools, CCOE Staff and Cadre, Soldiers and their families, the DA Civilian Workforce, US Contractors and all the others that work on Fort Gordon or use its facilities as their way of life.
- Possess the abilities (experience or certifications) to make recommendations, using risk management principles, critical thinking and MDMP that provide sound mitigation and planning techniques.
- Conducts historic research of past plans and operations that facilitates tasking management, and make recommendations on how to stream line and align task requirements when the work and deliverables require inputs from multiple staffs and/or groups.
- Provides first line quality control on all written products within the CCOE G357 operations and task management group, IAW AR 25-50.
- Coordinates with Subject Matter Experts from the Signal | Cyber| Electronic Warfare Schools, Operations and CDID as required before staffing technical taskers and data calls, that will ensure proper staffing of requirements.
- Review and provide input to regulations, policies, doctrine, programs, systems, practices and procedures; such as the Business Rules for ETMS2 as required.

5.5 Education Outreach Support: Serves as support for the CCoE's education outreach office and its charge to engage with academic institutions (e.g., federal, state, local) to build, grow, and maximize CCoE relations and enhance mission readiness. The Contractor shall:

- Review and provide input to regulations, policies, doctrine, programs, systems, practices and procedures within Learning Innovations Branch (LIB).
- Create descriptive analysis using Excel, SAP, and other Business Intelligence tools, such as graphs, charts, and tables.
- Create word processing documents, electronic emails, spreadsheets, presentations, and other personal computer applications.
- Implement and analyze qualitative and quantitative assessments to help determine the efficiency and effectiveness of outreach programs.
- Coordinate with employers, employee associations, career support offices, and community partners to provide awareness of unique Army employment programs and initiatives.
- Serve as education support for continuing education and credentialing programs.

- Participate in working groups for educational topics. Prepare reports and recommendations for improving the development and evaluation of educational products and partnerships.
- Consult with representatives of academia and industry on partnerships and outreach efforts for improving workforce employment.
- Research best practices of other services and agencies/organizations with similar education outreach missions and responsibilities.
- Support both major and routine program events, meetings, and conferences.
- Liaise with CCoE internal and external organizations, DOD, HQDA, TRADOC, K-12 and post-secondary administration, and representatives of the community to provide current and accurate information on the Army University and CCOE's education outreach mission.
- Conduct research to integrate and implement training concepts and strategies, determine applicability of emerging educational technology or methods for improving Cyber Center instruction, and determine solutions to training problems and issues.

5.6. Library Reference and Research Services. The Contractor will provide reference and research services in the CRC (an academic and technical library) specializing in computer science, military science, military history, leadership, and other disciplines as directed by the CRC Director, and Higher Headquarters Guidance. The Contractor shall:

- Utilize general and specialized reference resources including public and private online computer databases in both classified and unclassified environments.
- Respond to comprehensive reference questions calling for subject and bibliographic competence, including the evaluation of timeliness, relevance, and authoritativeness.
- Provide comprehensive services for CCoE students, staff, faculty and cadre.
- Engage with CCoE students, staff, faculty and cadre in the assigned academic departments to develop strong collaborative relationships.
- Establish mechanisms for ongoing, two-way communication with assigned academic departments.
- Brief CCoE students, staff, faculty and cadre informing on all library programs and events.
- Provide assistance and train CRC customers in the utilization of end-user products and a variety of research and reference electronic and print materials.
- Prepare bibliographies, written instructions, fact sheets, and training aids for end-user use and education.
- Plan and conduct library orientation programs and briefings.
- Oversee circulation providing technical advice, guidance, and instruction to library technicians and staff.
- Review and solve issues about charging, discharging, over dues, interlibrary loans, and reserve requests.
- Provide interlibrary loan services, maintain loan files, statistics, and documentation.

- Receive and prepare items for circulation, notifying requestors, and returning material on time.

5.7 Library Cataloging and Metadata services: The Contractor shall:

- Perform original or modified descriptive cataloging, subject analysis, and classification of a wide variety of specialized information in all formats.
- Interpret and adapt as bibliographic elements by cataloging rules, or require interpretation, and subject categories included in published lists of subject headings.
- Use OCLC (Online Computer Library Center) or other automated system in Machine-Readable Cataloging record (MARC) format when required.
- Develop and apply automatic data processing for cataloging and classification information.
- Expand classification schedules and subject headings as needed.
- Ensure catalog records are accurate and current and implements and maintains name and subject authority control records.
- Act as liaison for the organization with user groups that provide linkage for specialized cataloging systems.
- Maintain current awareness and affirm library staff's adherence to national standards governing cataloging rules, policies, and interpretations promulgated by the Library of Congress, American Library Association, Society of American Archivists, and OCLC.
- Maintain expertise and knowledge of evolution in Dublin Core metadata scheme to correctly interpret standards and to assist and train library technicians and staff to generate metadata.
- Participate as an active member of the Metadata/Cataloging enterprise-wide matrix project team to develop, evaluate and implement policies regarding metadata use and maintenance.
- Participate in processes to select, design and adapt metadata schema, controlled vocabularies, and data dictionaries.
- Maintain quality control oversight of digital library content and metadata systems.
- Coordinate work efforts in the areas of metadata services, cataloging, utilization of automated cataloging systems, and the construction of bibliographic databases with other members of the metadata/cataloging community, including other professional military education schools.
- Develop digital library collections, using various programs (e.g. CONTENTdm, Fedora, DSpace) and software to create local and remote repositories, and to categorize as well as organize the digital objects.
- Select materials for the digital library and participate in collaborative development, and implementation of innovative information technology projects with library technicians and staff.

5.8. Library Collection and Resource Development services: The Contractor shall:

- Recommend selection of materials, including monographs, journals and other digital or multimedia materials.
- Review approval plan notices, faculty requests, scholarly journals, bibliographies, advertisements, publishers and dealer catalogs, etc., to keep abreast of current and retrospective resources in the subject area.
- The contractor shall initiate orders for materials or refers potential orders to faculty for input and action and monitor approval plan profiles, recommending adjustments as necessary.
- In consultation with the collection development staff, assess quality and physical condition of the subject collections, making decisions on the replacement, transfer, withdrawal, or preservation of individual titles.
- Investigate and assess databases and other electronic products available from publishers in assigned subject areas and recommend purchase or license as appropriate.
- Assist in the development of develop collection development and library academic support policies for assigned subject areas in consultation with faculty and the collection development staff.
- Provide additional collection and resource development of specialized collections including government documents, multimedia or reference collections.

5.9 Provide Library Automation Support Services: The Contractor shall:

- Work with local systems operators and product suppliers, and system vendors (to correct problems associated with ILS, applications, or hardware.) and recommend purchases of new equipment and/or technologies to the CRC Director.
- Provide Library Process Improvement and Innovation services.
- Identify new technologies and resources available to meet the needs of patrons.
- Collaborate with other library staff, both inside and outside the CRC, to determine the feasibility of adopting identified process improvements.

5.10 Training Specialist (QAO): Provides the Organization with timely, efficient, and effective administrative and technical support. The Contractor shall:

- Review, edit all assessment and Army Enterprise Accreditation Standards (AEAS) and applicable reports to include memorandums for accuracy and clarity before sending forward.
- Review and disseminate all incoming information through QAO for distribution to the appropriate personnel for execution.
- Route all assessment and accreditation reports in GEARS or other tracking system to the appropriate personnel for concurrence and filing on QAO share drive.
- Track and coordinate all incoming TASKORD, FRAGO and OPORD orders and route to the appropriate personnel within QAO for execution. Take action, as appropriate, on orders of a general nature.

- Track all mandatory and directed training for QAO personnel to ensure it is conducted and completed during the FY.
- Update and maintain the Master Training Calendar for Quality Assurance personnel.
- Research data, compile and analyze information, and prepare a variety of recurring and special reports reflecting both administrative activities and technical information for assessment/accreditation of Cyber CoE courses.
- Evaluate individual student assessment plans (ISAPs), Training Schedules, and Training Requirements Analysis System (TRAS) documents and provide findings to evaluator. Review regulations and publications related to training and education. Assist with conduct of AARs and collect, analyze, and disseminate operational observations.
- Assist with purchase requirements to include, research and availability cost of supplies and equipment.
- Research and provide confirmation of courses, conduct of training and training requirements in ATRRS to team members.
- Write, edit, review, plan, prioritize, organize, and coordinate tasks.

5.11 SERVICE CONTRACT REPORTING (SCR) The Contractor shall report ALL Contractor labor hours (including subcontractor labor hours) required for performance of services provided under this contract for the Transformation Support Services via a secure data collection site. The Contractor is required to completely fill in all required data fields through the following web address: <https://www.sam.gov/>. The cost, if any, for providing this data shall be entered into the space provided at this CLIN. If no direct cost is associated with providing the data, enter "No Cost". Instructions, including the Contractor and Subcontractor User Guides, are available at <https://www.sam.gov/>. Reporting inputs will be for the labor executed during the period of performance during each Government FY, which runs from October 1 through September 30. While inputs may be reported any time during the FY, all data shall be reported no later than October 31 of each calendar year. Contractors may direct questions to the help desk by clicking "View Assistance for SAM.gov" which is located at the top of the SAM.gov website. From there, you can select "Contact Our Service Desk" which will allow you to contact SAM.gov directly. If contract period of performance ends prior to September 30, the Contractor has 30 calendar days from end date of the contract to complete the SAM SCR requirement.

5.12. Invoicing/ WAWF:

5.12.1. Wide Area Workflow (WAWF): Invoicing Receipt, Acceptance, and Property Transfer (iRAPT) shall be implemented in accordance with DFAR 252.232-7003 Electronic Submission of Payment Requests. Manual invoices will not be accepted.

5.12.2. Format: All invoices shall be submitted in WAWF as a 2-in-1 invoice with all applicable monthly documentation attached, as well as email to the COR. Monthly documentation includes Monthly Progress Reports (MPR), In- Progress Reviews (IPR),

Trip Reports (If required), and other reports where applicable as stated in the PWS. Monthly documentation may not be submitted via email. Invoices submitted as anything other than a 2-in-1 and/or without attached monthly documentation will be rejected.

5.12.3. Payment for Travel: If the contractor is requesting payment for travel during the month of the submitted invoice, the Trip Report along with supporting documentation must accompany that invoice in order to receive payment for travel. Supporting documentation includes lodging, gas, airline, rental car, parking receipts, etc. If the electronic file containing supporting documentation is too large to be attached, please make arrangements with the COR to submit those documents via email routing. Invoices shall be routed to the COR as “inspector” as well as the “acceptor”. When preparing an invoice, the “inspector” fields shall be completed with the DODAAC “W589GE” and the “acceptor” fields shall be completed with the DODAAC “W589GE”.

5.12.4. Email Notification: Email notification of invoice submission shall be sent to the COR and appropriate CMO representative. This email shall be initiated through the WAWF system by clicking on the "send more email notifications" link. This link is found at the bottom of the "submitted successfully" page after the invoice is submitted into the system. Email notifications, other than those initiated through WAWF, will not meet proper routing requirements and will not be accepted. If email notifications are not properly sent to appropriate individuals through WAWF, the invoice will be rejected.

5.12.5. Invoicing: A contract employee with the authority to bind the company contractually shall certify all invoices. Invoices shall be submitted no later than (NLT) five (5) days after the end of each contract month (30-day period), depending on the contract award date. Failure to submit invoices in a timely manner is a direct violation of this contract agreement. The Government will have the right to exercise a penalty cost due to the contractor being out of compliance of this contract agreement.

5.12.6. Final Invoice: All invoices submitted at the end of the period of performance (each year) shall state “final invoice” and be clearly marked as base period. This annotation should be accomplished in Wide Area Workflow Invoice 2-in-1 section, under Tab Misc. Info, and in the area of Initiator Information Comments.

5.13 Insurance Requirements: Required Insurance under FAR 52.228-5 Insurance – Work on a Government Installation

- General Liability: \$500,000 per occurrence limit on the comprehensive form of policy.
- Workman’s Compensation: IAW State Requirements. Employer’s liability coverage in the minimum amount of \$100,000.
- Automobile Liability: On the comprehensive form of policy, minimum of \$200,000 per person and \$500,000 per occurrence for bodily injury and \$20,000 per occurrence for property damage for all automobiles and trucks used in connection with the performance of the contract.

PART 6
APPLICABLE PUBLICATIONS

6. APPLICABLE PUBLICATIONS (CURRENT EDITIONS)

6.1. The Contractor must abide by all applicable regulations, publications, manuals, and local policies and procedures.

AR 25-2 Information Assurance

AR 71-9 Warfighting Capabilities Determination

AR 71-11 Total Army Analysis

AR 71-32 Force Development and Documentation – Consolidated Policies

AR 73-1 Test and Evaluation Policy

AR 380-5 Department of the Army Information Security Program

AR 380-10 Foreign Disclosure and Contacts with Foreign Representatives

CJCSI 5810.01D. Implementation of the DOD Law of War Program. 30 April 2010.

CJCSM 3320.02D. Joint Spectrum Interference Resolution (JSIR) Procedures. 3 June 2013.

DoD 5200.2-R, "Personnel Security Program," January 1, 1987, as amended

DoD Directive 8570.01, "Army Cybersecurity Training, Certification, and Workforce Management," August 15, 2004.

DoD 8140, anticipated replacement to DoD 8570 (~Q1FY15)

DODI 4650.01. Policy and Procedures for Management

FM 27-10. The Law of Land Warfare. 18 July 1956.

FM 3-12. Cyberspace Operations. 20 May 2015 (Draft).

JP 1-04. Legal Support to Military Operations. 17 August 2011.

JP 2-0. Joint Intelligence. 22 October 2013.

JP 3-0. Joint Operations. 11 August 2011.

JP 3-12. Joint Cyberspace Operations. 5 February 2013.

JP 3-13. Information Operations. 27 November 2012

JP 3-13.1. Electronic Warfare. 08 February 2012.

JP 3-57. Civil-Military Operations. 11 September 2013.

JP 3-60. Joint Targeting. 31 January 2013.

JP 6-01. Joint Electromagnetic Spectrum Management Operations. 20 March 2012.

USCYBERCOM Joint Cyberspace Training and Certification Standards (JCT&CS). 7 February 2012

USCYBERCOM Cyber Force Concept of Operations & Employment. 22 July 2014.

TR 350-6 Enlisted Initial Entry Training (IET) Policies Administration

TR 350-70 Army Learning Policy and Systems

TR 350-18 The Army School System (TASS)

TR PAM 350-70-3 Faculty and Staff Development

PART 7
ATTACHMENT/TECHNICAL EXHIBIT LISTING

7. Attachment/Technical Exhibit List:

7.1. Technical Exhibit 1 – Performance Requirements Summary

7.2. Technical Exhibit 2 – Deliverables Schedule

7.3. Technical Exhibit 3 – Estimated Workload Data

7.4. Attachment 1 – DD254

7.5. Attachment 2 – CDRLs

TECHNICAL EXHIBIT 1

Performance Requirements Summary

The contractor service requirements are summarized into performance objectives that relate directly to mission essential items. The performance threshold briefly describes the minimum acceptable levels of service required for each requirement. These thresholds are critical to mission success. Contractor trends of less than acceptable performance may result in reductions in monthly payments to reflect the reduced value of the services performed. The "PROPORTION CORRECTIVE ACTION" represents the percentage of the contractor's total payment that may be deducted for unacceptable performance.

Performance Objective	Standard	Performance Threshold	Method of Surveillance	Disincentive
PRS #1 Provide daily ATRRS reports for classes approved under the ITDLM Program, PWS 5.3.1 – 5.3.2	The contractor will provide ITDLM class rosters to IHG within prescribed days of class start date and IAW PWS and ITLDM regulations	98% of the time.	Daily Observation, Monthly Reports	Contractor's performance documented on monthly report CPARS
PRS # 2 The contractor shall provide monthly progress report, PWS 5.2.1	The contractor provided monthly report of requirements, problems, deliverables and significant events and actions.	Must be submitted with invoices by the 5 th of each month at the end of the billing cycle 100% of the time.	100% inspection, random sampling, planned inspection, periodic inspection	Contractor's performance documented on monthly report CPARS
PRS # 3 In Progress Review, PWS 5.2.2.	Attend in progress reviews leading up to major events and provide written reports.	IPR Reports must be submitted NLT 5 days after the IPR. 98% of the time.	Observation of personnel attendance and review of reports, sign in rosters for IPR's by COR	Contractor's performance documented on monthly reports CPARS
PRS # 4 Prepare Invoices (WAWF), PWS 5.5 (All).	Prepare monthly invoice in accordance with invoicing instructions.	Must be submitted within 5 calendar days at the end of the 30 day billing cycle 98% of the time	Review of monthly invoices by COR	Contractor's performance documented on monthly reports CPARS

PRS # 5 Brief subordinate commands/Soldiers on ITDLM program	Provide Quarterly briefings to CCoE schools and student population as required	100% IAW regulatory guidelines	COR/Technical Point of Contact observation, and review	Contractor's performance documented on monthly reports CPARS
PRS # 6 Provide emergency assistance/LNO duties during military operations and real world emergency events.	Provide assistance and duties during military emergency operations	Zero Deviation from the standard.	Random Inspection, Periodic Surveillance, or Validated Customer Complaint	Contractor's performance documented on monthly reports CPARS
PRS # 7 The contractor shall provide Education Outreach Services	In accordance with this PWS, paragraph 5.5	Zero Defect	Daily Observation, Monthly Reports	Contractor's performance documented on monthly report CPARS
PRS # 8 The contractor shall provide Library Reference and Research services	In accordance with this PWS, paragraph 5.2, CRC SOP, and applicable regulations	Zero Defect	Daily Observation, Monthly Reports	Contractor's performance documented on monthly report CPARS
PRS # 9 The contractor shall provide Library Cataloging and Metadata services	In accordance with this PWS, paragraph 5.3, CRC SOP, and applicable regulations	Zero Defect	Daily Observation, Monthly Reports	Contractor's performance documented on monthly report CPARS
PRS # 10 The contractor shall provide Library Collection and Resource Development services	In accordance with this PWS, paragraph 5.4, CRC SOP, and applicable regulations	Zero Defect	Daily Observation, Monthly Reports	Contractor's performance documented on monthly report CPARS
PRS # 11 The contractor shall provide Library Automation Support services	In accordance with this PWS, paragraph 5.5, CRC SOP, and applicable regulations	Zero Defect	Daily Observation, Monthly Reports	Contractor's performance documented on monthly report CPARS
PRS # 12 The contractor shall provide multimedia development and design	In accordance with this PWS, paragraph 5.3 and 5.3.1, LIB SOP, and applicable regulations	Zero Defect	Daily Observation, Monthly Reports	Contractor's performance documented on monthly report CPARS

PRS # 13 BI-Monthly COR Meeting(s)	Shall effectively brief projects, tasks and objective IAW with PWS 5.0	Attend at least two (2) meetings per month	Periodic Surveillance Monthly Reports	Contractor's performance documented on monthly reports/CPARS
PRS #14 QAO Actions Completed - Review assessment reports,	In accordance with this PWS, paragraph 5.6.8	Zero Defect – Monthly detailed roll-up of all actions /Tasks completed.	Daily Observation Periodic Surveillance Monthly Reports	Contractor's performance documented on monthly reports/CPARS
PRS #15 Provide trained and qualified personnel; replace within 10 days of resignation	In accordance with this PWS, paragraph 5	Zero Defect – Monthly detailed roll-up of personnel security clearances, mandatory training and qualifications	Daily Observation Periodic Surveillance Monthly Reports	Contractor's performance documented on monthly reports/CPARS
PRS #16 Provide ETMS2 Processing reports/routed actions, compile, created, completed TASKORD/OPORD, LNO and track mandatory training	In accordance with this PWS, paragraph 5.4	Zero Defect – Monthly detailed roll-up of personnel	Daily Observation Periodic Surveillance	Zero Defect – Monthly detailed roll-up of personnel

TECHNICAL EXHIBIT 2
DELIVERABLES SCHEDULE

Deliverable	Frequency	# of Copies	Medium/Format	Submit To
Monthly Progress Report, PWS paragraphs 5.2.1, and CDRL A001	By the 5 th of each month.	One (1) original, by the 5 th of each month.	Digital (soft copy) / MS Word.	COR via electronic mail; Wide Area Workflow (WAWF)
In Progress Review, PWS paragraph 5.2.2, CDRL A002	TBD at Kick Off Meeting	One (1) original, within 5 days of IPR conclusion.	Digital (soft copy) / MS Word.	COR via electronic mail
Invoice, Submit in WAWF and Email, PWS 5.5.2 CDRL A004	By the 5 day of each month after the 30 day billing cycle.	One (1) original, by the 5 th of each month.	Digital (soft copy) / MS Word.	COR via electronic mail; Wide Area Workflow (WAWF)
Historical Reports CDRL A005	Annually - Must be submitted NLT the 30 th day of the last month of the Contract Period of Performance (PoP)	One (1) original, NLT 30 days prior to the end of the PoP.	Digital (soft copy) / MS Word.	COR via electronic mail
CRC Library Usage Reports CDRL A006	By the 5 day of each month after the 30 day billing cycle.	One (1) original, by the 5 th of each month.	Digital (soft copy) / MS Word.	COR via electronic mail
Quality Control Plan	Within first 30 days following contract start date and within 5 days of any changes (IAW 1.6.1)	One (1) original.	G-3/5/7 COR Oree J. White Jr oree.j.white.civ@mail.mil	COR via electronic mail

Monthly Progress Report (MPR) (CDRL A001): The contractor shall provide a monthly contractor's Progress, Status, and Management written report to the Government. This

document shall be delivered by the 5th of each month. The monthly progress report shall include the following:

- Brief description of the requirements.
- Summary of work and accomplishments delivered during the reporting period.
- Status of ongoing and planned deliverables.
- Significant events regarding the contract.
- Schedule for all projects to include major milestones.
- Personnel report to include status on personnel vacancies (Fill Plan).
- Summary of ODCs billed that month.
- Summary of travel completed that month (traveler, destination, dates, purpose, and cost). (Trip Report)
- List of upcoming travel. (If required)
- Summary of any training and certifications completed, i.e., DD Form 2982, TARP etc.
- Summary of any current or anticipated problems encountered and recommended solutions.
- Funding shortfalls to accomplish the work specified for the reporting period.
- Summary of activity planned for the next reporting period.

The contractor shall capture and execute directives from the COR on the accomplishment of work activities. The contractor shall respond to Government business relations requests within one workday. The contractor shall be prepared to brief monthly progress report content to the Government at short notice (within 24 hours). The Government will require additional periodic progress reports and briefings as deemed necessary by the COR for poor performance. The contractor shall provide daily monitoring of contractor utilization across the CCoE G-3/5/7. Include at a minimum, the contractor fill plan which the COR will provide at the Kick off Meeting. The fill plan will be maintained and updated monthly. The COR will provide at the contract kick-off meeting.

In-Progress Review (CDRL A002): The contractor shall participate in periodic IPRs (telephonic and face to face), the frequency and scope of which shall be determined at Post Award Meeting chaired by the contracting officer's representative (COR).

Classroom ATRRS Rosters/Report (CDRL A003): The contractor shall utilize the Army Training Requirements and Resources System (ATRRS) to run daily/weekly/monthly reports for each class approved under the ITDLM Program; run ATRRS Monthly/Quarterly barracks utilization report and provide to G3/5/7 (TSSR).

Invoicing/ WAWF (CDRL A004): The contractor shall provide detailed billing invoices to the COR via email and WAWF after each monthly billing cycle.

Historical Report (CDRL A005): Upon acceptance of concepts and products by the Government, the contractor shall develop a historical report for each service/product (sample format to be provided upon contract award). This report provides a detailed

description of each project and all key events relating to the project, i.e. key personnel, references used, and any problem areas with recommendations. All documented reviews and reports will be retained by the COR and used as documented past performance for subsequent contracts. This report is due NLT 30 days prior to contract Period of Performance expiration.

Cyber Research Center (Library) Usage Report (CDRL A006): CRC Usage Reports must be completed IAW regulations and policies listed in the PWS. These reports shall be completed monthly and as a detailed year-end wrap up for the Contract PoP. Specific requirements will be established during the kick-off meeting after contract award.

Quality Control Plan (QCP) (CDRL A007): The contractor shall submit within 30 days following NTP and within 5 days of any changes (IAW PWS 1.6.1).

QAO Reports (CDRL A008): The contractor shall review assessment reports, GEARS processing reports/routed actions, compile TASKORD/OPORD, and track mandatory training and submit via a monthly report.

TECHNICAL EXHIBIT 3
ESTIMATED WORKLOAD DATA

ITEM	NAME	# CMEs	Hours	Secret	Top Secret
1	Operations Specialist	3	5613	x	N/A
2	Education Outreach Specialist	2	3742	x	N/A
3	Multimedia Designer	1	1871	x	N/A
4	Multimedia Developer	1	1871	x	N/A
5	Librarian (Cyber Research Center)	2	3742	x	N/A
6	Training Specialist (QAO)	1	1871	x	N/A
7	Institutional Training Directed Lodging and Meal (ITDLM) Coordinator	1	1871	x	NA

This exhibit reflects the Government's estimated staffing for this effort based upon historical data from prior contracts. Offerors are advised that the staffing approach may be affected by the conversion of this effort to a performance based contract

Hours listed stem from the requirements anticipated for the first year of the contract, excluding the ten holidays within that time period.

(End of Summary of Changes)