

PERFORMANCE WORK STATEMENT (PWS)

United States Army Training and Doctrine Command (TRADOC) US Army Center of Excellence (USAICoE) Fort Huachuca, AZ

Education, Doctrine, and Instruction for Intelligence Efforts (EDIF-IE)

Indefinite Delivery Indefinite Quantity (IDIQ)

Part 1

General Information

- 1 General:** This is a non-personal service(s) contract under which the personnel rendering the service(s) are not subject, either by the contract's terms or by the manner of its administration, to the supervision and control usually prevailing in relationships between the Government and its employees.
- 1.1 Description of Services/Introduction:** This is a non-personal service(s) contract to provide the United States Army Intelligence Center of Excellence (USAICoE) with research support, development support for instruction, instructional products, training innovation, and support to the lessons learned program.
- 1.2 Background:** The Army's premier intelligence training institution is the US Army Intelligence Center of Excellence (USAICoE), located at Fort Huachuca, Arizona. USAICoE's primary mission is to provide comprehensive education, training and training support for US military, foreign military, and civilian personnel for intelligence-related military occupational specialties, additional skill identifiers, and professional development. To stay at the forefront of education and training, doctrine and training products must be continually researched, updated, interpreted, and disseminated throughout the intelligence community, on various platforms including digital, media, virtual, and hardcopy to provide the most accurate up to date policies, procedures, instruction, and mission focus.
- 1.3 Scope:** The Contractor shall provide non-personal service to develop and maintain current and relevant training products, guidance and instruction through continued research and analysis of doctrine, policies, and training methodologies. The Contractor shall provide the technical expertise necessary to support the Requiring Activities (RA) in providing up to date information on Military Intelligence (MI) doctrine and associated documents, teachings and methodologies, and developing products for dissemination. The Contractor shall perform to

the standards and acceptable quality levels identified in this PWS and associated contract documents.

1.4 Objectives: The objective of this contract is to provide services as broken down into three High Level Function (HLFs) areas – HLF1 Research Support, HLF2 Product Development, and HLF3 Instructional Support. The contractor shall provide support for the three High Level Tasks below and further explained in Section 5.

- **High Level Function 1: Research Support**
The contractor shall provide personnel to perform research support to RA's. This includes (but not limited to) traveling to various locations to collect data, holding interviews and after-action reviews (AAR), attending meetings and conferences, analyzing military papers, objectives, critical task lists, current instructional methodologies, doctrine, regulations, and the reviewing the newest technology.
- **High Level Function 2: Product Development**
The contractor shall provide personnel to perform a wide variety of product development in support of the RAs. Anticipated areas of support duties performed to satisfy the requirements shall include (but may be not limited to); creating training and doctrine material in multiple formats such as: multimedia, graphics, web design, virtual environments, publications, official briefs, white papers, reports. Create and maintain draft updates to doctrine and associated training publications, recording meeting minutes, and historical records.
- **High Level Function 3: Instructional Support**
The contractor shall provide personnel to perform Instructional oriented services in support of the RAs. Anticipated areas of support will include (but may be not limited to); instructing training methodologies, instructing on new product development usage, and updating and maintaining instructional related architecture and associated websites.

1.5 General Information:

1.5.1 Quality Control Plan (QCP): The Contractor shall develop and maintain a QCP to ensure services are performed in accordance with (IAW) this PWS. The Contractor shall develop and implement procedures to identify, prevent, and ensure non-recurrence of defective services. The Contractor's QCP is the means by which it assures that the work provided complies with the requirements of the contract.

The Contractor's Proposed QCP shall be submitted with the Contractor's proposal during pre-award phase and updated annually thereafter. Each annual update will be submitted to the Contracting Officer's Representative (COR) for technical review no later than 30 days prior to the start of each Option Year. Following technical acceptance of the COR the Contractor shall submit to the Contracting Officer (KO) via Wide Area Workflow (WAWF).

The COR will review and either notify the Contractor in writing of technical acceptance of the plan or return the QCP with comments to the Contractor within 5 days. If the Government has

provided comments, the Contractor shall then have 5 days to submit an amended QCP. After receipt of the amended QCP, the Contractor will receive the COR's technical acceptance in writing. Any proposed changes to the accepted QCP are required to be resubmitted for acceptance by the Contracting Officer no later than 30 days prior to the anticipated change and before implementation by the Contractor. The timeline noted above will apply for review and acceptance for proposed changes. At a minimum, the QCP must include and answer the following to be acceptable:

- a. A chart showing the organizational structure and lines of authority, the names, qualifications, duties, responsibilities, and classification of each member of the Contractor's Quality Control Team.
- b. How the Contractor will monitor work to ensure performance complies with all deliverables (etc. timelines, deadlines, and goals);
- c. How the Contractor will monitor work to ensure performance complies with all specifications and requirements of the contract, including the contract's clauses.
- d. How the Contractor will monitor and ensure staff qualifications remain current and valid to include any required training and/or certifications needed to perform tasks as identified in the PWS.
- e. How the Contractor will ensure all keys and combinations issued will remain controlled items (Paragraph 1.7 Key Control);
- f. How the Contractor will inventory and track maintenance of all Government Provided Equipment / Materials.
- g. How the Contractor will identify, investigate, and correct any non-conforming performance and prevent similar deficiencies in the future; and
- h. Any improper employee conduct within a Government facility or affecting the Government shall be reported to the COR within 24 hrs. or the next business day if the next day is a weekend or holiday.

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A001 Quality Control Plan

1.5.1.1 The Contractor shall inform the COR of issues or potential issues that might affect the performance within 4 working hours identifying those issues. Verbal reports shall be followed up by written reports within 1 working day.

1.5.2 Quality Assurance: The Government will evaluate the Contractor's performance under this contract in accordance with the Quality Assurance Surveillance Plan (QASP). 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 acceptable quality levels (performance thresholds).

1.5.3 Recognized Holidays: The following provides information on recognized holidays for the purpose of the PWS. If submittal of any documentation (e.g., deliverables, submittals, etc.) deadlines fall on a holiday, the closest workday prior to the holiday will apply as the deadline for submittal.

1.5.3.2 U.S. Holidays: Work shall not be performed on U.S. federally recognized holidays occurring during the normal workweek unless otherwise directed by the Contracting Officer. When a U.S. holiday occurs on a Saturday or a Sunday, the holiday is observed on the preceding Friday or following Monday, respectively.

New Year's Day January 1st
Presidents' Day 3rd Monday in February
Juneteenth June 19th
Labor Day 1st Monday in September
Veteran's Day November 11th
Christmas Day December 25th

M. L. King Memorial Day 3rd Monday in Jan
Memorial Day last Monday in May
Independence Day July 4th
Columbus Day 2nd Monday in October
Thanksgiving Day 4th Thursday in November

1.5.4 Operating Hours: The Government facility office hours, facility operating hours, and the Contractor support hour requirements often coincide, however, they may differ. Please refer to the following.

1.5.4.1 Government Facility Office Hours: The Government facility office hours are 0600-1800 Monday through Friday except U.S. Holidays identified in paragraph 1.5.3.1 above or when the Government facility is closed due to local or national emergencies, administrative closings, or similar Government directed facility closings. Secure Compartmented Information Facility (SCIF) operating hours may differ based on security requirements.

1.5.4.2 Government Facility Operating Hours: The Government facility operating hours occur between the hours of 0600 to 1800, Monday through Friday. The Government facility is not open for operations during the recognized U.S. Holidays identified in paragraph 1.5.5. above. The Government facility may close due to local or national emergencies, administrative closings, or similar Government directed facility closings and will be communicated by the COR to the Contractor. Secure Compartmented Information Facility (SCIF) operating hours may differ based on security requirements.

1.5.4.3 Contractor Support Hours: The Contractor shall provide routine support during work hours Monday to Friday, 0600-1800. Contractor personnel shall be available during core work hours 0900 to 1430 or as established by the RA. The facility is closed during local or national emergencies, administrative closings, or similar Government directed facility closings. The Contractor shall always 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 is essential. For other than firm fixed price contracts, the Contractor will not be reimbursed when the Government facility is closed for the above reasons.

1.5.5 Training Holidays: USAICoE has historically granted military personnel training holidays as compensation for time that they spent in field training. These are typically combined with regular holiday leave schedules (for example, Christmas half days or days on day off schedules). Training holidays may affect access to military operated facilities. If scheduled work or access to facilities is required, coordination with occupants will be necessary or the work in affected facilities shall be rescheduled after the training holiday.

1.5.6 Place of Performance: The primary work location for support service performed under this contract will be Ft. Huachuca, AZ within Government facilities.

1.5.6.1 Alternate Work Locations (AWL): The Contractor may propose temporary or permanent alternate work locations (i.e., “telework”) for any of its employees performing support under this contract. However, due to a variety of security and performance concerns, the Contractor must present this plan to the COR who will review with Technical and Security SMEs for suitability and acceptability. The Contractor will include AWL proposals in their Annual Work Plan and/or its amendments (please see para 1.5.7).

1.5.7 Contractor Annual Work Plan: The Contractor shall prepare and maintain an annual Work Plan for each Task Order (TO) awarded under this contract. The plan, as a minimum, shall identify regularly scheduled work, personnel assigned and task to which they are assigned, supervisors, technical Government POCs by task, performance locations, approach to address and meet projected increased operations tempo (OPTEMPO), and timelines and milestones (if applicable). If the Contractor proposes the cross-utilization of personnel to perform tasks or functions across a variety of tasks, the plan will account for this. Additionally, if the Contractor proposes off-site personnel, the Contractor must include within the plan the approach that will be utilized to ensure the Contractor’s capacity to satisfy performance requirements utilizing off-site personnel. The plan shall be submitted to the Contracting Officer via the COR for review within 30 days prior to initial contract award and/or award of subsequent Option Years (OYs) for each TO. The Government will review and either accept or return their comments to the Contractor within 5 business days of receipt. The Contractor shall then have 5 business days to submit a Final Annual Work Plan. Any proposed change to the accepted Final Annual Work Plan is required to be resubmitted via the COR for review and acceptance by the Contracting Officer at a minimum thirty (30) days prior to implementation. The timeline noted above shall apply for review and acceptance for proposed changes.

CDRL:
A002 Annual Work Plan

1.5.7.1 Monthly Staffing Report: The Contractor will provide a simple staffing report for each TO no later than the 5th of each month detailing any changes in personnel due to attrition or hiring actions completed within the last month. The staffing report may be a derivative of the annual work plan and must account for all personnel assigned to perform work under this contract. The report will include – all assigned personnel on the contract, locations of performance, task or area assigned, employee supervisor, Government POC for task or area, and date of new hire or attrition (if applicable). If, due to attrition or new hiring actions, there is a change in personnel supporting work under this contract, the Contractor will notify the COR within 48hrs of attrition or hiring action and will not wait until the submission of the staffing report (this will facilitate the Government’s ability to effect security and access processes).

CDRL:
A003 DI-MGMT-81928 Staffing Report

1.5.7.2 **Overtime:** If the need for overtime is anticipated in deviation from the Annual Work Plan, the Contractor must receive approval from the Contracting Officer a minimum seven (7) calendar days prior to execution. Requests for Overtime approval will not constitute a change or amendment to the Annual Work Plan.

1.5.7.3 **Assigned Employees:** The contractor shall provide a workforce that has sufficient qualifications to perform work as required by the Government. The qualifications proposed by the contractor in the proposed labor rate deck and technical exhibit 4, shall be maintained for the duration of this effort. Personnel substitutions shall meet qualifications as stated in the rate deck and exhibit 4. Qualifications in the rate deck shall include education, training, certifications, and licenses directly related to the duties and responsibilities identified in the individual task orders. For those instances in which military service is identified as a qualification and/or experience criterion, potential employees shall have obtained an Honorable Discharge from military service to successfully meet this requirement. All contractor employees, prior to commencing any work under this contract and subsequent task orders issued shall have training required for the effective performance of the functions they will perform (unless directed otherwise by the KO). The contractor shall obtain and maintain all specified training, certifications, inspections, and licenses required to perform the tasks specified within each TO PWS.

1.6 Security Requirements: The contractor shall comply with the security regulations and requirements specified in Contracts Security Classification Specifications, DD Form 254, and addendums sheets. The contractor shall appoint a security officer, who shall:

- a. be responsible for handling all security aspects of the work performed under this contract;
- b. assure compliance with all DoD and US Army regulations regarding security, including but not limited to Army Regulation (AR) 380-67, AR 380-5, AR 25-2 and
- c. Assure compliance with any written instructions from the security or Operations Security (OPSEC) officer or Information Assurance Manager (IAM) of ICoE. The contractor shall identify and comply with all security requirements and shall identify personnel that no longer require access to Government Information Systems (IS) to the COR within 24 hours.

1.6.1 Security Program: Contractor personnel performing work under this contract must have a Secret clearance at a minimum at time of the proposal submission and must maintain the level of security required for the life of the contract. The security requirements are IAW with the DoD Contract Security Classification Specification (DD Form 254), which is currently accessible at the following link: <http://www.dtic.mil/whs/directives/forms/efrms/dd0254.pdf>

1.6.2 Personnel Security Clearance Requirements: Contractor personnel performing work under this contract must have an active personnel security clearance at the secret level, and up to Top Secret/SCI were indicated in the Defense Information System for Security (DISS) at time of the proposal submission, and must maintain the level of security required for the life of the contract. The security requirements are IAW the DoD Contract Security Classification Specification DD Form 254. The Contractor shall ensure that Contractor employees and subcontractor employees performing services under this contract comply with FAR 52.204-2

Security Requirements when the employee has access to information classified “Confidential,” “Secret,” or “Top Secret.” The Contractor shall ensure the employee complies with the DoD Security Agreement (DD Form 441), and the NISPOM rule at 32 Code of Federal Regulation (CFR) Part 117, effective 24 Feb 2021. The NISPOM is the National Industrial Security Program Operating Manual to which contractors must implement and comply.

1.6.3 Installation Access: Access to U.S. installations, buildings and controlled areas is limited to personnel who meet security criteria and are authorized. Failure to submit required information/data and obtain required documentation or clearances will be grounds for denying access to U.S. installations, buildings, and controlled areas. The Contractor shall ensure that any subcontractors used in performance of this contract complies with these requirements and that all employees, of both the Contractor and any subcontractor utilized by the Contractor, are made aware of and comply with these requirements. The Contractor shall be aware of and comply with the requirements associated with Installation Access Control. The Government is not liable for any costs associated with performance delays due solely to a firm’s failure to comply with Installation Access Control System (IACS) processing requirements.

The Contractor shall provide all information required for background checks and Visitor Access Requests (VAR) to meet installation access requirements as defined by installation Provost Marshal Office, Director of Emergency Services or Security Office. The contractor shall comply with all personal identity verification requirements as directed by DOD, Headquarters, and Department of the Army (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.

1.6.3.1 Access Restrictions: The Government has the right (IAW Title 18 U.S.C. 1382) to bar/ban from the installation and/or from performance under this contract any contractor employee, or prospective contractor employee, whose conduct is identified as a potential threat to the health, safety, security, general wellbeing, or operational mission of the installation and its population. If the reason a contractor employee is barred/banned is classified or otherwise not in the security interest of the Government to divulge, those details will be redacted when USAICOE informs the Contracting Officer of the particular employee’s restriction from access to the installation.

1.6.3.2 Individual Termination or Expiration of Employment: The Contractor shall collect the CACs and other Government issued identification the same day employment of an individual has expired or has been terminated and shall return them to the COR or the Trusted Agent (TA) within 2 days.

1.6.3.3 Contract Termination or Cancellation: Upon termination or cancellation of this contract, the Contractor shall collect the CACs and other Government issued identification the same day of contract termination and shall return them to the Trusted Agent (TA) within 2 days.

1.6.3.4 Common Access Cards (CAC): Contractor employees will be issued a CAC only if duties involve one of the following:

- a. Both continual physical access to a Department of Defense (DoD) facility and access, via logon, to DoD networks on-site or remotely;
- b. Remote access, via logon, to a DoD network using DoD-approved remote access procedures; or
- c. Physical access to multiple DoD facilities or multiple non-DoD federally controlled facilities on behalf of the DoD on a recurring basis for a period of 6 months or more.

All CAC holders must, at minimum, have an initiated National Agency Check with Inquiries (NACI) and a favorable completion of FBI Fingerprint (FP) check, or a DoD-determined equivalent investigation. The FBI FP adjudication process may take up to 4 weeks to complete. The TA must confirm the favorable completion of FBI FP check before the TA creates the application for a CAC. The contracting company will follow the below process:

- a. The Contractor company representative shall notify the Government TASS Trusted Agent (TA) of new Contractor employee CAC requirements. The Contractor company representative must provide all personnel data required to process the TASS application with the TA, including security investigation requirements.
- b. Contractor employee will create and an appointment in the DEERS system 72 hours prior to projected start date.
- c. Contractor employee will obtain a CAC at a DEERS/RAPIDS terminal when the TASS application is approved.
- d. Contractor employee will inform the Corporate Facility Security Officer /Security Manager of approval/denial of CAC application. The Contractor shall return the employee's CAC to the TA upon departure or dismissal.
- e. Failure, inability, or delay in obtaining the CAC does not relieve the Contractor from performing under the terms of the contract.

All CAC's must be turned into the TA or COR on the last day of a contractor's work being performed on contract to the TA. If the contractor will be utilizing on another program a "Transfer in Status" must be completed prior to the last day on contract.

1.6.4 Background Checks: The COR, in concert with the Requiring Activity, shall consult with the responsible Security Office and Activity Manager applicable to location(s) associated with this PWS and identify the level of background check, supported by the applicable regulation(s). Technical Exhibit 4 defines the security clearance requirements of each position/function supporting the work under this contract. If there is any deviation from these personnel clearance requirements, the COR will inform the Contractor.

1.6.5 Physical Security: The Contractor shall safeguard 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 IAW the Army Physical Security Program AR 190-13.

1.6.6 Operations Security (OPSEC) Requirements: Contractor personnel shall adhere to facility security policies and restrictions. The Contractor shall immediately report suspicious activities to security personnel. The contractor shall adhere to OPSEC program requirements per AR 530-1, Operations.

1.7 Key Control: In the event a contractor employee is given physical keys and/or manual and digital key codes (hereafter referred to simply as “keys”), the contractor employee will be required to abide by the security policies enforced by the Government appointed facility manager or key control custodian. While key SOPs vary by facility, at a minimum each facility SOP requires the following;

- a. Duplication and sharing of keys are strictly prohibited.
- b. Any incidents of lost or stolen keys must be immediately reported to the COR and Facility Manager or Key Control Custodian.
- c. Disclosure of any key identifying information (e.g., serial numbers, nomenclature, physical or digital data, etc.), is strictly prohibited.
- d. Keys are issued solely upon the basis of mission need. Convenience is not a justifiable reason to be issued keys.
- e. All Keys are registered and tracked by either the Facility Manager or the Key Custodian.
- f. All keys are subject to random inspections to ensure positive control.
- g. All Keys are to be turned-in to the Facility Manager or the Key Control Custodian prior to an employee’s departure from employment.
- h. If at any time an employee no longer requires a key they have been issued, the key will be turned-in to the Facility Manager or Key Control Custodian.

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 payment due to 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 payment due to the Contractor.

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.

1.8 Post Award Conference/Periodic Progress Meetings: The Contractor shall attend any post award conference convened by the contracting activity or contract administration office in accordance with FAR Subpart 42.5. The Contracting Officer, 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 shall 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.

1.8.1 The Contractor shall attend, participate in, and furnish input to scheduled and unscheduled meetings, conferences, and briefings that relate to the functions and services herein as required by the Government to provide effective communication and impart necessary information. The Contract Manager or designated representative shall attend meetings as requested by the Government. Meeting attendees shall at times include Contractor managerial, supervisory, and other personnel knowledgeable of the subject matter. Meetings may start or end outside of regular duty hours.

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A004 DI-MGMT-81505 IPR Reviews

1.9 Contracting Officer's Representative (COR): Refer to Part 2 of this PWS for the definition of a COR. As determined by the Contracting Officer, a COR will be appointed and identified by letter of designation, a copy of which will be provided to the Contractor by the Contracting Officer. The designation letter states the responsibilities and limitations of the COR, especially regarding 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. The COR monitors all technical aspects of the contract and assists in contract administration. The COR is not authorized to obligate the Government. If the work is not written in the contract, the COR is not authorized to request new work. 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 notifies both the Contracting Officer and Contractor of any deficiencies, coordinate availability of Government property, and coordinate site entry of Contractor personnel.

1.10 Key Personnel: The following personnel are considered key personnel by the Government: Program Manager (PM). The Contractor shall provide a PM who shall be responsible for the performance of the work. The name of this person and an Alternate PM (APM), who shall act for the Contractor when the PM is absent, along with a Curriculum Vitae (CV) for each of these individuals, shall be provided in writing to the Contracting Officer no later than 30 days prior to contract award. Acceptance of the CV by the Contracting Officer is required before these individuals are permitted to perform any task on this contract. The PM and APM shall have full authority to act for the Contractor on all contract matters relating to daily operation of this contract. The PM or APM shall be available between 0600 – 1800 hours, Monday through Friday. Qualifications for all key personnel are listed below:

- a. **Program Manager and Alternate Program Manager:** The PM shall have 10 years of experience managing organizations similar in size, scope, and complexity as the requirements identified in the PWS with a demonstrated history of success in cost control, budget administration, acquisition and retention, key account development, and customer service optimization. Skilled at minimizing risk using an Integrated Master Schedule, Responsibility Assignment Matrix, and Cost Control Account Schedules. The Program

Manager shall have Top Secret - Sensitive Compartmented Information (TS/SCI) security clearance.

1.11 Identification of Contractor Employees: All Contractor personnel attending meetings, answering Government telephones, and working in other situations where their Contractor status is not obvious to third parties must identify themselves, to include proper marking of signature blocks in correspondence, to avoid creating an impression in the minds of members of the public that they are Government officials. The Contractor shall ensure that all documents or reports, produced by Contractors are suitably marked as Contractor products or that Contractor participation is appropriately disclosed.

1.12.1 Contractor Identification Badges: Contractor personnel shall be easily identifiable through the display of badges IAW Contractor Identification requirements (see FAR 52.204-9). The Contractor (to include subcontractors) shall provide each of their employees an easily readable identification badge. The badge must include the employee's name, the contractor's company name, and a recent color photograph of the employee. Companies with U.S. Government contracts will require their employees to wear these badges visibly above the waist when performing work at Government workplaces unless this would be impractical because of mission or safety considerations. The Contractor shall collect all ID Badges upon completion of the contract or termination of employee.

1.13 Contractor Travel: The Contractor may be required to travel to other locations within CONUS and OCONUS locations in support of this contract. The contractor shall obtain written confirmation from the Contracting Officer's Representative (COR) concurring with planned travel dates, expected duration, origin and destination, purpose, travelers, and estimated contractor's expense. The Contractor may be authorized travel expenses at rates no higher than the substantive provisions of the Joint Travel Regulation (JTR), IAW FAR Part 31.205-46, and the limitation of funds specified in this contract. All travel requires Government approval and authorization 14 days prior to scheduled travel. Historical OCONUS military locations are Germany, Poland, United Kingdom, Republic of Korea, Hawaii, Guam, Alaska, Kuwait. Possible locations include Thailand, Japan, Australia, Estonia, and Romania.

1.13.1 OCONUS travel in support of this contract, contractor employees must complete mandatory pre-OCONUS travel requirements. When required by Requiring Activity contractor administrators shall register for a SPOT account and provide the necessary information for all deploying contractor personnel 30 days prior to travel. Contractors are responsible for meeting keeping current on all OCONUS travel requirements required documentations for all OCONUS locations. The traveler must establish a government sponsor) account and complete the following training:

- a) Anti-Terrorism Level 1 Training - <https://atlevel1.dtimil/at/> (req. every year)
- b) Human Rights Training - <http://www.americasnet.org/certifications/login.cfm> (req. every 2 years).

1.13.1. Trip Reports: The contract employee will complete a summary trip report as required by the Government POC of the Requiring Activity (RA) task for which the travel was performed. This summary trip report will be provided no later than 5 days after completion of

the trip. The template of the report will be developed and provided by the Government RA POC. Because each RA and/or Task has differing mission requirements, the format will vary across RAs and tasks. Despite variance of templates, each trip report will include the following minimum information; dates of trip, location/s of trip, purpose of trip, summary of work performed, and significant activities. This summary trip report is not associated with travel invoices that must be submitted via WAWF.

1.14 Other Direct Costs (ODCs): This requirement includes travel, and other material costs associated with execution of this support contract, including but not limited to commercial software, books, audio video peripherals. All required ODCs must be preapproved by the Contracting Officer Representative.

1.15 Data Rights: The Government has unlimited rights to all documents and materials produced under this contract. All documents and materials, to include the source codes of software, produced under this contract shall be Government owned and are the property of the Government with all rights and privileges of ownership and 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.

1.16 Non-Disclosure Requirements: Performance under this contract may require the Contractor to access data and information proprietary to a Government agency, another Government Contractor, or of such nature that its dissemination or use other than as specified in this work statement would be adverse to the interests of the Government or others. The Contractor and Contractor personnel shall not divulge, or release data or information developed, or obtained under performance of this PWS, except to authorized Government personnel or upon written approval of the Contracting Officer. The Contractor shall not use, disclose, or reproduce proprietary data, which bears a restrictive legend, other than as specified in this PWS. All documentation showing individual names or other personal information shall be controlled and protected under the provisions of the Privacy Act of 1974, Public Law 93-579, 5 United States Code (U.S.C.) Section 552a.

1.17 Protection of Government and Contract Information: Per Public Use Notice of Limitations stated by Defense imagery Management operations Center and contained at www.dimoc.mil/resources/limitations/, the Contractor shall not cite any information (e.g., contract information, pictures, locations, etc.) obtained through this contract on any hard copy or digital marketing tools to include its company website.

1.18 Non-Disclosure Statements: The Contractor shall complete non-disclosure agreements for each employee assigned to tasks and activities wherein it has been determined by a Government representative such is required. The Contractor will complete the NDA no later than 48hrs after notification of the requirement and prior to commencement of work under the contract. Disclosure of information by Contractor personnel may result in removal of Contractor personnel from performance under this contract, suspension or loss of

security clearance, and any legal/criminal recourses available to the Government under the terms of the NDA.

1.19 Organizational Conflict of Interest (OCI): Contractor and subcontractor personnel performing work under this contract will be subject to OCI requirements defined in FAR Subpart 9.5. The Contractor shall notify the Contracting Officer immediately whenever it becomes aware that any actual or potential OCI exists and shall promptly submit a plan to the Contracting Officer to avoid or mitigate any such OCI. The Contractor's OCI Mitigation Plan will be determined to be acceptable solely at the discretion of the Contracting Officer. In the event the Contracting Officer unilaterally determines that any such OCI cannot be satisfactorily avoided or mitigated, the Contracting Officer may affect other remedies as deemed necessary, including prohibiting the Contractor from participation in subsequent contracted requirements which may be affected by the OCI.

1.20 Phase In /Phase Out Period: To minimize decreases in productivity and to prevent possible negative impacts on additional services, the Contractor shall have personnel on board, during *sixty (60) day* phase in/ phase out periods. During the phase in period, the Contractor shall become familiar with performance requirements in order to commence full performance of services on the contract start date.

1.21 Safety: The USAICOE Safety Officer is responsible for the development, implementation, resourcing, and enforcement of all safety standards for facilities and operations on USAICOE. Government facility managers are responsible for the distribution of safety plan standards at each facility. Local facilities may employ safety plan processes and procedures more than the USAICOE Safety Plan. The Contractor and its employees will adhere to the safety plan requirements and processes, or procedures enforced at each facility.

The Contractor and its employees will notify the COR, either verbally or in writing, of any instances of unsafe practices and/or processes and procedures violating the USAICOE Safety Plan. IMMEDIATELY upon discovery, the contractor shall report incidents involving serious injury, loss of life, or criminal activity via telephonic notification to 911 and then to the COR and the Contracting Officer, ensuring contact is made in real time along with a written notification. A voicemail on a telephone is not sufficient to meet the notification requirements for a serious injury or loss of life. "Immediately" is defined as "without delay."

CDRL:

A005 Accident/Incident Report

1.22 Environmental Compliance: The Ft Huachuca Environmental Compliance Officer is responsible for the development, implementation, resourcing, and enforcement of all environmental compliance requirements. The Contractor and its employees will comply with all environmental compliance processes and procedures enforced at each facility in which the Contractor is providing support.

1.23 Required Training: The following provides information on training requirements. Unless otherwise stated, all training is provided via online login by the US Government.

1.23.1 Anti-Terrorism (AT) Level I Training: All Contractor employees, including subcontractor employees, who are employed under the contract, shall complete AT Level I Training within *30 days* after contract start date or effective date of incorporation of this requirement into the contract, whichever applies, or *30 days* after employment of new personnel. Contractor personnel travelling overseas shall complete area of responsibility (AOR) specific AT awareness training for U.S. based Contractor employees and associated subcontractor employees. The Contractor shall submit certificates of completion for each affected Contractor employee and subcontractor employee to the COR (or to the Contracting Officer, if a COR is not assigned) within 10 business days after completion of this training by all employees and subcontractor personnel. AT Level I awareness training is available at <https://jkodirect.jten.mil>. Contractor personnel shall complete refresher training every twelve (12) months except AOR specific AT Level I training which shall be completed as required by local AT policies

If training cannot be conducted on the website, the Contractor shall coordinate with the COR who will contact the local AT Officer at their assigned location for classroom training. Contractor personnel completing training in the classroom will receive a certificate or the training attendance roster signed by the AT Officer. Verification of the training shall be provided to the COR within 10 business days after completion of the training.

1.23.2 OPSEC Training: All Contractor employees, including subcontractors, shall complete Level I OPSEC training within *30 days* of employment under this contract. Verification of the training shall be provided to the COR within 10 business days after completion of the training. OPSEC Level I training is available at <http://www.cdse.edu/catalog/elearning/GS130.html>. Contractor personnel must complete refresher training every 12 months. Verification of the training shall be provided to the COR within 10 business days after completion of the training.

If training cannot be conducted on the website, the Contractor shall coordinate with the COR, who will contact the local OPSEC Officer at their assigned location for classroom training. Contractor personnel completing training in the classroom will receive a certificate or the training attendance roster signed by the OPSEC Officer. Verification of the training shall be provided to the COR within 10 business days after completion of the training.

1.23.3 iWATCH Training: The Contractor and all associated subcontractors shall brief all employees on the local iWATCH program (training standards provided by the requiring activity ATO). This locally developed 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 10 business days after the contract is awarded and within *30 days* after new employees commence contract performance, with the results reported to the COR within 10 business days after the contract is awarded and within *30 days* after new employees commence contract performance. Verification of the training shall be provided to the COR within 10 business days after completion of the training. Training slides can be found on the Army OneSource we site:
<http://www.myarmyonesource.com/familyprogramsandservices/iwatchprogram/default.aspx>

1.23.4 Sexual Harassment Awareness Response and Prevention (SHARP). Contractor employees requiring access to Government installations and facilities will be required to have a current SHARP certification. All contractor employees not possessing a current certification will be required to complete SHARP training within 30 calendar days after the contract start date or effective date of incorporation of this requirement into the contract, whichever is applicable, and annually thereafter. New employees shall be trained within 30 calendar days

1.23.5 Threat Awareness Reporting Program (TARP). All contractor personnel shall receive annual TARP training by a Counterintelligence (CI) agent or other trainers as specified in AR 381-12, 2-4b. The contractor shall ensure its employees report threat-related incidents, behavioral indicators, and other matters of CI interest to USAICoE G2 Office, the nearest military CI office, the Federal Bureau of Investigation (FBI), or the Defense Security Service.

1.23.6 Information Assurance (IA) Training

1.23.6.1 All Contractor employees, including subcontractors, requiring access to Government information systems shall complete the DoD IA Cyber Awareness Training within 30 days after contract start date or effective date of incorporation of this requirement into the contract, whichever applies, or 30 days after employment of new personnel. Verification of the training shall be provided to the COR within 10 business days after completion of the training.

1.23.6.2 All Contractor employees, including subcontractors, working information technology (IT)/IA functions shall comply with DoD and Army training requirements per Information Assurance Training Certification and Workforce Management DoD Directive (DoDD) 8570.01, Information Assurance Workforce Improvement Program DoD 8570.01-M, and Information Assurance AR 25-2 within thirty (30) calendar days of employment. Training is available at <https://ia.signal.army.mil/DoDIAA/default.asp>.

1.23.6.3 All Contractor employees, including subcontractors, performing services under this contract with access to a Government information system must be registered in the Army Training Certification Tracking System (ATCTS), the web address is <https://atcts.army.mil/iastar/index.php> (requires CAC to access). Verification of registration shall be provided to the COR within 5 business days after registration.

1.23.7 Personally Identifiable Information (PII): Contractor employees, including subcontractors, performing services under this contract with access to PII and Government information shall complete "Identifying and Safeguarding PII" within 30 calendar days of employment. Contractor personnel shall complete refresher training every twelve (12) months from initial completion. The Contractor shall provide the COR a copy of the training certificates for its employees no later than five (5) days after completion. Training is available at <http://iatraining.disa.mil/eta/piiv2/launchPage.html>

1.23.8 Intelligence Oversight (IO). The contractor shall comply with the training requirements IAW the Commanding General IO Program, 25 Sept 2015. This training is to ensure ICoE Intelligence and Counterintelligence personnel and/or units do not infringe upon the constitutional rights of US persons in accordance with AR 381-10. The contractor will receive

initial training by USAICoE Security Officer while in-processing (or within 30 days of in-processing) and annually thereafter. Incumbent contractor employees possessing current IO Training certifications upon contract start date will be considered to have met this requirement and not be required to complete re-training until expiration of existing certification. The contractor shall make the training certificates of completion available to the COR upon request.

1.23.9 Controlled Unclassified Information (CUI). The contractor shall comply with the training requirements IAW AR 380-5. CUI training is to alert personnel of different types of information that require application of controls and protective measures for a variety of reasons, but not including those that qualify for formal classification. The contractor shall take CUI training while in-processing and annually thereafter. Incumbent contractor employees possessing current IO Training certifications upon contract start date will be considered to have met this requirement and not be required to complete re-training until expiration of existing certification. The contractor shall make the training certificates of completion available to the COR upon request.

1.23.10 Derivative Classification. The contractor shall comply with the training requirements IAW AR 380-5. This training is designated for personnel that are derivative classifiers. Incumbent contractor employees possessing current Derivative Classification Training certifications upon contract start date will be considered to have met this requirement and not be required to complete re-training until expiration of existing certification. The Contractor shall make the training certificates of completion available to the COR upon request.

1.24 Government Property and Services: Refer to Part 3 of this PWS for Government property (GP) for this contract. For all issued GP for this contract, the Contractor shall submit a Property Management Plan to the Contracting Officer and the Property Administrator via the COR within 30 days prior to the start of the performance.

PART 2 DEFINITIONS & ACRONYMS

2. General: This section includes many of the terms and phrases used in this PWS

2.1 Definitions: Although not inclusive of every term used within this PWS, the following provides a list of definitions used throughout this PWS and commonly used in the acquisition field.

Contracting Officer – means a person with the 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.

Contracting Officer's Representative (COR) – As defined in DFARS 202.101, means an individual designated and authorized in writing by the Contracting Officer to perform specific technical or administrative functions. DoD Instruction (DoDI) 5000.72, Part II Definitions states the following when defining a COR: “Defined in subpart 202.101 of Reference (f). Any individual delegated responsibilities pursuant to subpart 1.602-2 of Reference (e), regardless of local terminology, must be certified in accordance with this instruction. For example, local terminology can be COR, Contracting Officer’s technical representative, technical point of contact, technical representative, alternate COR, administrative COR, assistant COR, line-item manager, task order manager, quality assurance personnel, quality assurance evaluator, or COR management.” In addition, Army Regulation 70-13, Chapter 2, paragraph 2-2g, states, in part, the following when providing other surveillance support personnel to assist the COR when needed, “...These other surveillance support personnel may serve as on-site representatives of the COR in performance of actual contract surveillance if they meet all COR requirements and have been appointed by the Contracting Officer as alternate CORs.”

Contractor – means 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.

Contractor-acquired Property - means property acquired, fabricated, or otherwise provided by the Contractor for performing a contract and to which the Government has title.

Day – means, unless otherwise specified, a calendar day.

Defective Service – means a service output that does not meet the standard of performance associated with the Performance Work Statement.

Deliverable – means anything that can be physically delivered but may include non-manufactured things such as meeting minutes or reports.

Government-furnished Property – As reflected in FAR 52.245-1, Government-furnished Property “means property in the possession of, or directly acquired by, the Government and subsequently furnished to the Contractor for performance of a contract. Government-furnished property includes, but is not limited to, spares and property furnished for repair, maintenance,

overhaul, or modification. Government-furnished property also includes contractor-acquired property if the contractor-acquired property is a deliverable under a cost contract when accepted by the Government for continued use under the contract

Government Lead – Designated Government personnel tasked with responsibility to manage day-to-day liaison and coordination with Contractor's point of contact (POC) (or other Contractor appointed representative) to clarify and deconflict execution of awarded work within a functional area.

Government Property - means all property owned or leased by the Government. Government property includes both Government-furnished and Contractor-acquired property. Government property includes material, equipment, special tooling, special test equipment, and real property. Government property does not include intellectual property and software.

Property Administrator - means an authorized representative of the Contracting Officer appointed in accordance with agency procedures, responsible for administering the contract requirements and obligations relating to Government property in the possession of a Contractor.

High Level Function (HLF) – means a key overarching result-based objective for a project necessary to achieve the project's vision. HLFs are similar to Level 2 in a Work Breakdown Structure. Each HLF may contain several statements to flesh out the areas necessary to meet the objective.

Physical Security – means that part of security concerned with physical measures designed to safeguard personnel; to prevent unauthorized access to equipment, installations, material, and documents; and to safeguard against espionage, sabotage, damage, and theft.

Quality Assurance – (or Government contract quality assurance) means the various functions, including, inspection, performed by the Government to determine whether a Contractor has fulfilled the contract obligations pertaining to quality and quantity.

Quality Assurance Surveillance Plan (QASP) – means the key Government-developed surveillance process document and is applied to Performance-Based Service Contracting (PBSC). The QASP is used for managing Contractor performance assessment by ensuring that systematic quality assurance methods validate that Contractor quality control efforts are timely, effective, and are delivering the results specified in the contract or task order. The QASP directly corresponds to the performance objectives and standards (i.e., quality, quantity, timeliness) specified in the Performance Work Statement (PWS). It provides specific details on how the Government will survey, observe, test, sample, evaluate, and document Contractor performance results to determine if the Contractor has met the required standards for each objective in the PWS. The QASP, with very few if any exceptions, is an internal to Government document.

Quality Control – means all necessary measures taken by the Contractor to assure that the quality of an end product or service shall meet contract requirements.

Statement – means the specific results-based activities required to satisfy HLFs. A statement contains a result, the context of the statement, and the required action(s). Statements focus on “what” is to be accomplished; however, they are not prescriptive in describing “how” the outcome is to be achieved. Each HLF may have several statements to flesh out the areas necessary to meet the objective. Statements are similar to Level 3 in a Work Breakdown Structure.

Subcontractor – means one that enters into a contract with a prime Contractor. The Government does not have privity of contract with the subcontractor.

Workday - The number of hours per day the Contractor provides services in accordance with the contract.

Work Week - Monday through Friday, unless otherwise specified.

2.2 Acronyms: Although not inclusive of every term used within this PWS, or that may be included in an acquisition, the following provides a list of acronyms commonly used in the acquisition field.

AAR	After Action Review
ACOR	Alternate Contracting Officer's Representative
ADDIE	Analysis, Design, Develop, Implement, and Evaluate
AE	Army in Europe
AFARS	Army Federal Acquisition Regulation Supplement
AHA	Activity Hazard Analysis
ALLF	Army Lessons Learned Forum
ALLP	Army Lessons Learned Program
ALLSW	Army Lessons Learned Synchronization Workshop
AOC	Area of Concentration
AOR	Area of Responsibility
AQL	Acceptable Quality Level
AR	Army Regulation
AT	Anti-terrorism
AUP	Acceptable Use Policy
ATCTS	Army Training Certification Tracking System
AWL	Alternate Work Location
CAAT	Collection and Analysis Team
CAC	Common Access Card
CD	Compact Disc
CCE	Contracting Center of Excellence
CDRL	Contract Data Requirements List
CFE	Conventional Forces Europe
CFR	Code of Federal Regulations
CG	Commanding General
CI	Counterintelligence

CM	Contract Monitor
COC	Council of Colonels
CONUS	Continental United States (excludes Alaska and Hawaii)
COR	Contracting Officer's Representative
COTS	Commercial-Off-the-Shelf
CRM	Comment Resolution Matrix
CTE	Collective Training Event
CTO	Collection Training Operations
CUI	Controlled Unclassified Information
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
DOMEX	Document and Media Exploitation
DOTD	Directorate of Training & Doctrine
DOTMLPF-P	Doctrine, Organization, Training, Materiel, Leadership and education, Personnel, and Facilities
DVD	Digital versatile Disc
ELO	Enabling Learning Objective
FAR	Federal Acquisition Regulation
FH	Fort Huachuca
FM	Field Manual
FRG	Federal Republic of Germany
GFP	Government Furnished Property
GOSC	General Officer Steering Council
GP	Government Property
HLF	High Level Function
HIPAA	Health Insurance Portability and Accountability Act of 1996
HTML/CSS	Hyper Text Markup Language/Cascading Style Sheets
IA	Information Awareness
IAC	Installation Access Control
IACO	Installation Access Control Office
IAW	In Accordance With
IC	Intelligence Community
ICoE	Intelligence Center of Excellence
ID	Identification
IDT	Integrated Development Teams
IGCE	Independent Government Cost Estimate
IMI	Interactive Multimedia Instruction
IPR	In-progress Reviews
IT	Information Technology
JiTT	Just in Time Training
JLLIS	Joint Lessons Learned Information System
JTR	Joint Travel Regulation

KO	Contracting Officer
KPT	Key Personnel Training
LL	Lessons Learned
L&BP	Lessons and Best Practices
MIPB	Military Intelligence Professional Bulletins
MET	Mission Essential Task
METL	Mission Essential Task and Lists
MI	Military Intelligence
NDA	Non- Disclosure Agreement
NLT	No Later Than
NISPOM	National Industrial Security Program Operating Manual
OCI	Organizational Conflict of Interest
OCONUS	Outside Continental United States (includes Alaska and Hawaii)
ODC	Other Direct Costs
OE	Operational Environment
OFE	Operational Force Events
OPSEC	Operations Security
PA	Property Administrator
PII	Personally Identifiable Information
PIPO	Phase In/Phase Out
POC	Point of Contact
POI	Program of Instruction
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
RA	Requiring Activity
RCO	Regional Contracting Office
RFI	Request for Information
RFL2A	Requests for Lessons Learned Assistance
RFL2I	Requests for Lessons Learned Information
SAM	System for Award Management
SCR	Service Contract Report
SHARP	Sexual Harassment Awareness Response and Prevention
SIGE	Safety and Health Protection Plan
SME	Subject Matter Expert
SOP	Standard Operating Procedure
SMPTE	Society of Motion Picture and Television Engineer
STD	Standards
TASS	Trusted Associate Sponsorship System
TC	Training Circulars
TDC	Training Development Capability
TE	Technical Exhibit

TEM	Training Event Matrix
TLO	Task Learning Objective
TRADOC	Training and Doctrine Command
TTP	Trends, Tactics, Techniques, and Procedures
T&EO	Training and Evaluation Outlines
USAICoE	United States Army Intelligence Center of Excellence
USAG	United States Army Garrison
USAREUR	United States Army Europe
UOM	Unit of Measure
VTC	Video-Teleconference Systems

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PART 3

GOVERNMENT PROPERTY (GP) AND SERVICES

3. Government Property and Services

3.1 Services: The Government will not provide direct services in support of the Contractor in its execution of duties and tasks defined in this PWS. Indirect support will be performed by the Government in execution of those functions that are inherently Governmental and may only be accomplished by Government personnel. Examples of this support are processing of security paperwork, approval and distribution of official policy, provision of NDAs, approval of travel and material requests, etc.

3.2 Facilities: For all functions performed on the Government installation, the Government will provide incidental access to and use of Government property. The Contractor will be subject to the requirements of FAR 52.237-2 during the use of all Government facilities and property. The Government will provide necessary workspace with IT and automation capability, desk space, storage rooms, laboratories, and other such facilities. The Government will be responsible for the maintenance of Government facilities.

3.3 Utilities: For all functions performed on the Government installation, the Government will provide all utilities such as electricity, water, and climate control. The Contractor shall instruct employees in utilities conservation practices. The Contractor shall operate under conditions that preclude the waste of utilities, which include turning off the water faucets or valves, light switches, etc. after using the required amount to accomplish tasks requiring the use of the utilities.

3.4 Equipment: For all functions performed on the Government installation, the Government will provide standard ancillary office equipment necessary to affect the services required on this contract. This includes items such as telephones, computers, scanners, fax machines, audio visual apparatus, printers, copiers, whiteboards, etc.

3.5 Materials: For all functions performed on the Government installation, the Government will provide incidental and consumable materials standardly furnished within the office environment such as paper, pens, pencils, notebooks, acetate, etc. Standard Operating Procedures, local instructions, policies and other similar materials will also be distributed by the Government.

3.6 Training: The Government will facilitate the ability of contractor employee's ability to complete required training. Please see section 1.23 of this PWS.

3.7 Common Access Cards (CAC): The Government will provide Common Access Cards (CAC) via the Trusted Associate Sponsorship System (TASS) (Web site <https://www.dmdc.osd.mil/tass/>). (See also section 1.6.3.4 of this PWS)

PART 4

CONTRACTOR FURNISHED ITEMS AND SERVICES

4. Contractor Furnished Property and Services

4.1 General: The Contractor shall furnish supervision of its employees performing work under this contract and ensure employees have the ability travel to and from work locations without assistance from the Government. For any performance from an AWL (see section 1.5.6.1 of this PWS), the Contractor will be responsible for all material, equipment, facility, utility, safety, and transportation needs of its employees.

4.2 Facility Clearance: Classified support provided under this contract will only be performed within either a fully accredited Contractor facility and/or in a Government facility. A fully accredited facility must have a TOP SECRET Sensitive Compartmented Information (TS/SCI) Facility Clearance with Safeguarding capability. Prior to performing any classified work in a contractor owned facility, the contractor must provide proof of accreditation. The Contractor shall possess and maintain a Top-Secret facility clearance from the Defense Security Service IAW DoD 5220.22-M, National Industrial Security Program Operating Manual (NISPOM) and AR 380-49, Industrial Security Program. The Facility Security Clearance must match the highest security clearance required for personnel. The DoD Contract Security Classification Specification (DD 254) is provided as an attachment in the basic contract. The Contractor's employees performing work in support of this contract shall have been granted a clearance consistent with the clearance requirements identified in Technical Exhibit 4 of this PWS.

4.3 Materials: For any performance from an AWL (see section 1.5.6.1 of this PWS), the Contractor will be responsible for all material requirements of its employees. The Contractor shall support the purchases of ODC requirements in the support of the services outlined within the PWS.

4.4 Vehicles and Equipment: For any performance from an AWL (see section 1.5.6.1 of this PWS), the Contractor will be responsible for all equipment requirements of its employees. Software will be compatible with government systems, cloud systems, and it will be the responsibility of the company to resolve any firewall issues.

4.5 Background Checks: The Contractor shall be responsible to effect necessary Background Checks in accordance with this PWS and as determined by the Government (see section 1.6 of this PWS).

PART 5 SPECIFIC TASKS

5.1 Basic Support: The Contractor shall provide services for research, development, support of instruction, instructional products, training innovation, doctrine, and identification and implementation of best practices.

1. **Standard (STD):** Contractor personnel must possess the requisite skills and experience to meet requirements stated in Task Order Appendix 1 in order to effectively perform the identified position titles stated within Technical Exhibit 4.
Acceptable Quality Level (AQL): See TO attachment.

5.2 Tasks: Tasks consist of the following:

5.2.1 High Level Function 1: Research Support. The Contractor shall support research to include, but not limited to, integrating emerging technologies, theories, techniques, training innovation, training methodologies, doctrinal and non-doctrinal publications, and validated best practices.

1. **STD:** The research shall support the development of Army, DoD, and Intelligence Community (IC) objectives, publications, and training and training methodologies.
AQL: See TO PWS

5.2.1.1 Fact Finding and Review Support. The Contractor shall research and collect information through various means such as, but not limited to interviews, evaluations, supporting inquiries, reviewing white papers and policies, investigating new processes and applications, methodologies, lessons learned, schools of thought, emerging trends, and innovation. Publications reviewed will include, but not limited to: Joint doctrine, Executive Orders, doctrine proponents and non-proponents, and other military branch publications.

1. **STD:** Information reviewed is current and relevant, from an approved Government Source, and provides substantive input that directly contribute RA's primary objective.
AQL: Please see TO PWS.

5.2.1.2 Assessment and Analysis Support. The Contractor shall review, assess, perform analysis, and provide feedback on (but not limited to): Army's MI proponent mission, instruction and training methodologies, tasks, products, and doctrinal publications. The Contractor shall utilize (but not limited to) research data, current U.S. Military data, trends, regulations, doctrine, training and methodologies, lesson plans, emerging technologies, and publications to develop in-depth analysis in support of the RA.

1. **STD:** Please see TO PWS.
AQL: Please see TO PWS

5.2.1.3 Emerging Technology and Innovation Support. The Contractor shall leverage organic technologies and capabilities in the development and integration of new and innovative

solutions to the Government's requirement. The Contractor shall research the effectiveness of new technologies, applications, and capabilities identified within RA's Command objectives as well as within the Army Architecture and RA objectives. The Contractor shall, but not limited to, evaluate, and analyze emerging theories, technologies, and effectiveness of new technologies, applications, and capabilities for possible inclusion into the Army system, such as but not limited to eLearning, mobile platforms, and interactive media solutions. The Contractor shall integrate approved technology and applications into the Army's learning program.

1. **STD:** Provides cutting edge technology strategy, actively engages in applicable research, validation, and application of emerging technologies that directly relates to RA's objectives.
AQL: Please see TO PWS

5.2.1.4 Research Analysis Assessment and Recommendation Support. The Contractor shall present findings to the Government via (but not limited to): reports, conferences, and/or briefs as directed by the Government Lead. The Contractor shall address, but not limited to the research, assessments, analysis conducted, and where applicable, objective information to support the RA analysis to determine potential impacts on MI proponent capability areas and Army priorities.

1. **STD:** Analysis shall be in-depth and address impacts to doctrine, teaching methods, publications, best practices, and other related topics with recommendations that outline the impact of their assessment to current Army objectives.
AQL: Please see TO PWS
2. **STD:** The Contractor's research reviews, and meta-analyses performed shall conform to the format directed by the Government Lead. For products where government regulations or publications do not identify a format, the Contractor shall use the current format for Preferred Reporting Items for Systematic Reviews and Meta-Analyses.
AQL: Please see TO PWS.

5.2.2 High Level Function 2: Product Development. The Contractor shall create, coordinate, and maintain products and documents for the RA's. This includes, but not limited to: Lesson Plans, Reports, briefs, tests, task Training and Evaluation Outlines (T&EO), training strategy models, training event matrix (TEM), Standard Mission Essential Task and Lists (MET) and (METL), Training Circulars (TC), doctrine, publications, and training related products and materials. The Contractor shall support the Government from inception to completion of all products required Publications include, but not limited to professional development products, articles, issues, Program of Instruction (POI), IMI, articles, issues, papers, reports, briefs, PowerPoint slide decks, audio-visual presentations, vignettes, online formats, agendas, briefing notes, technical pamphlets, meeting minutes, lesson plans, task lists, publications, close out reports, and action item lists.

1. **STD:** All products shall be designed, produced, and created in accordance with the Government's standards and requirements such as, but not limited to; IAW AR 25-50 and the USAICoE Writing Handbook.

AQL: Please see TO PWS

2. **STD:** All products and services shall adhere to schedules and milestones established by Government Lead.

AQL: Please see TO PWS

5.2.2.1 Product Creation Support. The Contractor shall, but not limited to create, edit, update, and/or design training material, electronic media, vignettes including up to motion picture products, distributed learning systems, lesson plans, data bases, task lists, circulars, instructional products, doctrine publications, 2D and 3D applications, animations, and other related products.

1. **STD:** All products will conform IAW Army regulations and standards, and/or established best business practices established by the RA.

AQL: Please see TO PWS

2. **STD:** Multimedia products must conform to the Society of Motion Picture and Television Engineer (SMPTE) standards.

AQL: Zero Deviation from Standard.

5.2.2.2. Product Management Support. The Contractor shall support (but not limited to) managing the creation, continuity of products, and processes of publications and associated documents IAW local SOPs as applicable. The Contractor shall but limited to create, maintain, and coordinate schedules and milestone objectives in accordance with Government timelines.

1. **STD:** Products will be managed to comply with Army regulations and standards, and/or established best business practices established by the RA, and to meet RA deadlines.

AQL: Please see TO PWS

5.2.2.3 Product Records Support. The Contractor shall support, but not limited to the creation, facilitation, processing, maintenance, organization, updating, sustainment, control, and preservation of all digital and physical records, documents, and files pertinent to the assigned RA IAW AR 25-400-2, local SOPs, and business practices as applicable. The Contractor shall utilize formats designated by the Government Lead.

1. **STD:** All products shall be IAW AR 25-400-2, local SOPs, and business practices as applicable.

AQL: Please see TO PWS

5.2.3 High Level Function 3: Instructional Support. The Contractor shall support the delivery of instruction and development of training solutions that utilize existing and emerging instructional technology as well as current evidence-based adult learning techniques. This

includes, but not limited to architecture and instructional support for the Army. The Contractor shall support the learning environment IT architecture and maintain the effectiveness, efficiency, viability, and accessibility of digital training products including, but not limited to interactive training sites, online media libraries, databases, distance learning platforms.

1. **STD:** The Contractor shall provide qualified support on platforms and modes of instruction as established in TO technical exhibit 4.
AQL: Please see TO PWS
2. **STD:** The Contractor shall perform IAW Government approved processes.
AQL: Please see TO PWS

5.2.3.1 Classroom and Educational Platform Support. The Contractor shall provide but not limited to, classroom instruction (both small and large group settings), digital platforms such as distance learning, and just in time training. The Contractor shall, but not limited to, create and adhere to established schedules, room preparation, update training documents and blocks of instruction, digital content creation and management, evaluations, credentialing, grading rubrics, critiques, and classroom management.

1. **STD:** The Contractor shall provide qualified support on platforms and modes of instruction as established in TO technical exhibit 4.
AQL: Please see TO PWS
2. **STD:** The Contractor shall perform IAW Government approved processes and established timelines.
AQL: Please see TO PWS

5.2.3.2 Architecture Support. The Contractor shall support IT architecture under the management of the RAs. The Contractor shall, but not limited to system administrator support, trouble shooting, hardware/software diagnostic analyses, root-cause analysis, operational performance assessments, up-time and availability analysis, account maintenance, technical review meetings, problem de-confliction and resolution, as well as the production of a wide array of reporting products relative to those duties.

1. **STD:** Please see TO PWS.
AQL: Please see TO PWS

5.2.3.3 Mission Fluctuation Support. The Contractor shall support surge requirements identified by the Government and provide an agile workforce to support the short suspense requirements caused by, but not limited to mission increases, critical tasks, and classroom availability that would increase the level of effort for a Requiring Activity for a short/unspecified duration of time.

1. **STD:** Surge support shall be provided within 60 days of anticipated support which will be coordinated by the Government Lead
AQL: Please see TO PWS.

5.3 Service Contract Reporting

5.3.1 System for Award Management (SAM) Service Contract Report (SCR): The Contractor shall report all contractor labor hours (including subcontractor labor hours) required for performance of services provided under this contract for the United States Army Intelligence Center of Excellence (USAICOE) via a secure data collection site. The Contractor is required to completely fill in all required data fields through the following web address: 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 the 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.

Steps for Submitting a Service Contract Report (SCR)

1. Go to www.sam.gov and log in.
2. Select Entity Registrations and then select Service Contract Reporting.
3. SAM displays your entities which have service contracts and meet the reporting criteria. Select View by entity to see the service contracts for each entity.
4. Next, select Add for the service contract against which you want to create a Service Contract Report. Each service contract which meets the FAR Subpart 4.1703 reporting thresholds is displayed.
5. You will be taken to the Complete Service Contract Report page. SAM displays the contract details and allows you to report. You are required to enter the following information:
 - **Total Amount Invoiced:** Total dollar amount invoiced for services performed during the previous Government fiscal year under the contract (this amount should include the prime and any subcontract amount).
 - **Prime Contractor Hours Expended:** Prime Contractor direct labor hours expended on the services performed during the previous Government fiscal year. The amount you enter is automatically divided by 2,080 hours to calculate a Full Time Employee (FTE) equivalent, displayed under the Prime Contractor Hours Expended as Prime Contractor FTEs.
6. Report any required Tier 1 subcontractor information by selecting the Add Tier 1 Subcontract Information button.
7. When you are ready to submit the report, select Submit. This saves your report and returns you to the Select Service Contract page where you can create other SCRs or edit an existing SCR.

Steps for Editing a Submitted Report

1. Follow steps 1-4 above. Any previously submitted SCR will have a View/Edit button instead of an Add button.
2. Select View/Edit. You will be able to view the current SCR, edit available fields, and resubmit the record. You can also delete previously entered information altogether.

- a. **STD:** All information provided by the Contractor shall be accurate, complete, and not exceed suspense dates noted in corresponding paragraph above.
AQL: 100% Compliant

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PART 6

APPLICABLE PUBLICATIONS

6. Applicable Publications (Current Editions): The following publications, manuals, regulations, etc. are mentioned in this PWS and are listed below.

- 6.1.1 Department of Defense Contract Security Classification Specification (DD Form 254)
- 6.1.2 Department of Defense Security Agreement (DD Form 441)
- 6.1.3 National Industrial Security Program Operating Manual (DoD 5220.22-M)
- 6.1.4 Installation Access Control (AE Reg 190-16)
- 6.1.5 The Army Physical Security Program (AR 190-13)
- 6.1.6 Contractor Identification (AE Reg 27-715)
- 6.1.7 U.S. Army Corps of Engineers Safety and Health Requirements Manual (EM 385-1-1)
- 6.1.8 Information Assurance Workforce Improvement Program (DoD 8570-M)
- 6.1.9 Information Assurance Training Certification and Workforce Management Directive (DoDD 8570.01)
- 6.1.10 Information Assurance (AR 25-2)
- 6.1.11 Electromagnetic Compatibility Directive (2004/108/EC)
- 6.1.12 Policies and Procedures for Property Accountability (AR 735-5)
- 6.1.13 Industrial Security Program (AR 380-49)
- 6.1.14 Army Records Management Program (AR 25-400-2)
- 6.1.15 The Army Force Modernization Proponent System (AR 5-22)
- Army Lessons Learned Program (AR 11-33)
- Information Management Information Assurance (AR-25-2)
- Army Publishing Program (AR 25-30)
- Department of the Army Information Security Program (AR 380-5)
- Foreign Disclosure and Contacts with Foreign Representatives (AR 380-10)
- Threat Awareness and Reporting Program (AR 381-12)
- Personnel Security Program (AR 380-67)
- Antiterrorism (AR 525-13)
- Operations Security (AR 530-1)
- Wear and Appearance of Army Uniforms and Insignia (AR 670-1)
- Design and Production of Instructional Publications (DA PAM 23-36)
- Army Publishing Program Procedures (DA PAM 25-40)
- Terms and Military Symbols (ADO 1-02)
- U.S Government Printing Office Style Manual (GPO)
- Instructor Certification, Development and Competition (FH Memo 672-3)
- DoD Interface Standard: Joint Military Symbolology (MIL-STD 2525D)
- TRADOC Preparation, Production, and Processing of Army wide Doctrinal and Training Literature. (TR 25-30)
- TRADOC Doctrine Publication Program (TR 25-36)
- TRADOC Capability Management (TR 71-12)
- Institutional Leader Training and Education (TR 350-10)
- The Army School System (TASS) (TR 350-18)

Army Learning Policy and Systems (TR 350-70)
Training Development in Support of the Operational Domain (TR PAM 350-70-1)
Staff and Faculty Development (TR PAM 350-70-3)
Systems Approach to Training: Evaluation (TR PAM 350-70-4)
Systems Approach to Training: Testing (TR PAM 350-70-5)
Systems Approach to Training: Analysis (TR PAM 350-70-6)
Systems Approach To Training Course And Courseware Validation (TR PAM 350-70-10)
The Army Distributed Learning (DL) Guide (TR PAM 350-70-12)
Training and Education Development in Support of the Institutional Domain (TR PAM 350-70-14)
Army Training and Education Proponents (TR PAM 350-70-16)
Army Learning Concept (TR PAM 525-8-2)
FEDLOG (NA)
Organizational Standard Operating Procedures (NA)
Army Doctrine Template Guide (NA)
CADD Editor Best Practices (NA)
DOD Dictionary of Military and Associated Terms (NA)
Instructor Performance Evaluation (IPE) (NA)
USAICoE User's Guide to IPE (NA)
SFDB SOP (NA)
PRISMA (prisma-statement.org) (NA)
National Security Industrial Security Program Operating Manual (NISPOM)

PART 7
ATTACHMENT AND TECHNICAL EXHIBIT LISTING

7. Attachment and Technical Exhibit List

7.1 Technical Exhibit A – Performance Requirements Summary

7.2 Technical Exhibit B – Deliverables Schedule

7.3 Attachment 1 – Estimated Workload Data

7.4 Attachment 2 – Historical Workload Data

7.5 Attachment 3 – Government Property (GP)

7.6 Attachment 4 Technical Exhibit 4, Personnel Qualifications

TECHNICAL EXHIBIT A
Performance Requirements Summary (PRS)

PERFORMANCE OBJECTIVE	STANDARD	PERFORMANCE THRESHOLD ACCEPTABLE QUALITY LEVELS (AQLs)	METHOD OF SURVEILLANCE
PRS#1 - PWS para 5.2.1 The Contractor shall support research.	The research shall support the development of Army, DoD, and intelligence community (IC) objectives, publications, and training and training methodologies.	Zero Deviation from Standard	100% Inspection Customer Feedback
PRS#2 - PWS para (5.2.1.1) The Contractor shall research and collect information through various means	Information reviewed is current and relevant, from an approved Government Source, and provides substantive input that directly contribute RA's primary objective	Zero Deviation from Standard	100% Inspection Customer Feedback
PRS#3 - PWS para (5.2.1.2) The Contractor shall review, assess, perform analysis, and provide feedback.	Feedback and analysis are substantive, provided in a professional manner and directly contributes to the RA's objectives.	Zero Deviation from Standard	100% Inspection Customer Feedback
PRS#4 - PWS para (5.2.1.3) The Contractor shall research the effectiveness of new technologies, applications, and capabilities	Feedback and analysis are substantive, provided in a professional manner and directly contributes to the RA's objectives.	Zero Deviation from Standard	100% Inspection Customer Feedback

PERFORMANCE OBJECTIVE	STANDARD	PERFORMANCE THRESHOLD ACCEPTABLE QUALITY LEVELS (AQLs)	METHOD OF SURVEILLANCE
<p>PRS#5 - PWS para (5.2.1.4)</p> <p>The Contractor shall present findings to the Government</p>	<p>1. Analysis shall be in-depth and address on impacts to doctrine, teaching methods, publications, best practices, and other related topics with recommendations that outline the impact of their assessment to current Army objectives.</p> <p>2. The Contractor's research reviews, and meta-analyses performed shall conform to the format directed by the Government Lead. For products where government regulations or publications do not identify a format, the Contractor shall use the current format for Preferred Reporting Items for Systematic Reviews and Meta-Analyses.</p>	<p>Zero Deviation from Standard</p>	<p>100% Inspection</p> <p>Customer Feedback</p>
<p>PRS#6 - PWS para (5.2.2)</p>	<p>1. All products shall be designed, produced, and created in</p>	<p>Zero Deviation from Standard</p>	<p>100% Inspection</p> <p>Customer Feedback</p>

PERFORMANCE OBJECTIVE	STANDARD	PERFORMANCE THRESHOLD ACCEPTABLE QUALITY LEVELS (AQLs)	METHOD OF SURVEILLANCE
The Contractor shall create, coordinate, and maintain products and documents.	<p>accordance with the Government's standards and requirements such as, but not limited to; IAW AR 25-50 and the USAICoE Writing Handbook.</p> <p>2. All products and services shall adhere to schedules and milestones established by Government Lead.</p>		
<p>PRS#7 - PWS para (5.2.2.1)</p> <p>Contractor shall, but not limited to create, edit, update, and/or design training material, electronic media, vignettes, distributed learning systems, lesson plans, data bases, task lists, circulars, instructional products, doctrine publications, models, and other related products.</p>	All products will conform IAW Army regulations and standards, and/or established best business practices established by the RA.	Zero Deviation from Standard	<p>100% Inspection</p> <p>Customer Feedback</p>
<p>PRS#8 - PWS para (5.2.3)</p> <p>Contractor shall support the delivery of instruction and support of training solutions.</p>	The Contractor shall provide qualified support on platforms and modes of instruction as established in TO technical exhibit 4.	Zero Deviation from Standard	<p>100% Inspection</p> <p>Customer Feedback</p>

PERFORMANCE OBJECTIVE	STANDARD	PERFORMANCE THRESHOLD ACCEPTABLE QUALITY LEVELS (AQLs)	METHOD OF SURVEILLANCE
PR#9 – PWS para (5.2.3.1) The Contractor shall provide classroom instruction	1.The Contractor shall provide qualified support on platforms and modes of instruction as established in TO technical exhibit 4. 2.The Contractor shall perform IAW Government approved processes and established timelines	Zero Deviation from Standard	100% Inspection Customer Feedback
PR#9 – PWS para (5.2.3.2) The Contractor shall support IT architecture under the management of the RAs.	Please see TO PWS	Zero Deviation from Standard	100% Inspection Customer Feedback
PRS #X - Service Contract Reporting (SCR) PWS 5.3 and CLIN XXXX	The Contractor shall completely fill in all the information in the format using the following web address www.sam.gov The contractor shall provide the estimated total cost (if any) incurred to comply with this reporting requirement. Reporting period	Zero Deviation from Standard	100% Inspection

PERFORMANCE OBJECTIVE	STANDARD	PERFORMANCE THRESHOLD ACCEPTABLE QUALITY LEVELS (AQLs)	METHOD OF SURVEILLANCE
	<p>shall be the period of performance not to exceed 12 months ending September 30 of each government fiscal year and must be reported by 31 October of each calendar year. If contract period of performance ends prior to September 30, the contractor has 30 days from end date of the contract to complete the SCR requirement.</p>		

TECHNICAL EXHIBIT B

CDRL SCHEDULE

<u>Deliverable</u>	<u>Frequency</u>	<u># Of Copies</u>	<u>Medium/Format</u>	<u>Submit To</u>
A.001 Quality Control Plan (paragraph 1.5.1)	Once during pre-award phase with proposal and annually thereafter no later than 30 days prior to OY start. Also, no later than 30 days prior to any anticipated changes.	One each to the Contracting Officer and COR	For technical review; Electronic delivery via email using either PDF or Microsoft Office products	To the COR for technical review
A.002 Annual Work Plan (para 1.5.7)	30 Days prior to initial or OY award	One each to the Contracting Officer and COR	For technical review; Electronic delivery via email using either PDF or Microsoft Office products	To the COR for technical review
A.003 Monthly Status Report (para 1.5.7.1)	Once a Month	One each to COR	For technical review; Electronic delivery via email either PDF or Microsoft Office products. For KO Acceptance; WAWF submission	To the COR for technical review WAWF for KO acceptance
A004 IPR (para 1.8)	Bi-annually	One each to COR	For technical review; Electronic delivery via email either PDF or	To the COR for technical review WAWF for KO acceptance

<u>Deliverable</u>	<u>Frequency</u>	<u># Of Copies</u>	<u>Medium/Format</u>	<u>Submit To</u>
			Microsoft Office products. For KO Acceptance; WAWF submission	
A005 Accident/Incident Report (para 1.21)	For Each Occurrence as Required.	One each to COR	For technical review; Electronic delivery via email either PDF or Microsoft Office products. For KO Acceptance; WAWF submission	To the COR for technical review WAWF for KO acceptance

**ATTACHMENT 1
ESTIMATED WORKLOAD DATA**

ITEM	NAME	ESTIMATED QUANTITY	
1	<i>Copy Editor</i>	<i>CME</i>	2
2	<i>Instructional Design</i>	<i>CME</i>	10
3	<i>Instructional Design Lead</i>	<i>CME</i>	1
4	<i>Rapid Developer</i>	<i>CME</i>	9
5	<i>Rapid Developer Lead</i>	<i>CME</i>	1
6	<i>Multimedia Artists</i>	<i>CME</i>	2
7	<i>Software Developer</i>	<i>CME</i>	2
8	<i>Video Production Specialist</i>	<i>CME</i>	1
9	<i>Learning Ecosystem Architect</i>	<i>CME</i>	1
10	<i>Learning System Administrator</i>	<i>CME</i>	1
11	<i>Project Coordinator</i>	<i>CME</i>	1
11	<i>Doctrine Production</i>	<i>CME</i>	4
12	<i>Doctrine Developer I</i>	<i>CME</i>	4
13	<i>Training Instructor</i>	<i>CME</i>	2
14	<i>Intelligence SME III</i>	<i>CME</i>	5
15	<i>Intelligence SME Lead</i>	<i>CME</i>	1

**ATTACHMENT 2
HISTORICAL WORKLOAD DATA**

ITEM	NAME	ESTIMATED QUANTITY	
1	<i>Copy Editor</i>	<i>CME</i>	2
2	<i>Instructional Design</i>	<i>CME</i>	10
3	<i>Instructional Design Lead</i>	<i>CME</i>	1
4	<i>Rapid Developer</i>	<i>CME</i>	9
5	<i>Rapid Developer Lead</i>	<i>CME</i>	1
6	<i>Multimedia Artists</i>	<i>CME</i>	6
7	<i>Software Developer</i>	<i>CME</i>	2
8	<i>Video Production Specialist</i>	<i>CME</i>	1
9	<i>Learning Ecosystem Architect</i>	<i>CME</i>	1
10	<i>Learning System Administrator</i>	<i>CME</i>	1
11	<i>Project Coordinator</i>	<i>CME</i>	1
11	<i>Doctrine Production</i>	<i>CME</i>	4
12	<i>Doctrine Developer I</i>	<i>CME</i>	4
13	<i>Training Instruction</i>	<i>CME</i>	2
14	<i>Intelligence SME III</i>	<i>CME</i>	5
15	<i>Intelligence SME Lead</i>	<i>CME</i>	1

**ATTACHMENT 3
GOVERNMENT FURNISHED PROPERTY (GFP)**

1. RESERVED

The Government anticipates no GFP on this contract beyond the stated Government Property (GP) and Services requirements stated in PART 3 of this PWS and Contractor Furnished Items and Services stated in PART 4 of this PWS. Should there be GFP requirements arise in the future, this section of the PWS will be modified pursuant to FAR 45.201 and other applicable regulations.

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TECHNICAL EXHIBIT 4

Personnel Qualifications

The standards for personnel to be considered minimally qualified regarding appropriate combinations of education, training, and experience to provide research, analysis, and product creation:

- a. A secret or Interim Secret unless otherwise noted.
- b. Must have received an Honorable discharge from military service in those instances where military service is required.
- c. Current experience related to current MI doctrine, recent (draft) changes and fielding of the Army Field Manuals, Army Regulations and Department of Defense Directives (DoDD) relating to Intelligence Operations where applicable.
- d. Experience working on the most recent automation tools-sets and systems applicable to job performance
- e. Able to maintain current and future required certifications and trainings associated with this position.

4.1 Basic Qualifications for the Doctrine Graphic Designer

- a. At minimum a secret clearance unless otherwise noted.
- b. Bachelor's Degree in graphic design or related field (preferred).
- c. Possess excellent communication skills and the ability to use them to interact and communicate effectively and professionally with the technical staff, especially technical writers and editors.
- d. Possess creativity and artistic aptitude, attention to detail, and strong proofreading skills.

4.1.1 Qualifications for the Doctrine MIPB Graphic Designer - Senior

- a. Minimum 3 years of experience in graphic design, including graphic fundamentals.
- b. Minimum 3 years of experience using core creation tools such as Adobe Creative Cloud programs, including Photoshop, InDesign, and Illustrator.

4.2 Basic Qualifications for the Doctrine Editor

- a. At minimum a secret clearance unless otherwise noted.
- b. Bachelor's Degree in English, journalism, or related field.
- c. Strong command of the English language, to include applying the rules of grammar, mechanics, and usage.
- d. Familiarity with military and/or military intelligence (MI) terminology preferred but not required.
- e. Ability to recognize and work with U.S. Government, Department of Defense (DOD), and Army language idiosyncrasies.
- f. Highly detail oriented.
- g. Ability and willingness to work independently.
- h. Possess excellent communication skills and the ability to use them to interact and communicate effectively and professionally with the technical staff, especially technical writers.

- i. Extensive working knowledge of Microsoft (MS) Office Suite applications and Adobe applications for publication editing, to include MS Word and Adobe Acrobat Pro, respectively.
- j. Ability to edit an average of 700 words per hour.

4.2.1 Qualifications for the Editor (Doctrine) - Senior

- a. Minimum 3 years of experience performing the technical writing and editing of technical documents/print publications IAW industry writing standards, preferably those of the U.S. Government, Army, and TRADOC. Experience must reflect the ability to proofread, concisely revise, and produce technical documents ready for publication or dissemination following professional standards for pagination and format.

4.2.2 Qualifications for the Editor (MIPB) – Senior

- a. Minimum 2 years of experience performing the technical writing and editing of technical documents/print publications IAW industry writing standards, preferably those of the U.S. Government, Army, and TRADOC.
- b. Experience must reflect the ability to proofread, concisely revise, and produce technical documents ready for publication or dissemination following professional standards for pagination and format.

4.4 Basic Qualifications for Doctrine Developer Subject Matter Experts

- a. Top Secret/Sensitive Compartmental information (TS/SCI)
- b. Expertise and experience in writing and developing technical documents in the English language.
- c. Demonstrated understanding of intelligence systems, operations, and training within the specified area.

4.4.1 Qualifications for the Doctrine Developer - Subject Matter Expert – Consultant

- a. 20+ years MI experience at multiple echelons and multiple assignments.
- b. In depth knowledge of multiple intelligence operations.
- c. Strong knowledge of MI keystone, echelon, and disciplines doctrine.
- d. Strong knowledge of Combined Arms Doctrine.
- e. Ability to read, write and think clearly commensurate to senior leaders.
- f. Possess ability to conduct complex analysis and problem solving.
- g. Possess interpersonal skills that enable them to communicate and work with senior leaders.
- h. Mastery of the Army Doctrine Development Process.

4.4.2 Qualifications for the Doctrine Developer- Senior Subject Matter Expert – Expert

- a. 10-20 years MI experience at multiple echelons and with multiple assignments.
- b. 10 years in area of concentration.
- c. Knowledge of MI keystone, echelon, and disciplines doctrine.
- d. Knowledge of Combined Arms Doctrine.
- e. Demonstrated ability to read, write and think clearly.
- f. Possess interpersonal skills that enable them to work well with action officers.

- g. Demonstrated knowledge of and success applying the Army Doctrine Development Process.

4.4.3 Qualifications for the Doctrine Developer- Senior Subject Matter Expert – Senior

- a. 8-10 years MI experience at multiple echelons and with multiple assignments.
- b. 8 years in area of concentration.
- c. Knowledge of MI keystone, echelon, and disciplines doctrine.
- d. Knowledge of Combined Arms Doctrine.
- e. Demonstrated ability to read, write and think clearly.
- f. Possess interpersonal skills that enable them to work well with action officers.
- g. Demonstrated knowledge of and success applying the Army Doctrine Development Process

4.5 Basic Qualifications for a Lessons Learned Subject Matter Expert

- a. TS/SCI
- b. Proficient in Microsoft Office Products
- c. Knowledgeable of Army Regulations
- d. Experience in supporting a military service or joint- level Lessons Learned

4.5.1 Qualifications for Lessons Learned Subject Matter Expert - Expert

- a. Possess a bachelor's degree or higher from an accredited college/university, and/or at least 7 years' experience in, or supporting, a military or intelligence community Lessons Learned position or program (government or civilian).
- b. Graduate of the Center for Army Lessons Learned (CALL) "Lessons Learned Course" either on-line or in residence.
- c. Experience in supporting the Army LL Forum procedures or events (General Officer Steering Councils, Council of Colonels, and Action Officer Working Groups).
- d. Experience in supporting or conducting MI or other Army-organization LL Forum procedures or events.

4.5.2 Qualifications for Lessons Learned Subject Matter Expert – Senior

- a. At least five years' experience in military or intelligence community operations or support.
- b. Experience in participating or supporting an Army Lessons Learned position, program, or requirement: may include authoring an After-Action Report, collecting observations, professional journal submission of an experience or lesson learned.
- c. Graduate of the Center for Army Lessons Learned (CALL) "Lessons Learned Course" either on-line or in residence.

4.5.3 Qualifications for Lessons Learned Subject Matter Expert – Intermediate

- a. At least three years' experience in military or intelligence community operations or support.
- b. Experience in supporting a Lessons Learned position or program (government or civilian)

4.6 Basic Qualifications for a Staff and Faculty Training Specialist Qualifications for Training Support Instructor/Advisor

- a. At minimum a secret clearance unless otherwise noted.
- b. Bachelor's Degree.
- c. Experience must include teaching adults in training and/or educational settings.
- d. Graduate of SFDB designated course or pass 1st time.
- e. Experience must include design and development written and hands-on assessment instruments.
- f. Experience documenting student performance in performance-based assessments.
- g. Extensive working experience using Microsoft Office Suite and Adobe applications for editing training documents, for example Adobe Acrobat DC.
- h. Education must include at least 24 semester credits focused on educational research, learning theory, education technology, instructional design or other related education themed courses. Courses focusing on the administration or fiscal requirements of education related organizations do not count towards the credit requirement.

4.6.1 Qualifications for Training Support Instructor/Advisor – Expert

- a. Minimum 10 years' experience which includes teaching adults in a variety of student-centric and teacher-centric learning environments. Developing and implementing new teaching curricula. Revising and implementing existing teaching curricula.
- b. Experience must include teaching military personnel in training and/or educational settings for a minimum of five years within the last ten years.

4.6.2 Qualifications for Training Support Instructor/Advisor – Senior

- a. Minimum 6 years' experience which includes teaching adults in a variety of student-centric and teacher-centric learning environments. Developing and implementing new teaching curricula. Revising and implementing existing teaching curricula.
- b. Experience must include teaching military personnel in training and/or educational settings for a minimum of four years within the last six years.

4.6.2 Qualifications for Training Support Instructor/Advisor – Intermediate

- a. Minimum 4 years' experience which includes teaching adults in a variety of student-centric and teacher-centric learning environments. Developing and implementing new teaching curricula. Revising and implementing existing teaching curricula.
- b. Experience must include teaching military personnel in training and/or educational settings for a minimum of three years within the last four years.

4.7 Basic Qualifications for Technical Solutions

- c. At minimum a secret clearance unless otherwise noted.
- d. Experience must include Unity 3D Game Engine, Microsoft Visual Studio, Adobe Captivate and Creative Cloud Applications, and learning management systems.
- e. Experience must include coding in C# programming language.
- f. Experience must include design and development using the Unity 3D Game Engine.
- g. Experience must include the deployment of virtual machines.
- h. Experience must include the management and maintenance of storage area network/network attached storage devices.

- i. Able to maintain current and future required certifications and trainings associated with this position.

4.7.1 Qualifications Technical Solutions: Learning Ecosystem Architect

- a. Interim Secret to start, must be able to receive and Maintain a TS/SCI within first year.
- b. Minimum of 6-years' experience using, and troubleshooting programs, scripts, and applications to maintain courseware, maintain training aids, alpha and beta test software, and integrate courseware into Learning Management System(s) and other learning support tools.
- c. Compliant with DOD 8570 at the IAT Level 2.

4.8 Qualifications for Learning Systems Administrator

- a. Minimum 4 years' experience which includes administering and deploying learning system products and network systems for a training environment. Experience troubleshooting, testing, and maintaining system software and databases to ensure strong optimization and functionality for training products.
- b. Experience documenting and developing detailed technical specifications, customizations, features, integrations, and learning system details.
- c. Experience supporting desktop and web applications data integration solutions, while ensuring that projects meet business requirements, fulfill end-user requirements, and system issues are resolved.
- d. Experience must include coding in C# programming language.
- e. Compliant with DOD 8570 at the IAT Level 1.

4.8 Basic Qualifications for Software Developer

- a. At minimum a secret clearance unless otherwise noted
- b. Experience must include coding in C# programming language.
- c. Experience must include design and development using the Unity 3D Game Engine.
- d. Conceptualizing, developing, and supporting web applications and data integration solutions, while ensuring that software projects meet business requirements, fulfill end-user requirements, and software issues are resolved.
- e. Compliant with DOD 8570 at the IAT Level 1.

4.8.1 Qualifications for Software Developer – Expert

- a. Interim Secret to start, must be able to receive and Maintain a TS/SCI within first year.
- b. Minimum 6 years' experience which includes developing and deploying new features to existing training products. Troubleshooting, testing, and maintaining software and databases to ensure strong optimization and functionality. Creating efficient and reusable code with extensive test coverage and modern technologies.
- c. Experience documenting detailed technical specifications, customizations, features, integrations, and software detail for training solutions.
- d. Collaborating with subject matter experts and end-users on the analysis, design, and testing of web applications and system integrations.

4.8.2 Qualifications for Software Developer – Senior

- a. Minimum 4 years' experience which includes developing and deploying new features to existing products with emphasis on training material. Experience troubleshooting, testing, and maintaining software and databases to ensure strong optimization and functionality.
- b. Creating efficient and reusable code with extensive test coverage and modern technologies.
- c. Experience documenting and developing detailed technical specifications, customizations, features, integrations, and software detail.

4.9 Basic Qualifications for LIB Copy Editor

- a. At minimum a secret clearance unless otherwise noted
- b. Bachelor' 's Degree
- c. Extensive working knowledge of MS Office Suite applications and Adobe applications for publication editing; example Adobe Acrobat Pro.

4.9.1 Qualifications for Copy Editor – Senior

- a. Minimum 4 years' experience writing and developing technical and requirements documents IAW USAICoE, Army, DoD, and Industry writing standards. Experience must reflect the ability to proofread, revise, and produce documents ready for publication or dissemination following professional standards for pagination and format.
- b. Experience must include taking documents of varying document formats and file types and converting them into a final document format for publication.
- c. Experience must include performing quality control of written, scripted, or narrated content.

4.9.2 Qualifications for Copy Editor – Intermediate

- a. Minimum 2 years' experience writing and developing technical and requirements documents IAW USAICoE, Army, DoD, and Industry writing standards. Experience must reflect the ability to proofread, revise, and produce documents ready for publication or dissemination following professional standards for pagination and format.
- b. Experience must include taking documents of varying document formats and file types and converting them into a final document format for publication.
- c. Experience must include performing quality control of written, scripted, or narrated content.

4.10 Basic Qualifications for Rapid Developer

- a. At minimum a secret clearance unless otherwise noted.

4.10.1 Qualifications for Rapid Developer - Expert

- a. Interim Secret to start, must be able to receive and maintain a TS/SCI within first year.
- b. Bachelor's Degree.
- c. Minimum 6 years' experience in education, training, or as an educator in a certified teaching discipline. Experience preference towards addressing the educational needs of adults for distance/distributed learning. Experience with designing learning programs, activities, and curriculum that use technology to enhance learning.

- d. Experience must include a minimum of 2 years developing learning programs using industry recognized distributed learning authoring tools; examples include Adobe Captivate and Articulate Storyline.
- e. Education must include at least 24 semester credits focused on educational research, learning theory, education technology, instructional design or other related education themed courses. Courses focusing on the administration or fiscal requirements of education related organizations do not count towards the credit requirement.

4.10.2 Qualifications for Rapid Developer –Senior

- a. Minimum 4 years' experience in education, training, or as an educator in a certified teaching discipline. Experience preference towards addressing the educational needs of adults for distance/distributed learning.
- b. Experience must include some use of industry recognized distributed learning authoring tools; examples include Adobe Captivate and Articulate Storyline.
- c. Education must include at least 24 semester credits focused on either: educational research, learning theory, education technology, instructional design or other related education themed courses. Courses focusing on the administration or fiscal requirements of education related organizations do not count towards the credit requirement.

4.11 Basic Qualifications for Motion Graphic Designer

- a. At minimum a secret clearance unless otherwise noted.
- b. Bachelor's Degree
- c. Expertise with concept, design and leading of 3D animations and motion graphics for inclusion in video projects. Must possess artistic visual acuity, basic ability to draw, knowledge of color, composition, and tools of the trade.

4.11.1 Qualifications for Motion Graphic Designer – Expert

- a. Minimum 4 years' experience with research, design, selection, and production of visual information material using the most appropriate and cost-effective method to best portray the subject matter to meet the training objective.
- b. Minimum of 2 years if combined with an associate degree in Graphics, Motion Animation, or related field.
- c. Must possess creative talent and minimum 4 years using core creation tools such as Adobe professional Creative Cloud and standalone applications, namely Premiere and After Effects at a minimum.

4.11.2 Qualifications for Video Production Specialist – Senior

- a. Minimum 4 years' experience with research, design, selection, and production of visual information material using the most appropriate and cost-effective method to best portray the subject matter to meet the training objective.
- b. Experience in video acquisition from cameras, remote and in-studio. Design and configure edit suites with high-end displays, sound system monitoring, and professional software.

- c. Must possess understanding of the complete video production workflow from pre-production through postproduction. Deep knowledge of professional software and gear through experience and/or training is essential.
- d. Minimum 4 years' experience in video editing and compositing expertise utilizing specialized graphic software programs such as Adobe Suites, including Adobe Premier Pro, Adobe Premier Pro, and Adobe Audition.

4.12 Basic Qualifications for Multimedia Artist

- a. At minimum a secret clearance unless otherwise noted
- b. Bachelor's Degree

4.12.1 Qualifications for Multimedia Artist (Lead) Expert

- a. Interim Secret to start, must be able to receive and maintain a TS/SCI within first year.
- b. Minimum 4 years' experience in performing graphic design. Using commercial graphic software to design art and copy layouts for materials to be presented visually in technical documents; promotional materials; or presentations on websites, external and off premises storage media or other visual communication media.
- c. Making critical design and layout decisions and selecting media and presentation styles.
- d. Planning presentations and/or documents that include illustrations and text. Developing style sheets, logos, or graphic standards for printed or electronically published materials.
- e. Experience reviewing final layout and suggesting improvements as necessary.
- f. Must have experience working closely with technical staff, software designers, training developers, product requestors, various collaborators and/or management.
- g. Capturing process flows and improvements for multimedia production and standardization.
- h. Must possess creative talent and minimum 3 years using core creation tools such as Adobe Creative Cloud programs; examples Photoshop, Lightroom, or Illustrator at a minimum. Core creation tools may include 3D applications and are not exclusive to 2D creation tools.

4.12.2 Qualifications for Multimedia Artist –Expert

- a. Minimum 3 years' experience in performing graphic design. Using commercial graphic software to execute designs for art and copy layouts for materials to be presented visually in technical documents; promotional materials; or presentations on websites, external and off premises storage media or other visual communications media. Preparing illustrations and samples of proposed designs.
- b. Working closely with technical staff and/or technical writers
- c. Must possess creative talent and minimum 3 years using core creation tools such as Adobe Creative Cloud programs; examples Photoshop, Lightroom, or Illustrator at a minimum. Core creation tools may include 3D applications and are not exclusive to 2D creation tools.

4.12.3 Qualifications for Multimedia Artist – Senior

- a. Associate degree or equivalent technical certification

- b. Minimum 2 years' experience in performing graphic design. Using commercial graphic software to execute designs for art and copy layouts for materials to be presented visually in technical documents; promotional materials; or presentations on websites, external and off premises storage media or other visual communications media. Preparing illustrations and samples of proposed designs.
- c. Experience working closely with technical staff and/or technical writers.
- d. Must possess creative talent and minimum 2 years using core creation tools such as Adobe Creative Cloud programs; examples Photoshop, Lightroom, or Illustrator at a minimum. Core creation tools may include 3D applications and are not exclusive to 2D creation tools.

4.13 Basic Qualifications for Instructional Designer

- a. At minimum a secret clearance unless otherwise noted

4.13.1 Qualifications for Instructional Designer – Expert

- a. Interim Secret to start, must be able to receive and maintain a TS/SCI within first year.
- b. Bachelor's Degree.
- c. Minimum 6 years' experience in education or as an educator in a certified teaching discipline. Experience preference towards addressing the educational needs of adults for resident learning. Can design learning programs, activities, and curriculum that use a mixture of learning modalities to enhance adult learning.
- d. Experience must include a minimum of 2 years developing resident learning programs and curriculums.
- e. Education must include at least 24 semester credits focused on educational research, learning theory, education technology, instructional design or other related education themed courses. Courses focusing on the administration or fiscal requirements of education related organizations do not count towards the credit requirement.

4.13.2 Qualifications for Instructional Designer – Senior

- a. Top Secret Clearance or Secret Clearance
- b. Minimum 4 years' experience in education or as an educator in a certified teaching discipline. Experience preference towards addressing the educational needs of adults for resident learning. Designing learning programs, activities, and curriculum that use a mixture of learning modalities to enhance adult learning.
- c. Experience must include participating in the development of resident learning programs and curriculums.
- d. Education must include at least 24 semester credits focused on educational research, learning theory, education technology, instructional design or other related education themed courses. Courses focusing on the administration or fiscal requirements of education related organizations do not count towards the credit requirement.

4.14 Basic Qualifications for Learning Engineer

- a. At minimum a secret clearance unless otherwise noted.

4.14.1 Qualifications for Learning Engineer - Expert

- a. Bachelor's Degree. Education must include at least 24 semester credits focused on educational research, learning theory, education technology, instructional design or other related education themed courses. Courses focusing on the administration or fiscal requirements of education related organizations do not count towards the credit requirement.
- b. Minimum 8 years' experience in education, training, or as an educator in a certified teaching discipline. Education may decrease minimum experience required to 6 years (master's degree) or 4 years (Doctoral degree). Experience should reflect addressing the educational needs of adults for resident learning.
- c. Experience in Designing learning programs, activities, and curriculum that use a mixture of learning modalities to enhance adult learning.
- d. Experience must include a minimum of 2 years developing resident or distributed learning programs and curriculums.
- e. Providing weekly and monthly product synchronization updates.
- f. Experience in being primary point of contact for large projects and aligning and managing available resources to effectively manage projects to completion. Experience in mediating and providing risk assessments relating to remediating product quality, professionalism, or performance issues.
- g. Must be familiar with both resident and distributed learning methods and learning platform requirements.