

Performance Work Statement (PWS)
FOR
CENTCOM Headquarters IDIQ for Professional Services (CHIPS)
20 March 2024

1. DESCRIPTION OF SERVICES: United States Central Command (USCENTCOM) requires non-personal professional services to support theater-strategic joint staff requirements focused on planning, coordinating, synchronizing, and integrating Department of Defense (DoD) military activities with United States Government (USG) policy and strategy. These professional services will support HQ USCENTCOM's execution of the seven joint functions common to joint operations: command and control, information, intelligence, fires, movement and maneuver, protection, and sustainment. These joint functions are organized and executed across the joint staff schema that includes manpower, intelligence, operations, logistics and engineering, plans, strategy, and policy, communications, training, resource management, and public affairs. HQ USCENTCOM is the primary mission partner; however, 6th Air Refueling Wing (ARW) and MacDill Tenant Units may leverage this Indefinite Delivery Indefinite Quantity (IDIQ) if services required are determined to be within scope.

1.1 BACKGROUND: USCENTCOM requires several classifications of professional services to support multiple joint directorates and special staff sections across the range of joint military operations in accordance with (IAW) joint military doctrine and joint functional capabilities. These professional services will support multiple core disciplines and include program management services, management consulting and analytical services, scientific services, engineering services, logistics services, financial management services, and language services. These support services may require significant integration across USCENTCOM directorates and special staff, the Joint Staff, Office of the Secretary of Defense (OSD), other combatant commands and defense agencies, and allies and partner nations operating within the USCENTCOM area of responsibility (AOR).

1.2 CONCEPT: This contract will be staffed by the positions outlined in this PWS. Task order PWS's will identify required positions with responsibilities specific to that requirement. Additionally, mission requirements at the task order level may require travel in and around the Continental United States (CONUS) and Outside the Continental United States (OCONUS) to partner nations within the USCENTCOM AOR and other combatant command AORs.

2. GENERAL REQUIREMENTS: Contractors shall provide an extensive array of professional personnel possessing the skills, knowledge, and training to satisfactorily perform the services required by this PWS at all times throughout the period of performance.

2.1 In the event of a position vacancy, the contractor shall provide the government a suitable replacement meeting PWS duty description requirements no later than 21 business days after the position vacancy. The Contractor shall provide the government with a position vacancy hire update within the first 7 calendar days after a position vacancy.

2.2 Contractor personnel shall meet education and experience requirements outlined in this PWS unless otherwise expressed and approved by the Contracting

Officer and/or Contracting Officer Representative (COR). The Contractor shall not employ persons who are identified to the Contractor by the Contracting Officer as potential threats to the health, safety, security, general well-being, or operational mission of the installation and its population. All Contractor personnel shall be able to read, write, and speak English fluently.

2.3 Government representatives, after notifying the Contracting Officer, may require the Contractor to remove employees from the workplace for reasons of misconduct or security. The Contractor shall ensure employees have current and valid certifications and licenses, as identified by the Government or Federal, State, and local requirements or laws, to accomplish the services of the PWS before starting work. The Contractor shall not employ any person who is an employee of the United States Government if employing that person would create a conflict of interest or the appearance of a conflict of interest.

3. POSITION CATEGORIES:

3.1 Program Management Services: These positions relate to leading, facilitating, and ensuring strategic planning, implementation, coordination, integration, evaluating program activities, and administrative support. Typical program management duties may include, but are not limited to the following:

3.1.1 Develops detailed plans, tasks, milestone dates and schedules to ensure proper sequencing of events and tracking of processes and costs throughout the life cycle of the programs/projects;

3.1.2 Reviews programs/projects to determine how they can be accomplished with the least disruption to workers and mission operations and that directions and schedules are accomplished in a timely manner;

3.1.3 Participates in regular information planning sessions, maintains productive interaction with Government personnel, reports on the status and progress of work accomplished to date, and monitors work in progress;

3.1.4 Establishes program objectives and units of measure for determining when objectives have been met;

3.1.5 Makes recommendations for actions when adjustments or a different course of action is necessary;

3.1.6 Drafts guidance and direction regarding program management and reporting;

3.1.7 Plans and initiates a comprehensive evaluation system for the review and analysis of proposed costs, program development, and performance;

3.1.8 Participates in meetings with Government personnel and representatives from staff agencies and industry to determine program status, major milestones, and coordination of each to detect in advance potential slippage or increased costs; and to ascertain appropriate action required to maintain or improve program schedules;

3.1.9 Takes actions necessary to correct any identified problem areas; and/or

3.1.10 Manages short- and long-range planning activities that include multi-year work plans that are the products of subordinate organizational projects/programs.

3.2 Management and Program Analysis Services: These positions relate to helping organizations improve performance analysis of existing organizational issues and development of improvement plans. Typical management and program analysis duties may include, but are not limited to the following:

- 3.2.1** Analyzing and evaluating the effectiveness of line program operations in meeting established goals and objectives;
- 3.2.2** Developing life cycle cost analyses of projects or performing cost benefit or economic evaluations of current or projected programs;
- 3.2.3** Advising on the potential benefits/uses of automation to improve the efficiency of administrative support or program operations;
- 3.2.4** Evaluating and advising on the organization, methods, and procedures for providing administrative support systems such as records, communications, directives, forms, files, and documentation;
- 3.2.5** Researching and investigating new or improved business and management practices for application to agency programs or operations;
- 3.2.6** Analyzing management information requirements to develop program or administrative reporting systems including the systems specifications, data gathering and analytical techniques, and systems evaluation methodology;
- 3.2.7** Analyzing new or proposed legislation or regulations to determine impact on program operations and management;
- 3.2.8** Developing new or modified administrative program policies, regulations, goals, or objectives;
- 3.2.9** Identifying data required for use in the management and direction of programs;
- 3.2.10** Developing data required for use in the management and direction of programs;
- 3.2.11** Developing management and/or program evaluation plans, procedures, and methodology;
- 3.2.12** Reviewing administrative audit and investigative reports to determine appropriate changes or corrective action required;
- 3.2.13** Analyzing and evaluating proposed changes in mission, operating procedures.

3.3 Assessment, Monitoring, and Evaluation Services (AME): These positions relate to the planning and assessment of Security Cooperation Operations, Activities, and Investments (OAIs) and the implementation of new requirements such as the identification of comprehensive institutional capacity building and capability opportunities to support OAI sustainability, as well as the development of logic frameworks, theories of change, and performance indicators to measure progress. Typical AME duties may include, but are not limited to the following:

- 3.3.1** Apply OSD Policy-issued AM&E guidance, templates, and frameworks.
- 3.3.2** Provide support for completion of partnership assessments (PA) and Initiative Design Documents (IDD) in which the staff critically analyze both U.S. strategic guidance and the operating environment;
- 3.3.3** Complete PA/IDD template submissions. The PA/IDD is intended to inform U.S. Government funding decisions and reflect the design framework of initiatives, outlining the rationale and assumptions for a given set of activities and how they will result in the desired outcomes;
- 3.3.4** Perform assessments and program monitoring in conjunction with other staff, including government employees with the desired result of gathering data needed to analyze performance and inform decision-making;
- 3.3.5** Identify gaps in institutional capacity;
- 3.3.6** Develop plans to improve and develop institutional capacity and capability;
- 3.3.7** Develop monitoring plans (with indicators, baseline values, targets, and data collection support responsibilities) and conduct monitoring of projects and activities;
- 3.3.8** Support the execution of evaluations to include sitting for interviews, providing requested documentation, and supporting stakeholders with the evaluation process;
- 3.3.9** Support, facilitate, and complete the documentation of five year plans that sequence activities and authorities necessary over five years;
- 3.3.10** Maintain relationships with broader DoD entities and organizations to facilitate communication and exchange across stakeholders.

3.4 Information Technology Services: These positions relate to work that involves a wide range of IT management activities that typically extend and apply to an entire organization or major components of an organization. This includes strategic planning, capital planning and investment control, workforce planning, policy and standards development, resource management, knowledge management, auditing, and information security management. Typical information technology duties may include, but are not limited to the following:

- 3.4.1** Develop, implement, and ensure compliance with plans, policies, standards, infrastructures, and architectures that establish the framework for the management of all IT programs;
- 3.4.2** Analyze, plan, design, document, assess, and manage the IT enterprise structural framework to align IT systems with the mission, goals, and business processes of the organization;
- 3.4.3** Plan, develop, implement, and maintain programs, policies, and procedures to protect the integrity and confidentiality of systems, networks, and data;
- 3.4.4** Consult with customers to refine functional requirements and translate functional requirements into technical specifications;

- 3.4.5** Translate technical specifications into programming specifications; develop, customize, or acquire applications software programs; and test, debug, and maintain software programs;
- 3.4.6** Install, configure, and maintain the operating systems environment, including systems servers and operating systems software on which applications programs run;
- 3.4.7** Test, install, configure, and maintain networks including hardware (servers, hubs, bridges, switches, and routers) and software that permit the sharing and transmission of information;
- 3.4.8** Develop and administer databases used to store and retrieve data and develop standards for the handling of data;
- 3.4.9** Provide services that permit the publication and transmission of information about agency programs to internal and external audiences using the Internet;
- 3.4.10** Install, configure, troubleshoot, and maintain hardware and software to ensure the availability and functionality of systems;
- 3.4.11** Provide technical support to customers who need advice, assistance, and training in applying hardware and software systems;
- 3.4.12** Assist the Social Media and Website Content Manager, and Photojournalist in writing and editing content to be posted on CENTCOM website and social media platforms.

3.5 Data Science Services: These positions relate to work that involves a wide range of activities that typically extend and apply to an entire organization or major components of an organization. This includes artificial intelligence (AI), machine learning (ML), advanced modeling, algorithm development, predictive analytics, prescriptive analytics, forecasting, and free text queries within AI/ML decision support tools. Typical data science duties may include, but are not limited to the following:

- 3.5.1** The Contractor shall build AI models using machine learning algorithms and deep learning neural networks to integrate with Command Common Operating Picture data repository to enable decision-making in near real time. The AI/ML tool will provide visual displays of advanced analytic data to a geographic model/map and or dashboard(s) and support free text queries capabilities;
- 3.5.2** The Contractor shall have a sound understanding of programming, software engineering and data science to develop specialized AI models that correlate with various logistics datasets to meet desired objectives;
- 3.5.3** The Contractor shall build predictive models using vast volumes of data and have in-depth knowledge of machine learning algorithms, deep learning algorithms and frameworks. The contractor shall work with the Command Staff to ensure AI/ML workflows include Cyber, Knowledge and Information Management disciplines to enable the Decision-Making Process;
- 3.5.4** The Contractor shall build data ingestion and data transformation infrastructure to interface with the data repository application program

interfaces (API) and build AI/ML models to enterprise standards for data sharing with joint enterprise systems;

3.5.5 The Contractor shall have a sound understanding of Computer Coding languages (python preferred);

3.5.6 The Contractor shall have a sound understanding of applications such as Qlik, Data Bricks, Advana, and Maven Smart Systems;

3.5.7 The Contractor shall have a sound understanding of cloud computing.

3.6 Logistic Management Services: These positions relate to management of resources, integration of information, transportation, inventory, warehousing, material handling, packaging, and security and functions necessary to manage the flow of resources. Typical logistics duties may include, but are not limited to the following:

3.6.1 Coordinating and integrating of numerous activities and functions into an overall efficient and effective support effort;

3.6.2 Activities may include supply, maintenance, operational contract support, transportation, vendor risk analysis, inventory management, quality assurance, facilities and property management, production control, and property disposal;

3.6.3 Planning, logistic analysis, and coordination for a portion of a major system's acquisition and transfer into operational use; or their work may involve responsibility for a subsystem or group of like smaller systems;

3.6.4 Development and analysis of data to determine logistic objectives and goals, to identify support requirements, and to establish the relationship between the support system and the material system;

3.6.5 Analysis of budgetary and other resource limitations and the development of alternatives, or "trade-offs," when necessary;

3.6.6 Analysis of the sale requirements to determine what is needed to provide the item itself (e.g., production requirements), schedules for delivery, price and availability, spare parts needed, training required, specific purposes for the system's use, facilities required, test equipment needed for support, and types and levels of maintenance required;

3.6.7 Coordinating with military advisory groups both in the foreign country and in the United States concerning available facilities, local maintenance and supply capabilities, manpower resources, and other support needs available in the country;

3.6.8 Monitoring the status of requisitions through supply channels, control points, and ports to assure that delivery schedules are met;

3.6.9 Developing information which leads to decisions on which facilities will be used for maintenance of the system, planning for, and negotiating inter- and intra-service support agreements, analyzing performance data to identify additional training needs, securing repair parts from other activities, adjusting in support scheduling, analyzing work-hour requirements to recommend the most economical use of financial resources, and identifying possible "trade offs" to satisfy requirements;

- 3.6.10** Contact and coordination with military units, often during onsite visits, to analyze the levels of readiness being maintained, to identify problems and deficiencies in logistics support, and to aid in increasing support effectiveness;
- 3.6.11** Developing and analyzing policies, procedures, and regulatory requirements; evaluating their impact on current support operations; and planning and coordinating changes and future actions with technical and program specialists;
- 3.6.12** Preparation and presentation of briefings, reports, analyses, and recommendations which assist in the formulation of decisions regarding long- and short-range logistics program planning and execution;
- 3.6.13** The input and maintenance of logistics information into logistics information systems relative to integrated operations and intelligence information.

3.7 Operational Contract Support (OCS) Services: These positions relate to planning, incorporating, coordinating, synchronizing, and integrating commercial support to operations by executing the three functions of OCS, 1) Contract Support Integration, 2) Contracting Support, and 3) Contractor Management. Typical OCS duties may include, but are not limited to the following:

- 3.7.1** Perform OCS integration into joint planning;
- 3.7.2** Perform OCS regulation and policy compliance;
- 3.7.3** Perform OCS integration into assessments, lessons learned, exercises, and training;
- 3.7.4** Organize, execute, and participate in OCS-related boards, bureaus, centers, cells, and working groups (B2C2WGs);
- 3.7.5** Perform OCS reporting and prepare responses to requests for information (RFIs);
- 3.7.6** Maintain OCS Knowledge Management (KM).

3.8 Vendor Threat Mitigation (VTM) Services: These positions scrutinize foreign vendors providing goods and / or services to United States Government (USG) Department of Defense (DoD) forces operating Outside the Continental United States (OCONUS) ensuring units operating within the USCENTCOM AOR do not violate Public Law 113-291, "Never Contract with the Enemy". Typical VTM duties may include, but are not limited to the following:

- 3.8.1** Support the VTM Operations Chief;
- 3.8.2** Recommend VTM ratings;
- 3.8.3** Execute VTM B2C2WGs;
- 3.8.4** Maintain VTM regulations;
- 3.8.5** Screen vendor profiles;
- 3.8.6** Maintain vetting throughput;
- 3.8.7** Perform Action Officer staffing duties;

- 3.8.8** Maintain VTM reporting;
- 3.8.9** Conduct Section 841 identifications;
- 3.8.10** Conduct annual review of Section 841 identifications.

3.9 Acquisition Management Services: These positions provide Acquisition Management Support and Acquisition Administrative Support with the specific expertise described below to plan, coordinate, and assist in requirement definition, development, and contract execution for acquisition programs, including unclassified, collateral and requirements up to the Secret level. Typical Acquisition Management duties may include, but are not limited to the following:

- 3.9.1** The contractor shall provide project specific acquisition management that effectively translate requirements into executable requirements packages that can be awarded using anyDoD approved contracting methodology;
- 3.9.2** Develop performance work statements, statements of work, statement of objectives and other documents related to requirement development;
- 3.9.3** Assist with establishing management controls such as milestones, cost estimates, and quality assurance plans in accordance with Department of Defense and Air Force procurement directives;
- 3.9.4** Advise requirement owners of significant actions or problems, and seek resolution;
- 3.9.5** Analyze interrelated issues of effectiveness, efficiency, and productivity; develop recommendations to solve problems; and apply program management principles to guide program accomplishment through the various phases of the acquisition cycle;
- 3.9.6** Receives all purchase requests from requirement owners use for the entire directorate;
- 3.9.7** Track all procurement requests once the acquisition strategy has been determined, from start to end;
- 3.9.8** Provide support to Government Purchase Program, including the AO and current cardholders;
- 3.9.9** Ensure each purchase request is from vendors that are FAR compliant. If not, assist in obtaining the documentation and communicate with the requirement owners to gather it. Submit all purchases to card holders and ensure adequate competition;
- 3.9.10** Continuous communication with all requirement owners;
- 3.9.11** Execute market research.

3.10 Financial Management Services: These positions relate to planning, directing, monitoring, organizing, and controlling monetary resources of the organization. Typical financial management duties may include, but are not limited to the following:

- 3.10.1** Planning the program within delegated limits;
- 3.10.2** Developing, revising, and/or adapting accounting systems;

- 3.10.3** Executing day-to-day ledger maintenance and related operations for the classification and other recording of financial transactions;
- 3.10.4** Analyzing the results and interpreting the effects of transactions upon the financial resources of the organization;
- 3.10.5** Applying accounting concepts to solve problems, render advice, or to meet other needs of management;
- 3.10.6** Managing the total accounting program, including supervision of subordinate accountants, accounting technicians, voucher examiners, payroll clerks, and other similar supporting personnel;
- 3.10.7** Formulating/developing instructions, calls for estimates, preparing estimates, reviewing, and consolidating estimates;
- 3.10.8** Presenting appropriate data to the organization;
- 3.10.9** Executing funds control, program adjustments, review of reports and preparation of reports;
- 3.10.10** Reporting appropriate data to key officials at all levels of management for the purpose of helping to achieve the most effective program and financial management;
- 3.10.11** Advising and serving as the technical expert on the financial aspects of all matters;
- 3.10.12** Administering, supervising, or performing study, analysis, evaluation, development or improvement of managerial policies, practices, methods, and procedures;
- 3.10.13** Operating, maintaining, or administering one or more administrative control systems, services, processes, or functions such as those for forms control, the handling of correspondence, directives control, the disposition of records;
- 3.10.14** Establishing and improving of audit policies, programs, methods, and procedures, and the achievement of a high standard of auditing;
- 3.10.15** Administering or performing professional work or providing professional consultation in the application of statistical theories, techniques, and methods to the gathering and/or interpretation of quantified information; or advising on, administering, supervising, or performing work involved in collecting, editing, computing, compiling, analyzing; and presenting statistical data, where the work requires knowledge and application of statistical methods and procedures, and techniques.

3.11 Language Services: These positions relate to administration, supervision, or work in rendering from a foreign language into English or from English into a foreign language either spoken or written word where the objective is accurate translations and/or interpretations. Typical language specialist duties may include, but are not limited to the following:

- 3.11.1** Perform simultaneous interpretation and translation;
- 3.11.2** Perform consecutive interpretation and translation;
- 3.11.3** Knowledge of one or more foreign languages (equivalent to the knowledge that would be gained through completion of a

baccalaureate/graduate degree language program in a country where the language studied is not the country's language);

3.11.4 Knowledge of English (equivalent to that gained through completion of a baccalaureate/graduate degree in English where English is studied as a foreign language). Education completed through high school in an English-speaking country would provide at least this level of knowledge;

3.11.5 Translate a wide variety of technical, legal, fiscal, scientific, or other material requiring specialized terminology and written for use by subject matter experts;

3.11.6 Translates documents involving laws, treaties, international trade, political issues, reports, speeches, as well as economic, legal, scientific, and technical material into English and into the foreign language;

3.11.7 Interpreting during negotiations, conferences, and meetings in which policies and agreements are established and presented;

3.11.8 Translating or interpreting where there are specific procedures involved and the work typically comprises a complete segment of a project of broader scope;

3.11.9 Translating or interpreting material of a highly sensitive nature;

3.11.10 Provide e linguistic and cultural advice must analyze a variety of unusual problems in overcoming any cultural differences;

3.11.11 Analysis and resolution of problems in wording in such things as agreements, treaties, and foreign policy statements.

3.12 Scientific Services: These positions relate to application and professional knowledge in planning, conducting, evaluating, analyzing, and managing fundamental research and knowledge enhancement of climate change. Typical scientific duties may include, but are not limited to the following:

3.12.1 Coordinating and integrating of numerous activities and functions into an overall efficient and effective support effort;

3.12.2 Development and analysis of data to determine climate change impacts, objectives, and goals;

3.12.3 Analysis of budgetary and other resource limitations and the development of solutions;

3.12.4 Coordinating with military advisory groups both in the foreign country and in the United States concerning available data and information available in the country;

3.12.5 Developing and analyzing policies, procedures, and regulatory requirements; evaluating their impact on current support operations; and planning and coordinating changes and future actions with technical and program specialists;

3.12.6 Preparation and presentation of briefings, reports, analyses, and recommendations which assist in the formulation of decisions regarding long- and short-range climate change program planning and execution.

3.13 Public Affairs Services: These positions relate to management in policy formulation, advise on the potential public reaction to proposed policies, and plan, organize, and evaluate communication strategies, programs, and materials. Typical public affairs specialist duties may include, but are not limited to the following:

3.13.1 Maintain situational awareness on and share information on current and future events that have the potential to garner media exposure;

3.13.2 Research, draft, and coordinate responses to media queries, and distribute approved releases/statements to media outlets;

3.13.3 Produce and distribute News Clips on a daily basis, as well as other products as necessary to assess the media environment and/or summarize news reporting on specific topics;

3.13.4 Conduct media research analysis and contribute to the construction of any ad hoc staff products, information papers, briefings and other products for the Commander, his staff, and others as needed;

3.13.5 Attend and provide public affairs inputs to necessary meetings and working groups to support strategic planning and crisis response;

3.13.6 Researching, writing, and coordinating responses to media queries and provide draft statements for consideration as responses to media queries;

3.13.7 Conducts research as required; writes draft communication products such as public affairs guidance (PAG), responses to query (RTQ), talking points (TPs), and other products as needed; and coordinates with review authorities to finalize products and disseminate them as required;

3.13.8 Produce media read-ahead books for the commanders and other key leaders. Track Twitter and other social media of influential people and organizations and make recommendations for engagement. Maintain database of articles and talking points in OneNote;

3.13.9 Operate Defense Video and Imagery Distribution System (DVIDS) equipment as required and have knowledge of filing B-roll and video through DVIDS for release. Must also be able to ensure that any products released are in accordance with DoD regulations and procedures.

3.14 Intelligence Services: These positions relate to intelligence research and analysis and work connected with the organization of activities for the collection of raw intelligence and the dissemination of finished intelligence. Typical intelligence services duties may include, but are not limited to the following:

3.14.1 Evaluation of collected information, drawing of pertinent inferences from its analysis, and interpretation of such inferences in keeping with the requirements of officials responsible for planning or for making policy decisions;

3.14.2 Assembles, collates, and analyzes separate bits of information from a variety of known and unknown sources, gathered under known and unknown conditions;

3.14.3 Assesses validity and reliability and, on the basis of all of the information known, estimates what the characteristics of a specific situation may be and predicts its effects upon future events;

- 3.14.4** Offer conclusions based upon the best available information, who can work in a team situation, and who will accept the restrictions of anonymity;
- 3.14.5** Receive and review data from various documents, reference books, periodicals, newspapers, reports, photographs, and other forms of communication;
- 3.14.6** Analyze and evaluate the significance and validity of such data and provide for its storage and maintenance;
- 3.14.7** Exploit (As used in the intelligence field this means to acquire the maximum intelligence use out of raw data.), interpret, and project existing data to fill gaps in information, request the collection of data to fill gaps in knowledge, and review and evaluate finished intelligence reports from the point of view of their specific subject-matter fields;
- 3.14.8** Give guidance to officials stationed or traveling overseas, and to others in a position to collect raw data, as to type and significance of information needed;
- 3.14.9** Conduct briefing sessions on specific topics for policy and decision makers who are in need of specific intelligence information;
- 3.14.10** Apply knowledge of the organization and operations of the entire intelligence function to a variety of different kinds of tasks and functions designed to collect and disseminate information.

4. DELIVERABLES: The deliverables listed under this section are required at the Contract level. These are considered basic contract level administration and will not be separately ordered or reimbursed through a task order.

4.1 Quarterly Program Status Report (QPSR): The contractor shall submit to the Contracting Officer Representative (COR) and the contracting officer a quarterly program status report. The contractor shall report performance issues, status of resolution or lack thereof, and information as stated in subsections of PWS section 4.1.

4.1.1 The contractor management staff shall electronically send the QPSR to the COR and Contracting Officer no later than the 10th calendar day of the third month and every three months thereafter. If the 10th calendar day falls on a weekend or holiday, the contractor shall submit the report on the next business day.

4.1.2 The QPSR is a record of all awarded task orders. It provides task order information such as task order number, award date, performance start dates, teaming partners/subcontractor used by the prime contractor along with their business size designations, and task order value. The QPSR must provide the government with information regarding:

4.1.2.1 Task Order Request Participation: This indicator is a measure of the contractor's willingness and ability to perform requirements and the

effectiveness of their Management Approach to ensure capability for the full spectrum of services in this contract.

4.1.2.1.1 At a minimum, each contractor shall propose on 75 percent of the task order requests in a 12-month period throughout the life of this contract. The contractor shall report the number of task order requests that they responded to, and the total task order requests issued in the QPSR. The Air Force calculates this measure by dividing the number of task order quotes submitted by the contractor by the number of issued task order requests in a 12-month period. Contractors who do not meet this metrics may be subject to unfavorable Contractor Performance Assessment Reporting System (CPARS) ratings and be ineligible for follow-up option years.

4.1.2.1.2 If the contractor will not submit a quote on a task order request, they must inform the contracting officer of their non-participation by the due date of the task order Fair Opportunity Proposal Request (FOPR).

4.1.2.2 Subcontracted Contract Performance: The contractor shall identify the teaming partner/subcontractor used to fulfill requirements and report the total cost assigned to that subcontractor in the QPSR. This indicator is a measure of the contractor management staff’s compliance with FAR 52.219.14, Limitations on Subcontracting. The Air Force calculates this measure by dividing the total cost assigned to subcontractor(s) by the total cost awarded for the contract.

4.1.2.3 Travel: The contractor shall provide the costs incurred and funding available for each task order’s Travel CLINs in the QPSR.

Deliverable	Due Date	Format	Submit To
Quarterly Program Status Report	NLT The 10 th calendar day of the contract’s third month and every three months thereafter	Electronic copy via email	COR and Contracting Officer

4.1.3 Task Order Deliverables: Additional deliverable requirements will be defined at the task order level.

5. PLACE OF PERFORMANCE: Place of performance will be at HQ USCENCOM located at MacDill AFB, FL., as well as various government CONUS and OCONUS locations as dictated by the requirement task order. USG will consider alternate places of performance on a case-by-

case basis at the task order level. In the event of a declared state of emergency or for contingency operations, it may be appropriate and necessary for contracted employees to perform assigned tasks in a telecommute or telework status at an alternate site.

5.1 Contractor management in coordination with the COR must authorize Telecommuting/Telework for an employee who usually performs duties at the Government location whether performing at alternate sites, contractor employee's home, authorized contractor site, or other Government location.

5.2 All telework equipment must be approved by CENTCOM and in compliance with applicable U.S. Government standards. When in telework status, the contractor must maintain availability via e-mail and phone during established hours. The contractor is required to adhere to any accountability measures to include but not limited to "checking in" to any division or directorate phone conferences. All telecommuting and/or telework expenses for internet, telephone connectivity, and other equipment services shall be provided by the contractor.

5.3 Classified work is not authorized under telework or alternate worksite unless with specific and in writing permission provided. This authorization must also be coordinated and approved by the COR and applicable Government entities to include information technology and information security authorities.

5.4 Authorized telecommuting or alternate worksite locations does not abrogate the contractor's requirement for complying with the protection of information IAW Federal statutes, DOD regulations and/or CENTCOM rules and directives, Security and Protection of Information sections of this PWS, contract clauses or DD Form 254.

6. HOURS OF OPERATION: The contractor may schedule duty hours within normal operating hours from 6:00 AM to 5:00 PM, Monday through Friday, except for Government designated holidays or base closures. Duty hours during periods of government approved travel/temporary duty (TDY) may require the contractor to exceed the eight (8) hour per day minimum on Monday through Friday and to travel and conduct work off-site during weekends and government holidays. The contractor shall coordinate unusual circumstances or requirements with the COR on a case-by-case basis. All additional work hours will be reviewed by the contractor site lead then approved by the COR to meet requirements. Additional work hours will be reimbursed to contractor employees in the form of compensation time. All due diligence shall be made to complete work within the standard forty (40) hour workweek. The contractor shall not assume that the COR will automatically approve additional work hours after the fact. The COR shall not unduly deny compensation time for which the contractor adequately justifies.

7. FEDERAL HOLIDAYS: The contractor shall be in observance of federal holidays for this contract. Accordingly, the Government will not be billed for such holidays, except when services are required by the Government and are performed on a holiday.

8. PERIOD OF PERFORMANCE: The period of performance will be one (1) base year plus four (4) option years beginning and ending on the dates set forth under the “DELIVERY INFORMATION” Section of this contract. Task Orders will designate their own period of performance and include any specific performance requirements.

9. EQUIPMENT AVAILABLE FOR CONTRACTOR USE: Task Orders will specifically designate what equipment (if any) the Government will make available for contractor use including workspace, computer, phone, printer, etc.

10. GOVERNMENT-OWNED VEHICLES: The contractor may be required to drive government-owned vehicles to perform tasks stated within the PWS. The contractor shall comply with AFI 24-301, Vehicle Operations(<http://www.e-publishing.af.mil>), and base regulations/traffic laws. Contractor personnel who operate government-owned vehicles must have a valid state-issued driver’s license and a government driver’s license.

11. PRIVACY ACT: Work on this contract may require that personnel have access to privacy information. Personnel shall adhere to the Privacy Act, Title 5 of the U.S. Code, Section 552a and applicable agency rules and regulations.

12. SECURITY REQUIREMENTS: Security requirements applicable to this contract, and subsequent task orders, are described in the Department of Defense Contract Security Classification Specification DD254. The Contractor will comply with the following:

12.1 The Contractor must hold an active SECRET Facility Clearance prior to performance on a task order. Clearance is to be granted by the Defense Security Service. If a prime contractor is unable to obtain an active Secret facility clearance, they will not be entitled to receive the minimum guarantee under this contract.

12.2 Contractor personnel working under this contract (and subsequent task orders) who will specifically require access to classified information at U.S. Government facilities during performance will need to obtain and maintain a minimum of Secret security clearance. Some positions may require Top Secret / Sensitive Compartmented Information (TS/SCI) security clearance. The exact security clearance requirements will be detailed at the task-order level.

12.3 All personnel performing tasks under this contract must be eligible for, and obtain, a DoD Common Access Card (CAC) and associated DoD Public Key Infrastructure (PKI) certificates for identity verification and encryption of transmitted correspondence.

12.4 Contractor personnel performing work under this PWS, its attachments or modifications to this PWS, must be cleared at the specified clearance levels of the PWS prior to the contractor employee starting that employee’s first reimbursable

performance of services on the contract. Additional Special Category (SPECAT), Special Access Program (SAP), HUMINT Control System (HCS), and Law Enforcement Sensitive (LES) accesses may be required for selected Contractor personnel performing specific tasks. Contractor personnel working on-site shall follow procedures established at each site for ensuring the security of the building, equipment, materials, and personnel who are working in and around facilities. During duty hours, Contractor personnel shall keep doors to the outside of facilities secured. When securing facilities at the end of the duty, Contractor personnel shall follow established procedures. The Contractor and its employees shall be subject to all traffic, security, and registration regulations for personnel and vehicles.

12.5 Data files and output products will be safeguarded in accordance with appropriate security measures for the classification of data being handled. All USCENTCOM and installation rules and regulations applicable to personal conduct, safety, security, and site entry and exit will be complied with. All Contractors must be U.S. citizens. The Contractor may be required to provide employee background information to comply with contract clearance requirements and building access badges.

12.6 Contractors requiring access to SAP and SPECAT data and activities will be provided the necessary accesses by the appropriate USCENTCOM Control Officer.

12.7 The Government will provide the necessary Department of Defense DD Form 254 attesting to the security requirements of the PWS, its attachments or modifications (additional tasks or levels of effort) to this PWS. The Contractor is responsible for providing employee clearance information to the Client Representative and/or local security officer for use in preparing a DD254 form.

12.8 Contractor's request for visit authorization shall be submitted in accordance with DOD 5220.22M (Industrial Security Manual for Safeguarding Classified Information) not later than one (1) week prior to visit.

12.9 Contractor Identification: Contractor employees must be clearly identifiable while on Government property by wearing appropriate badges and shirts with contractor logos. Badges must always be clearly visible while on Government property and presented for examination upon request from the Contracting Officer, COR, Military Police, or any other Government Official with a need to see the badge. Contractor personnel and their subcontractors must identify themselves as Contractors or subcontractors during meetings, telephone conversations, in electronic messages, or correspondence related to this Contract. In email correspondence with the Government, it should be clear that the employee is a contractor employee (i.e., annotate in signature block). Contractor-occupied facilities (on Department of the Air Force or other Government installations) such as offices, separate rooms, or cubicles must be clearly identified with Contractor supplied signs, name plates or other

identification, showing that these are work areas for Contractor or subcontractor personnel.

12.10 Unless otherwise directed by the COR, all documents produced or revised by Contractors or developed through Contractor participation must be marked as “Contractor generated documents” or otherwise identified in a manner that discloses the Contractor’s participation.

12.11 While working on MacDill AFB, contractor employees shall comply with directives issued by MacDill AFB implementing Force Protection Condition (FPCON) procedures, random antiterrorism measures (RAM) and local search/identification requirements. Contractor shall safeguard all government property including controlled forms provided for contractor use. At the close of each work period, laboratory and test equipment, facilities, support equipment and official government written/electronic materials shall be secured. Contractor shall perform end-of-day security checks for rooms or areas in which they perform work or occupy.

13. DATA, SOFTWARE, AND INTELLECTUAL PROPERTY RIGHTS: Without the prior written permission of the contracting officer, no Items, created or provided expressly for this effort/contract/PWS shall be used by the Contractor for any purpose other than those purposes that are in support of, or for performance under, this effort/contract/PWS. The Contractor and its employees and subcontractors are obligated to protect from unauthorized use or disclosure all Government confidential or classified material and/or Government-owned proprietary and/or Personally Identifiable Information or Personal Privacy, Items obtained during performance under this effort/contract/PWS, as long as such items remain proprietary, confidential, sensitive, or classified. Any information obtained in the course of duties, or the performance of services, under this effort/contract/task order including, but not limited to, information that may be made available for use that relates to the technical data, trade secrets, processes operations, style of work, or apparatus, or to the technical data, statistical data, amount or source of any income, profits, losses, or expenditures of any person, firm, partnership, corporation, or association is included in this clause. Contract personnel shall not publish, divulge, disclose, or make known this information (hereinafter, singularly, or collectively, included in “items”) or any other items created or provided expressly for this contract, in any manner, or to any extent not previously authorized in writing by the Contracting Officer or the Contracting Officer’s Representative (COR). Moreover, when the Contractor’s need for any such items ends, the items shall be returned promptly (within ten (10) business days) to the appropriate government program personnel.

14. MARKING OF CONTRACTOR REPORTS: All reports generated under this contract should prominently show on the cover of the report:

- Name and business address of the contractor
- Contract/task order number

- Name of individual sponsor from the requiring activity at the Program Manager or comparable level
- Name, directorate, branch, and address of requiring activity

15. CONTINUATION OF ESSENTIAL CONTRACTOR SERVICES: The Government has identified that some contractor services performed under this contract will require essential contractor services in support of mission essential functions. Task orders requiring the need for continuation of essential contractor services will be identified in the task order PWS and in accordance with DFARS 252.237-7023. Contractors will be required to provide a written plan describing how it will continue to perform essential contractor services in accordance with DFARS 252.237-7024.

16. TRAVEL (NO FEE): Long-distance travel is defined as travel to a location over fifty (50) miles from the Contractor employee 's normal duty station. Local travel, under 50 miles will not be reimbursed. OCONUS allowances may be considered a travel related cost and would be reimbursed under the time and material travel CLIN.

16.1 Contractor costs for travel will be reimbursed at the limits set in the following regulations (see FAR 31.205-46):

16.1.1 Federal Travel Regulations (FTR) - prescribed by Air Mobility Command (AMC), for travel in the contiguous U.S.

16.1.2 Joint Travel Regulations (JTR), Volume 2, Department of Defense (DoD) Civilian Personnel, Appendix A - prescribed by the DoD, for travel in Alaska, Hawaii, and outlying areas of the U.S. Department of State Standardized Regulations (DSSR) (Government Civilians, Foreign Areas), Section 925, "Maximum Travel Per Diem Allowances for Foreign Areas" - prescribed by the Department of State, for travel in areas not covered in the FTR or JTR.

16.1.3 Department of State Standardized Regulations (DSSR) (Government Civilians, Foreign Areas), Section 925, "Maximum Travel Per Diem Allowances for Foreign Areas," prescribed by the Department of State for travel in areas not covered in the FTR or JTR.

16.1.4 All contractors shall be able to complete the requirements listed below within 30 days following contract award and be responsible for assisting and procuring all required documentation for personnel traveling OCONUS, including passports and visas. Tasks include:

- Synchronized Predeployment & Operational Tracker (SPOT) registry
- Personnel Recovery training
- Counter Threat Awareness Training (CTAT)

- Become familiar with the visa requirements for all countries in the USCENTCOM AOR

16.2 Historical data (projected hours) for travel, including locations, will be provided at the task order level.

16.3 Per USCENTCOM policy, and as dictated by the threat condition at the work site, the Government will provide Geneva Convention Identification Cards, medical care, force protection, force protection training (including weapons familiarization training), CBRN defense equipment, and CBRN defense training, and pre-deployment immunizations, if and when required. Contractor shall notify Contracting Officer Representative of deployment requirement to receive specific pre-deployment guidance.

16.4 Contractor Request and Approval of Travel: The contractor may invoice monthly for the incurred travel costs in compliance with the JTR/FTR/DSSR. Travel costs shall not include profit or fee. The invoice shall include the period of performance (PoP) covered by the invoice, the CLIN, title, and identify all cumulative travel costs billed by CLIN as stated in Section G. Any travel under this contract must be specifically requested in writing by the Contractor and approved by the Contracting Officer's Representative (COR), prior to incurring any travel expense. The Contractor shall submit the written request to the COR at least five business days in advance. The travel request shall include as a minimum, the following:

- Contract/task order number
- Travel Authorization Request number or identifier, approver name, and approval date
- Travel location
- Date, time, and place of proposed travel
- Number of travel days
- Dates of travel
- Number of days per diem charged
- Per Diem rate used
- Total per diem charged
- Transportation costs
- Total charges
- Explanation of variances exceeding 10% of the approved versus actual costs
- Purpose of travel and how it relates to the contract
- Contractor's estimated cost of travel with a breakdown of the estimated costs of transportation, lodging, meals, and incidentals; and
- Name(s) of individual(s) traveling

16.5 All cost presentations provided by the contractor shall include documentation of purchases (e.g., receipts). Receipts will be required for any travel-related expenses of \$75.00 or more.

16.6 Labor costs/wages of personnel on travel outside of normal business hours will not be covered under the time and material travel CLIN. OCONUS specific travel costs such as passport fees, immunization fees, etc. will be considered on a case-by-case basis.

16.7 The task orders that require/allow for travel will include a not-to-exceed funding limitation for travel costs. When the Contractor expects total funding expended for reimbursable travel to reach 85 percent of the total funds available on the travel CLIN, the Contractor shall notify the Contracting Officer and the COR, and any other Government official identified by the Contracting Officer. The notice shall state the estimated amount of additional funds required to continue performance for the period specified in the task order. The Contractor shall not exceed or incur costs that exceed the amount of funding stated on the time and material travel CLIN. The Government is not obligated to reimburse the Contractor for otherwise reimbursable travel more than the funded amount stated on the time and material travel CLIN.

16.8 The Contractor is not obligated to continue performance of any work under this Contract or otherwise incur costs for travel more than the funded amount stated on the time and material travel CLIN unless the Contracting Officer notifies the Contractor in writing that the funded amount stated under the applicable travel CLIN has been increased. In the event notification is made orally, such notification shall be followed up in writing within two business days.

16.9 No notice, communication, or representation from any person other than the Contracting Officer shall affect the Government's obligation to reimburse the Contractor.

16.10 Change orders shall not be considered an authorization to exceed the funded amount stated under the time and material travel CLIN unless they contain a statement expressly increasing the funded amount of that travel CLIN by enough to cover the change order.

17. LABOR HOUR (FOR EVENT SUPPORT): The contractor shall invoice monthly based on cost incurred for the Event Support and shall include the PoP covered by the invoice and CLIN number in accordance with the Contractors fixed labor rates. All hours shall be reported by CLIN, by contractor employee, and shall be provided for the current billing month and in total from Event Support to date. The contractor shall ensure all work is performed in accordance with the correct CLIN and funding source. Any labor hour requirements under this contract must be specifically requested in writing by the Contractor and approved by the Contracting Officer's Representative (COR), prior to incurring any labor hour expense. The Contractor shall

submit the written request to the COR at least five business days in advance. The labor hour request shall include as a minimum, the following:

- Contract/task order number
- Labor Hour Authorization Request number or identifier, approver name, and approval date
- CLIN Number
- Proposed rate
- Proposed hours
- Prior cumulative hours
- Prior cumulative amount
- Total cumulative hours
- Total cumulative amount
- Time period of hours billed if different than invoiced period
- Name(s) of individual(s)

17.1 All cost presentations provided by the contractor shall also include Overhead charges, and General and Administrative charges and shall also include the Overhead and General and Administrative rates being applied.

17.2 The task orders that require/allow for labor hour event support will include a not-to-exceed funding limitation for labor hour costs. When the Contractor expects total funding expended for labor hours to reach 85 percent of the total funds available on the labor hour CLIN, the Contractor shall notify the Contracting Officer and the COR, and any other Government official identified by the Contracting Officer. The notice shall state the estimated amount of additional funds required to continue performance for the period specified in the task order. The Contractor shall not exceed or incur costs that exceed the amount of funding stated on the labor hour CLIN. The Government is not obligated to reimburse the Contractor for otherwise reimbursable labor hours more than the funded amount stated on the labor hour CLIN.

18. OVERSEAS PERFORMANCE REQUIREMENTS: Task Orders may involve performance overseas. Task Orders will address specific overseas performance requirements depending on the country of performance.

19. MANPOWER REPORTING: The Contractor shall report all Contractor labor hours (including subcontractor labor hours) required for performance of services provided under this contract for DoD task orders valued more than \$3 million in obligations or deobligations. The contractor is required to completely fill in all required data fields using the following web address: <https://sam.gov/content/home/>. Reporting inputs will be for the labor executed during the period of performance during each Government fiscal year (FY), which runs October 1 through September 30. The reporting period for contractors in System for Award Management (SAM) is generally open from mid-October to mid-December for reporting against

prior government fiscal year. SAM will only enable reporting for entities with task orders that meet the Service Contract Reporting thresholds.

20. TASK ORDER TRANSITION PERIOD: The purpose of this transition period is to ensure a smooth transition in the change of work effort from the current contract/task order, the new contractor shall begin a transition period of 1 to 15 days prior to the end of the existing contractor's performance period.

21. SERVICE SUMMARY/PERFORMANCE REQUIREMENTS MATRIX: This service summary is applicable to the base IDIQ contract. Subsequent task orders issued may have their own, separate service summary.

Service	PWS Reference	Performance Standard	Acceptable Quality Level	Method of Surveillance	Incentive/Penalty
QPSR	4.1	Report submitted quarterly	90% of the QPSRs submitted accurately and on time.	Contractor Report submitted to COR and Contracting Officer	CPARS Rating
FOPR Participation Rate	4.1.2.1.1	Quotes submitted in response to a FOPRs	75% FOPR participation rate during a 12 month period	Contractor Report submitted to COR and Contracting Officer	CPARS Rating
FAR 52.219-14 Compliance for Performance of 50% of overall services	4.1.2.2	FAR 52.219-14	100% of the time	Contractor Report submitted to COR and Contracting Officer	CPARS Rating
Quality Control Plan	21.	Quality Control Plan submitted within 20 calendar days after award	100% on time	Contract QCP submitted to COR and Contracting Officer	CPARS Rating

21. QUALITY CONTROL: The contractor shall provide and maintain a Quality Control Plan (QCP) that contains, as a minimum, the items listed below (Section 21.5) to the COR for acceptance not later than twenty (20) calendar days after award. The COR will notify the contractor of acceptance or required modifications to the plan. The contractor shall make appropriate modifications and obtain acceptance of the plan within forty-five (45) calendar day from the date of award.

21.1 The Government may find the QCP "unacceptable" whenever the Contractor's procedures do not accomplish quality control objective(s). The Contractor shall revise the QCP within ten (10) working days from receipt of notice that the QCP is found "unacceptable."

21.2 The Contractor shall develop and implement procedures to identify, prevent, and ensure non-recurrence of defective services. The Contractor's QCP is how it assures that work complies with the requirements of this contract.

21.3 The Contracting Officer may notify the Contractor of required modifications to the plan during the period of performance. Within ten (10) working days, the Contractor then shall coordinate suggested modifications and obtain acceptance of the plan by the Contracting Officer.

21.4 Any modifications to the QCP during the period of performance shall be provided to the Contracting Officer for review no later than ten business days prior to effective date of the change.

21.5 The QCP shall include the following minimum requirements:

21.5.1 A description of the inspection system to cover all major services and deliverables listed in this PWS and Service/Performance Summary. The description shall include specifics as to the areas to be inspected on both a scheduled and unscheduled basis, frequency of inspections, and the title of inspectors.

21.5.2 A description of the methods to be used for identifying and preventing defects in the quality of service performed.

21.5.3 A description of the records to be kept to document inspections and corrective or preventative actions taken.

21.5.4 All records of inspections performed shall be retained and made available to the Government upon request throughout the performance period, and for the period after contract completion, until final settlement of any claims under this contract.

21.6 Task orders issued under this IDIQ will have separate Quality Control requirements in accordance with the task order deliverables, PWS, and Service Summaries.

22. QUALITY ASSURANCE: The Government will evaluate the contractor's performance of this contract and associated task orders on a regular basis for the tasks listed in the Service/Performance Summary. The COR or other designated evaluator will follow the method of surveillance specified in Quality Assurance Surveillance Plan (QASP). The Government will conduct informal and formal discussions with the contractor to ensure technical quality remains as high as possible. The Government will review written material that is intended for publication for quality and will provide feedback to the contractor. Documents submitted to the

COR for review are expected to be of a high quality requiring minimal modifications or correction. Unacceptable documents will be returned for corrections and resubmission. The COR will coordinate with the contractor if minor corrections are required. If major deficiencies occur and are not corrected or if deficiencies are delivered on a routine basis, the COR will provide written notification of unsatisfactory performance to the Contracting Officer. The Contracting Officer will review the circumstances of the COR's findings and determine if the contractor is conforming to the terms of the award and if a corrective action plan is required to return performance to an acceptable quality.

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