

**PERFORMANCE WORK STATEMENT (PWS)  
FOR  
STRATEGY, PLANS AND POLICY SUPPORT (SPPS)  
31 May 2024**

**1. DESCRIPTION OF SERVICES:** U.S. Central Command (USCENTCOM) requires services (non-personal) to support a unique joint staff planning need focused on integrating and synchronizing Department of Defense (DoD) military activities with United States Government (USG) strategy. Services include developing inputs to strategies, campaign plans, and concepts of operation that ultimately translate strategic and operational objectives into a series of related activities and operations to achieve desired end states in coordination with other DoD components, USG agencies, allies, coalition members and regional partners.

**2. BACKGROUND:**

2.1. USCENTCOM is furthering its efforts to better integrate theater level campaign constructs with other DoD organizations and the interagency (IA). This initiative promotes and depends upon a holistic approach to the planning, coordination, and synchronization of U.S. Government activities.

2.2. Concept. This task order shall be staffed by specialized personnel with the ability to perform specific planning requirements and collaborate with military and government employees to accomplish tasks that support the long-range planning requirements of USCENTCOM.

**3. CURRENT REQUIREMENTS:** The Contractor shall provide an extensive array of services to assist USCENTCOM in theater planning and synchronization. The contractor shall provide effective and responsive assistance in the form of preparing plans in the areas of operations (both Conventional and Special Operations Forces (SOF)), logistics, Communications Synchronization, and Counter Weapons of Mass Destruction (CWMD) as defined below to facilitate the USCENTCOM Staff meeting all joint requirements associated with a broad and diverse area of responsibility (AOR).

**3.1. CONTRACT LINE-ITEM NUMBERS (CLIN)**

3.1.1 Historical labor categories (or equivalent), number of positions, annual historical hours, and historical continuity of services hours, are listed in the table below. Position descriptions are outlined in the paragraphs following the table. This information is provided to aid offerors in developing their offers in response to this performance-based acquisition and represent the Government's estimated workload and is not intended to be binding on either party or to be the only possible solution to the requirement.

CLIN Description	PWS Para.	Labor Category	Number of FTEs	Historical Hours	Continuity of Services Hours
MASTER STRATEGY, PLANS, EXERCISES, AND POLICY SERVICES	3.2.1	Military Officer/Tactical Operations leader	2	1920	148
SENIOR STRATEGY, PLANS, EXERCISES AND POLICY SUPPORT SERVICES	3.2.2	Military Officer/Tactical Operations leader	6	1920	888

STRATEGY, PLANS, EXERCISES, AND POLICY SUPPORT SERVICES	3.2.3	Military Officer/Tactical Operations leader	17	1920	2516
WEAPONS OF MASS DESTRUCTION	3.2.4	Military Officer/Tactical Operations leader	1	1920	148
SPECIAL OPERATIONS	3.2.5	Special Forces Officers	2	1920	136
JOPEs	3.2.6	Military Officer/Tactical Operations leader	2	1920	68
LOGISTICS	3.2.7	Transportation, Storage, and Distribution Managers	1	1920	148
SPECIAL TECHNICAL OPERATIONS	3.2.8	Information Security Analyst	1	1920	60
COMMUNICATION SYNCHRONIZATION	3.2.9	Public Relations Specialist	4	1920	400
CONTRACTOR SITE LEAD	3.2.10	First-Line Supervisors of Office and Administrative Support Workers	1	1920	80
PLANS AND STAFF COORDINATION SERVICES	3.2.11	Executive Secretaries and Executive Administrative Assistants	1	1920	80
CYBER OPERATIONS	3.3.1	Information Security Analyst	1	1920	80
AIR TARGETEER	3.3.2	Command and Control Center Officer	1	1920	148
MILITARY DECEPTION	3.3.3	Military Officer/Tactical Operations leader	1	1920	60
FOCAL POINT PROGRAM SERVICES	3.3.4	Protective Service Workers, All Other	1	1920	0

Note: 1920 hrs = 1 FTE

This historical data is based on similar effort's historical workload and is not intended to be binding on either party or be the only possible solution to the requirements and it is up to the offeror to provide an offeror they see fit to accomplish the requirement.

### **3.2.1. MASTER STRATEGY, PLANS, EXERCISES, AND POLICY SERVICES (CLIN X001)**

3.2.1.1. These positions shall be staffed by individuals with (1) a comprehensive experience in joint strategic planning, (2) a graduate of Joint Advanced Warfighting School (JAWS), School of Advanced Military Studies (SAMS), School of Advanced Air and Space Studies (SAASS), School of Advanced Warfighting (SAW), Maritime Advanced Warfighting School (MAWS), or Senior Service College equivalent program, (3) a master's degree, (4) at least 10 years of planning experience, and (5) a minimum of 5 years planning experience at a Geographic or Functional Combatant Command Headquarters.

3.2.1.2. These services are required to support unique Joint Planning Team (JPT)/Operational Planning Team (OPT), Bi-Lateral, Multi-Lateral, and other efforts which may require:

3.2.1.2.1. Organize, direct, and coordinate planning and production of all task order activities.

3.2.1.2.2. Provide analyses, recommendations, and draft products for joint planning team and working group review and approval and support developing orders, analysis, estimates, and briefings for USCENTCOM leadership and primary staff and DoD, IA, Allies, Coalition members, and partner nation leaders.

3.2.1.2.3. Assist with evaluations and recommendations to the respective Divisions and Branches as they direct, coordinate, and conduct a joint combatant command level planning process.

3.2.1.2.4. Provide subject matter expertise on all aspects of the Joint Operational Planning Process to include: Mission Analysis, COA Development, COA Analysis (Wargaming), COA Comparison and Decision.

3.2.1.2.5. Provide subject matter expertise on Plans and Order Development: Analyze COA decision, mission statement, commander's intent, and guidance to develop plans and/or orders that direct subordinate actions.

3.2.1.2.6. Conduct orderly handover of plans for order development to those tasked with execution of the operation or campaign. Provide situational awareness and rationale to USCENTCOM leadership and staff regarding key decisions for a coherent transition from planning to execution.

3.2.1.2.7. Facilitate coordination across working groups, JPT/OPT, administrative support staff, Components, IA and Allies, Coalition members and partners in support of plans, meetings, conferences, and activities in support of plan development.

3.2.1.2.8. Assist with the management of working groups with a comprehensive view of operations by contributing to the preparation of reports, conducting analytical and statistical research and by providing alternative solutions and assessments of the long-range impact of work processes and other implications of studies and projects.

### **3.2.2. SENIOR STRATEGY, PLANS, EXERCISES AND POLICY SUPPORT SERVICES (CLIN X002)**

3.2.2.1. The position shall be staffed by an individual who (1) is a graduate of JAWS, SAMS, SAASS, SAW, MAWS, or Senior Service College, (2) holds a bachelor's degree, (3) has at least 5 years of planning experience, and (4) has a minimum of 3 years planning experience at the

Geographic or Functional Combatant Command Headquarters or Service Component headquarters that directly supports a Geographic Combatant Command..

3.2.2.2. These services are required to support unique JPT/OPT efforts which may require:

3.2.2.2.1. Conducting all aspects of the Joint Operational Planning Process to include: Mission Analysis, COA Development, COA Analysis (Wargaming), COA Comparison and Decision.

3.2.2.2.2. Conducting orderly handover of plans for order development to those tasked with execution of the operation. Provide staffs with the situational awareness and rationale for key decisions necessary to ensure that there is a coherent transition from planning to execution.

3.2.2.2.3. Supporting the implementation and planning efforts of counterparts in USCENTCOM Component Commands, other key Combatant Commands, the Joint Staff, the Office of Secretary of Defense, counterparts in other Federal departments and agencies, Allies, Coalition members, and partner nations.

3.2.2.2.4. Providing technical recommendations to joint planning teams and working groups regarding Joint Planning, the Joint Operational Planning Process, Execution System, Exercise/Training Planning, and Joint Doctrine. Develop and deliver briefs to senior leaders, on topics within the scope of the task order.

3.2.2.2.5. Providing technical support in evaluating and coordinating USCENTCOM strategies, plans, and policies related to the USCENTCOM Area of Responsibility (AOR).

3.2.2.2.6. Providing analyses and recommendations for USCENTCOM implementation and planning efforts involving joint, interagency, and multinational partners and allies.

3.2.2.2.7. Providing support and assistance to directed joint planning teams and working group for coordination between staff and coalition or regional partner representatives for operations in the USCENTCOM AOR.

3.2.2.2.8. Advising the USCENTCOM Commander's staff (Joint Directorate and below) on strategic and regional concerns.

3.2.2.2.9. Providing analyses, recommendations, and draft products for joint planning teams and working group approval in developing of orders, analyses, estimates, and briefings for USCENTCOM leadership and primary staff.

### **3.2.3. STRATEGY, PLANS, EXERCISES, AND POLICY SUPPORT SERVICES (CLIN X003)**

3.2.3.1. The position shall be staffed by individuals with (1) at least 3 years of planning experience with comprehensive knowledge of Joint Publication 5-0; (2) experience in a military or civilian capacity at a Geographic or Functional Combatant Command Headquarters or Service Component headquarters that directly supports a Geographic Combatant Command; (3) proficiency in developing joint, interagency, and multinational activities within identified ways, means, and ends; and (4) experience in planning, researching, and providing qualitative analysis of kinetic, non-kinetic, lethal, and non-lethal options against state and non-state adversaries. Graduates of JAWS, SAMS, SAASS, SAW, MAWS, or equivalent Senior Service College and/or experience with command and control information systems, is preferred.

3.2.3.2. These services are required to support unique JPT/ OPT efforts which may require:

3.2.3.2.1. Conducting all aspects of the Joint Operational Planning Process to include Mission Analysis, COA Development, COA Analysis (Wargaming), COA Comparison and Decision.

3.2.3.2.2. Conducting Plans and Order Development: Analyze COA decision, mission statement, commander's intent, and guidance to develop plans and/or orders that direct subordinate actions.

3.2.3.2.3. Conducting orderly handover of plans for order development to those tasked with execution of the operation. Provide staffs with the situational awareness and rationale for key decisions necessary to ensure that there is a coherent transition from planning to execution.

3.2.3.2.4. Providing analyses and recommendations, in support of high-priority USCENTCOM planning efforts involving joint, interagency, and multinational partners and allies.

3.2.3.2.5. Providing support in the implementation and planning efforts to counterparts in USCENTCOM Component Commands, other Combatant Commands, the Joint Staff, the Office of Secretary of Defense, counterparts in other Federal departments and agencies, Allies, Coalition Members, and partners.

3.2.3.2.6. Providing support and assistance to directed joint planning teams and working groups by coordinating between Directorates/staffs, and coalition and regional partner representatives for operations in the USCENTCOMAOR. This includes the ability or willingness to learn program of record systems such as, but not restricted to, Command and Control of the Information Environment (C2IE), MAVEN, or other systems to capture, display, and manipulate data.

3.2.3.2.7. Providing analyses, estimates, recommendations, briefings, and draft products for joint planning team and working group approval to support the development of plans and orders as directed by USCENTCOM leadership and primary staff.

3.2.3.2.8. Providing technical recommendations to joint planning teams and working groups regarding the Joint Operational Planning Process, Joint Operational Planning, Execution System, Exercise/Training Planning, and Joint Doctrine.

3.2.3.2.9. Providing coordination of Freedom of Information Act (FOIA) requests and Mandatory Declassification Reviews (MDR) according to legal standards set by the various laws governing the processing, declassification, and release of information from designated USCENTCOM files. This includes thorough searching of files controlled by CCJ5 for information relevant for government personnel to determine declassification and ability to disseminate of information based on a detailed knowledge of existing legal statutes and advising the CCJ5 on the FOIA and MDR Program in accordance with USCENTCOM directives to ensure plans and orders are properly safeguarded.

#### **3.2.4. STRATEGY, PLANS, EXERCISES, AND POLICY SUPPORT SERVICES / WEAPONS OF MASS DESTRUCTION (WMD) (CLIN X004)**

3.2.4.1. The position shall be staffed by an individual who is (1) a graduate of the Joint Countering Weapons of Mass Destruction Planning Course (JCPC), CWMD Senior Staff Planners course, or equivalent program; (2) has at least 5 years of WMD related planning experience; and (3) has a minimum of 3 year of experience at the Geographic or Functional

Combatant Command Headquarters or Service Component headquarters that directly supports a Geographic Combatant Command.

3.2.4.2. These services are required to support unique JPT/ OPT efforts which may require:

3.2.4.2.1. Supporting all aspects of the Joint Operational Planning Process to include: Mission Analysis, COA Development, COA Analysis (Wargaming), COA Comparison and Decision.

3.2.4.2.2. Supporting Plans and Order Development: Analyze COA decision, mission statement, commander's intent, and guidance to develop plans and/or orders that direct subordinate actions.

3.2.4.2.3. Acting as subject matter expert support to USCENTCOM for USSOCOM-led planning efforts, to include CWMD and WMD-Terrorism (WMD-T) plans, deterrence planning, and Global Counter Terrorism (CT) with WMD-T planning efforts. Support the development, coordination, and analysis of CWMD and CWMD-T plans assessments with the Joint Staff, Office of the Secretary of Defense, other Combatant Commands, and relevant interagency and other government agencies as required. Participates in the CWMD and CWMD-T community of interest, making recommendations to improve CWMD and CWMD-T plans, policies, and strategies. Experience in Special Operations activities and CT is preferred.

3.2.4.2.4. Supporting the development of overall joint system concepts, designs, and technical approaches to meet broadly stated requirements and objectives. The contractor must conduct top-level systems analysis, perform trade studies, perform technical optimizations, and develop high-level designs. Planner must staff, prepare complex operations or technical documentation, conduct reviews, and deliver presentations all pertaining to WMD.

3.2.4.2.5. Providing coordination of FOIAs and MDRs according to legal standards set by the various laws governing the processing, declassification, and release of information from designated USCENTCOM files. This includes thorough searching of files controlled by CCJ5 for information relevant for government personnel to determine declassification and ability to disseminate information based on a detailed knowledge of existing legal statutes, current USCENTCOM information strategies and advising CCJ5 on the FOIA and MDR Program in accordance with USCENTCOM directives to ensure plans and orders are properly safeguarded.

### **3.2.5. STRATEGY, PLANS, EXERCISES, AND POLICY SUPPORT SERVICES / SPECIAL OPERATIONS (CLIN X005)**

3.2.5.1. The position shall be staffed by an individual who is (1) a graduate of the Special Operations Planning Course (SOPC), (2) has a minimum of 10 years of experience working in the Special Operations Community, and (3) has a minimum of 3 years of experience at a Joint or Combined Command Headquarters.

3.2.5.2. Provide and apply Special Operations expertise for assisting in developing plans, orders and CONOPs and aligning Special Operations support to the USCENTCOM mission and Commander's priorities.

3.2.5.3. Provide and apply expertise to planning, plans coordination, and synchronizing efforts supporting the full spectrum of special operations in joint, multinational, and interagency contexts.

3.2.5.4. Utilize technical expertise, experience, and knowledge of all Special Operations Forces core missions to advise the USCENTCOM Commander on the employment and utilization of special operations forces. Utilize cognitive problem-solving skills to overcome complex operational and strategic challenges. Analyze and ensure synchronization of special operations planning and execution efforts across DoD elements, IA, Allied, Coalition and multi-national special operations activities within the USCENTCOM AOR.

3.2.5.5. Provide Special Operations expertise to current operations and support to other special activities requirements.

3.2.5.6. Provide coordination of FOIAs and MDRs according to legal standards set by the various laws governing the processing, declassification, and release of information from designated USCENTCOM files. This includes thorough searching of files controlled by CCJ5 for information relevant for government personnel to determine declassification and ability to disseminate information based on a detailed knowledge of existing legal statutes, current USCENTCOM information strategies and advising CCJ5 on the FOIA and MDR Program in accordance with CENTCOM directives to ensure plans and orders are properly safeguarded.

### **3.2.6. STRATEGY, PLANS, EXERCISES, AND POLICY SUPPORT SERVICES / JOPES (CLIN X006)**

3.2.6.1. The position shall be staffed by individuals with (1) a minimum of 5 years of military experience, (2) a minimum of 5 years of experience utilizing the Joint Operations Planning and Execution System (JOPES), and (3) a minimum of 3 years of experience at a Joint or Combined Command Headquarters.

3.2.6.2.1. Provide expertise to conduct research and analysis of full spectrum operations in a joint, multinational, and interagency context.

3.2.6.2.2. Provide expertise to produce detailed graphics, written analysis, and other products for the USCENTCOM Commander that accurately reflect the evolving operational/strategic picture and issues within the USCENTCOM AOR.

3.2.6.2.3. Provide expert analysis of other DoD, interagency, and multinational operations to ensure synchronization with USCENTCOM objectives.

3.2.6.2.4. Provide expertise on the use of automation and computer modeling resources in analyses.

3.2.6.2.5. Incorporate JOPES Time Phased Force Deployment Data (TPFDD) analysis into the operational and strategic plans.

3.2.6.2.6. Coordinate with United States Transportation Command (USTRANSCOM) and convey a feasibility analysis for planned missions.

3.2.6.2.7. Provide Functional Analysis of Operational Plans up to a "Level 4" detail (Level 1-Commander's Estimate; Level 2-Base Plan; Level 3-Concept Plan; Level 4-Operation Plan).

### **3.2.7. STRATEGY, PLANS, EXERCISES, AND POLICY SUPPORT SERVICES / LOGISTICS (CLIN X007)**

3.2.7.1. The position shall be staffed by an individual who (1) is a graduate of the Joint Logistics Course or equivalent program, (2) has at least 5 years of strategic logistics planning experience, and (3) has a minimum of 3 years of experience at the Geographic or Functional Combatant Command Headquarters or Service Component headquarters that directly supports a Geographic Combatant Command. Having a Master's degree is preferred.

3.2.7.2. These services are required to support unique JPT/ OPT efforts which may require:

3.2.7.2.1. Developing logistics plans, exercises, and training activities using the Joint Operational Planning Process (JOPP) and Joint Doctrine as outlined in Joint Publication 4-0 and 5-0.

3.2.7.2.2. Synchronizing and implementing logistics planning with counterparts in USCENTCOM Component Commands, other Combatant Commands, the Joint Staff, the Office of Secretary of Defense, Defense Logistics Agency, and counterparts in other Federal Departments and Agencies.

3.2.7.2.3. Providing logistics subject matter expertise on sustainment and logistics functions to operational planning teams and appropriate USCENTCOM staff.

3.2.7.2.4. Supporting implementation, training/exercises, and planning efforts with logistics counterparts in USCENTCOM Component Commands, other key Combatant Commands, the Joint Staff, the Office of Secretary of Defense, and counterparts in other Federal departments and agencies.

3.2.7.2.5. Collaborating with CCJ4 on strategic and regional logistics concerns.

3.2.7.2.6. Providing analyses, recommendations, and draft products for the logistics planners' approval, in the development of analyses, estimates, exercise objectives, and briefings for primary staff.

3.2.7.2.7. Providing technical recommendations to logistics planners regarding the JOPP, Joint Operational Planning and Execution System (JOPES), Adaptive Planning and Execution (APEX), and Joint Doctrine.

3.2.7.2.8. Supporting planning efforts which require knowledge of military planning, training and exercising techniques and procedures. Participate in a cross-Directorate team of joint, multinational and or interagency planners.

3.2.7.2.9. Providing logistics expertise and writing logistics equities and tasks into USCENTCOM plans and orders in accordance with Joint Publication 5-0.

3.2.7.2.10. Developing and maintaining a current logistics running estimate of the theater in support of the planning effort.

3.2.7.2.11. Developing and maintaining the status of the USCENTCOM Requirements Review Process projects. Developing products in support of the review board and coordinate between components, CF-KSA, host nation, the Joint Staff and DoD.



### **3.2.8. STRATEGY, PLANS, EXERCISES, AND POLICY SUPPORT SERVICES / SPECIAL TECHNICAL OPERATIONS (STO) (CLIN X008)**

3.2.8.1. The position shall be staffed by individuals with (1) experience planning, synchronizing and assessing STO requirements within full-spectrum IO operations; (2) experience with developing and integrating STO requirements within campaign strategy, plans, and orders; (3) have completed the STO Planner's course and Planning and Decision Aid System (PDAS) Users course, (4) have a Bachelor's Degree, and at least two (2) years' experience directly involved in STO at a Joint or Geographical Combatant Command Headquarters.

3.2.8.2. These services are required to support STO planning for USCENTCOM and its components. The candidate will provide expertise in Sensitive Activities, Special Access Programs (SAP), Alternate Compensatory Control Measure (ACCM) programs, and STO by advising and assisting in development of interdepartmental relationships between the Operations Directorate, Sensitive Activities Division, and the STO branch in conjunction with on-going and future J5 planning. Assist in integrating joint SAPs, STO and ACCMs to all USCENTCOM planning efforts and will lead USCENTCOM sponsored, planning, integration, and implementation efforts involving USCENTCOM Component Commands, other key Combatant Commands, the Joint Staff, the Office of Secretary of Defense, as well as, Interagency, Coalition and Regional partners. Manage the Review and Approval Process (RAP) to gain approval for STO, SAP, and Sensitive Activities Concepts of Operation (CONOPs) and plans. Additional duties may include:

3.2.8.2.1. Provide technical recommendations to the J3 regarding the JOPP, Joint Operational Planning and Execution System, campaign appreciation, campaign design, mission analysis, and critical factors analysis.

3.2.8.2.2. Assistance in the development, evaluation, and coordination, and implementation of USCENTCOM Integrated Joint Special Technical Operations (IJSTO) plans with other sensitive activities plans and concepts.

3.2.8.2.3. Provide expertise regarding the Staff Action Officer duties involved in the planning, coordination and de-conflicting DoD plans, operations, actions and activities with the Joint Staff, Office of Secretary Defense, Geographical Combatant Commands, Functional Combatant Commands, Interagency, Intelligence Community, other DoD agencies, service staff, and supporting commands.

3.2.8.2.4. Adhere to IJSTO regulations, directives, instructions, and policy for safe handling, storage, and access to Special Technical Operations materials, equipment, and communication equipment.

3.2.8.2.5. Provide technical recommendations to planning teams and working groups regarding the inclusion of ACCM, SAP, and STO into JOPP, Joint Operational Planning, Exercise Planning, and Joint Doctrine.

3.2.8.2.6. Support OPT efforts which require a working knowledge of military planning techniques and procedures. Participate in a cross-Directorate team of planners through; Mission Analysis, COA Development, Course of Action Analysis (Wargaming), Course of Action Comparison and Decision, Plans and Order Development, and Transition.

### **3.2.9. STRATEGY, PLANS, EXERCISES, AND POLICY SUPPORT SERVICES / COMMUNICATION SYNCHRONIZATION (CLIN X009)**

3.2.9.1. The position shall be staffed by individuals who (1) have a minimum of 5 years of planning experience in at least one information related area: Public Affairs (PA), Information Operations (IO), Key Leader Engagements (KLE), or Civil Affairs (CA); (2) have preferably completed Joint Professional Military Education (JPME) I, and (3) preferably have Corporate Marketing experience. Approximately 50% of the personnel within this CLIN will have a TS/SCI Clearance and the remaining 50% will have a SECRET Clearance. Those personnel with a SECRET Clearance will work outside the Sensitive Compartmented Information Facility (SCIF).

3.2.9.2. These services are required to support unique JPT/ OPT efforts which may require:

3.2.9.2.1. Providing expertise on the development and synchronization of Communication strategies and plans.

3.2.9.2.2 Providing subject matter expertise input during the drafting of Key Leader Engagement (KLE) policies.

3.2.9.2.3. Providing recommendations in the design of KLE management tools and managing data within these tools, to include KLE data, KLE read-outs, and strategic messaging content as appropriate.

3.2.9.2.4. Providing senior onsite support to the development of Communication initiatives or strategies including themes, narratives, actions, activities, and key audience identification.

3.2.9.2.5. Tracking key themes and messages from USG leaders to keep Concept Plans and OPLANs communication efforts synchronized with USG strategic messaging.

3.2.9.2.6. Providing expertise on methodologies and processes for unifying communications efforts between USCENTCOM, subordinate commands, Joint Staff, and the Interagency.

3.2.9.2.7. Providing expertise on the integration of Communication plans, operations, and assessments across the disciplines of Public Affairs, Information Operations, and Key Leader Engagement.

3.2.9.2.8. Coordinating with appropriate USCENTCOM directorates to align communication efforts in support of designated plans.

3.2.9.2.9. Developing and delivering, as required, effective oral and written presentations, to include briefs to senior leaders, on topics within the scope of the task order.

3.2.9.2.10. Developing and updating, as needed, Annex Y: Commander's Communication Strategy for CONPLAN s, OPLANs, and OPORDs.

3.2.9.2.11. Providing coordination of FOIAs and MDRs according to legal standards set by the various laws governing the processing, declassification, and release of information from designated USCENTCOM files. This includes thorough searching of files controlled by CCJ5 for information relevant for government personnel to determine declassification and ability to disseminate information based on a detailed knowledge of existing legal statutes, current USCENTCOM information strategies and advising CCJ5 on the FOIA and MDR Program in accordance with USCENTCOM directives to ensure plans and orders are properly safeguarded.

### **3.2.10. SENIOR STAFF COORDINATION SERVICES / CONTRACTOR SITE LEAD (CLIN X010)**

3.2.10.1. The position shall be staffed by an individual with (1) a minimum of 12 years of military service, (2) a minimum of 3 years of experience at a Joint or Combined Command Headquarters, (3) a minimum of 4 years of work experience on Share Point, (4) a minimum of 2 years working as a Share Point Administrator, and (5) a demonstrated working knowledge of Microsoft Word, Excel and PowerPoint.

3.2.10.2. These services are required to serve as contractor site lead for all SPPS contracted staff personnel. Responsible to the Contracting Officer Representative (COR) for managing the task order staff in accordance with the PWS workload requirements and/or as assigned by the division leadership through the COR. Duties and responsibilities may include:

3.2.10.2.1. Support and coordination related to assisting the Directorate and contract staff with the conduct of day-to-day operations.

3.2.10.2.2. Maintaining calendars including daily calendars for key leaders and assist with short- and long-range calendars and other battle rhythm events.

3.2.10.2.3. Performing duties as the contract site lead for the prime contract and coordinating all activities with the COR.

3.2.10.2.4. Providing oversight of all task order administrative functions and personnel. Tracking contractor effort expended for individual tasks completed. Coordinating with the COR and government leads to manage contractor effort as required.

3.2.10.2.5. Assisting with generation and submittal of contractor travel and Additional Work Effort (AWE) requests. Maintaining local records of travel and AWE requested and expended during current period of performance. Coordinating with the COR to ensure efficient utilization of resources.

3.2.10.2.6. Providing facility and administrative support at other various locations, as needed, when requested by the Government.

3.2.10.2.7. Administering the J5-Plans Tasker Management Tool (TMT). At the direction of the Chief of Plans, disseminate, track, update, and assist with assigning USCENTCOM, Joint Staff, and DoD taskings through the TMT.

3.2.10.2.8. Assisting with daily reporting requirements; monitoring and tracking evaluations; maintaining personnel evaluations; in and out process division personnel; compiling and maintaining supply inventory for government purchase card holder; assisting with personnel and facility security management.

3.2.10.2.9. Assist maintaining SharePoint & Organizational File Servers/sites on SIPR and JWICS (authorities for two networks).

3.2.10.2.10. Creating staff clearance validation requests, coordinating with the SSO, and updating access files for assigned facilities as needed/required.

3.2.10.2.11. Providing support on travel coordination and use of the Defense Travel System (DTS) and roster production.

3.2.10.2.12. Serving as the Lead Scheduler for TSVTC's for J5-Plans.

3.2.10.2.13. When required, acting as a liaison between users and respective help desks to assist with identification of the issues and articulate the problem to facilitate a quick resolution.

### **3.2.11. PLANS AND STAFF COORDINATION SERVICES (CLIN X011)**

3.2.11.1. The position shall be staffed by an individual with (1) at least 10 years of military service; (2) at least 2 years of experience at a Joint or Combined Command Headquarters; (3) effective understanding and use of the English language, to include clear, effective, and grammatically correct oral and written communication; and (3) a demonstrated working knowledge of Microsoft Word, Excel, and PowerPoint.

3.2.11.2. These services are required to support coordination and administrative staff functions and may include:

3.2.11.2.1. Providing administrative support and coordination for J5-Plans divisions and all contract staff. Providing support on travel coordination and use of the Defense Travel System (DTS).

3.2.11.2.2. Supporting contract staff administrative requirements. Assisting with ID card, security badge, and computer network requirements.

3.2.11.2.3. Coordinating logistical support for daily activities as well as conferences and working groups. Assisting with scheduling of meeting rooms, conference rooms and external venues as required.

3.2.11.2.4. Maintaining calendars, including daily calendars for key leaders, and assisting with short- and long-range calendars and other battle rhythm events.

3.2.11.2.5. Assisting with facility and administrative support at other various locations as needed when requested by the Government.

3.2.11.2.6. Serving as the alternate J5-Plans Task Management Tool Administrator. Disseminate, track, update, and assist with identifying personnel to execute USCENTCOM, Joint Staff, and DoD taskings to J3, J5 and J4 as assigned.

3.2.11.2.7. Assisting with daily reporting requirements; monitoring and tracking evaluations; maintaining personnel evaluations; in and out processing of division personnel; compile and maintain supply inventory for government purchase card holder; assist with personnel and facility security management.

3.2.11.2.8. Providing support to the SSO and creating staff clearance validations/request and coordinate with other SSO POC's and update access files.

**3.3. OPTIONAL REQUIREMENTS.** On-going regional conflicts, having a distinct possibility of escalating outside of the United States Government's intention, and global geopolitical friction impacting throughout the USCENTCOM areas of operation and interest present, with high likelihood, changing requirements throughout the awarded contract and, with almost certainty,

within contract option years. These optional requirements are intended to address the uncertainty outlined above and the contractor, if requested by the customer, and approved by the Contracting Officer, will fill the requirements within two months of written notification.

### **3.3.1. STRATEGY, PLANS, EXERCISES, AND POLICY SUPPORT SERVICES / CYBER OPERATIONS (CLIN X014)**

3.3.1.1. The position shall be staffed by an individual with (1) certification in accordance with a DoD Directive 857.01M at Level 1 or higher, (2) a graduate of the Joint Information/Cyber Space Operations Planner Course, and (3) a minimum of 3 years of cyber planning experience in a Joint or Combined Command Headquarters, National Security Agency, or United States Cyber Command (USCYBERCOM).

3.3. 1.2. These services are required to support unique JPT/ OPT efforts which may require:

3.3.1.2.1. Providing expertise on Offensive Cyber Operations and Defensive Cyber Operations during strategic and operational level planning and coordination.

3.3.1.2.2. Participating as a member of USCENTCOM planning teams to integrate cyberspace operations into DoD full spectrum planning and operations, to include OPLAN development, surveillance and reconnaissance, Operational Preparation of the Environment, Defend/Deter/Deny, Targeting/Fires/Strike, and other plans and operations, as required.

3.3.1.2.3. Coordinating Cyber plans, policy and requirements with Office of Secretary of Defense, Joint Staff, USCYBERCOM, Services and other organizations as required to support USCENTCOM strategic and operational planning.

3.3.1.2.4. Collaborating with the J3-Joint Cyber Center to develop command Cyber plans, policy, and capabilities requirements, and integrate them into strategic and operational planning.

3.3.1.2.5. Conducting Integrated Joint Special Technical Operations planning to support Cyberspace Operations. Conduct Cyberspace Operations planning to enable Information Operations, to include Military Information Support Operations, Electronic Warfare, Deception and Special Technical Operations.

3.3.1.2.6. Supporting Joint, Interagency, Intergovernmental, and Multinational planning, to include crisis action, deliberate, contingency, and global campaign planning, for DoD plans and operations.

3.3.1.2.7. Providing expertise on the Staff Action Officer duties involved in the planning, coordination and de-conflicting of DoD plans, operations, actions and activities with the Joint Staff, Office of Secretary Defense, Geographical Combatant Commands, Functional Combatant Commands, Interagency, Intelligence Community, other DoD agencies, service staff, and supporting commands.

3.3.1.2.8. Coordinating with USCENTCOM J6 planners to reduce overlap of effort and potential conceptual conflicts.

### **3.3.2. SENIOR STRATEGY, PLANS, AND POLICY Services / AIR TARGETEER (CLIN X015)**

3.3.2.1. The position shall be staffed by an individual with (1) a graduate JAWS, SAMS, SAW, MAWS, or Senior Service College; (2) hold a bachelor's degree; (3) have at least 10 years of

planning experience as a senior air combat tactician, air mobility employment; (4) be a graduate from a Service tactics/weapons school; (5) have a minimum of 3 years planning experience at the Geographic or Functional Combatant Command Headquarters or Service Component headquarters that directly supports a Geographic Combatant Command.; and (6) have a minimum of 2 years of experience working in an Air Operations Control Center.

3.3.2.2. These services are required to support unique OPT, Targeting and Fires Working Groups, serve as the USCENTCOM lead planner for a specialized air mission, the USCENTCOM Synchronization Exercises, and Executive Steering Group (ESG) efforts which may require:

3.3.2.2.1. Utilizing expertise in Joint planning and targeting to organize, direct and coordinate planning and production of briefings, point papers, plans, and guidance on the development and integration of lethal and non-lethal fires.

3.3.2.2.2. Assisting in producing drafts and recommendations for approval, to the development of overall joint system concepts, concept of operations/fires designs and technical approaches to meet broadly stated requirements, objectives, and end states.

3.3.2.2.3. Assisting in continuity efforts including evaluations/recommendations, to the CCJ5 as it directs, coordinates, and conducts a combatant command level planning process for air employment.

3.3.2.2.4. Providing the USCENTCOM Commander, USCENTCOM senior staff, adjacent directorates, and Component Commanders, with advice, recommendations, and specialized Plans briefings to include scheme of fires, targeting, special mission, and concept of operations assessment.

3.3.2.2.5. Assisting with organizing and coordinating air/fires/targeting planning and production of all task order activities.

3.3.2.2.6. Assisting in facilitating coordination across working groups and admin support staff supporting all air operations, scheme of fires, and targeting for all plans and activities.

3.3.2.2.7. Supporting the management of a working group with a comprehensive view of operations by contributing to report preparation, conducting analytical and statistical research, and by providing alternative solutions and assessments for air operations as part of a concept of operations, phasing construct, and a scheme of fires.

3.3.2.2.8. Providing specialized technical support in the development and evaluation of CCJ5 war games, Operational Plans (OPLANs), Contingency Plans, specialized options/missions, and SME support to ensure planning objectives are met. Participating in, or leading discussions as applicable side bars at the Operations/Logistics Conferences.

3.3.2.2.9. Assisting in planning and synchronizing STO, Non-Kinetic Effects such as Cyber, Information Related Capabilities (IRC), SAP, and other non-lethal effects to support the planning efforts.

3.3.2.2.10. Providing specialized coordination as applicable with external agencies in support of critical planning efforts with counterparts in USCENTCOM Component and Combatant Commands, the Joint Staff, the Office of Secretary of Defense, as well as interagency counterparts.

3.3.2.2.11. Providing technical support and assistance to CCJ5 coordination between staff and coalition representatives and their respective senior leaders regarding air operations, scheme of fires, and targeting in the USCENTCOM AOR.

3.3.2.2.12. Providing technical recommendations to the CCJ5 regarding the JOPP, JOPES, campaign appreciation, campaign design, mission analysis, targeting and fires effects, and critical factors analysis.

3.3.2.2.13. Conducting the orderly handover of plans for order development to those tasked with execution of the operation. Provide staffs with the situational awareness and rationale for key decisions necessary to ensure that there is a coherent transition from planning to execution. Continuously maintain running estimates that allow for plans and orders refinement.

### **3.3.3. STRATEGY, PLANS, EXERCISES, AND POLICY SUPPORT SERVICES / MILITARY DECEPTION (MILDEC) (CLIN X016)**

3.3.3.1. The position shall be staffed by an individual with (1) a graduate from the Defense MILDEC Training Course IAW the current CJCSI 3211.01; (2) a graduate of a Service or Joint level MILDEC training course IAW USCENCTOM R-525-3; (3) have at least 5 years of MILDEC planning experience; and (5) have a minimum of 3 years of experience at the Geographic or Functional Combatant Command Headquarters or Service Component headquarters that directly supports a Geographic Combatant Command..

3.3.3.2. These services are required to support unique JPT/ OPT efforts which may require:

3.3.3.2.1. Providing support in the drafting, approval, and execution of current MILDEC plans and orders to enhance operational success, reduce U.S. casualties, and prevent loss of equipment.

3.3.3.2.2. Providing subject matter expertise to USCENTCOM Component Commands for MILDEC planning with specific expertise in MILDEC plan coordination and plan de-confliction.

3.3.3.2.3. Providing expertise during the assessment of MILDEC operations based upon reviewing Measures of Performance (MOP) and Measures of Effectiveness (MOE) defined in MILDEC plans.

3.3.3.2.4. Providing support in coordinating with Counterintelligence assets.

3.3.3.2.5. Providing expertise in the synchronization of MILDEC planned and current operations, activities and investments with Computer Network Operations, Electronic Warfare, operations security (OPSEC), and military information support operations in support of political and military objectives.

### **3.3.4. FOCAL POINT PROGRAM SERVICES (CLIN X017)**

3.3.4.1. The position shall be staffed by an individual with (1) a minimum of 2 years of experience at a Joint or Combined Command Headquarters or Service Component headquarters that directly supports a Geographic Combatant Command, (2) a minimum of 5 years of working in a Focal Point Control Program, and (3) have a detailed knowledge of the ACCM program and USCENTCOM Regulation 335-2.

3.3.4.2. These services are required to manage knowledge management systems and functions may include:

3.3.4.2.1. Providing subject matter expertise input to the ACCM program in accordance with USCENTCOM Regulation 335-2, maintain an accurate archive of personnel currently read on to controlled ACCMs, coordinate read-on and read-off of personnel with subordinate and adjacent ACCM points of contact, capture the required data in the appropriate databases.

3.3.4.2.2. Processing Information Access Authorizations in coordination with Lead Planner POCs, USCENTCOM Focal Point Program Control Office (FPPCO) and SSO.

3.3.4.2.3. Conducting Manual Cross Domain Transfers of digital products to support division activities in accordance with the USCENTCOM Authorized Transfer Agent program.

3.3.4.2.4. Serving as a Division Primary (and Directorate Alternate) Knowledge and Information Management Representative (KIMR), as well as the Division Records Management Officer.

3.3.4.2.5. Developing and utilizing automated information systems to disseminate internal and external information and perform related resource management functions.

3.3.4.2.6. Managing SharePoint Portals across multiple networks responsible for SharePoint administration and security, SharePoint development, and SharePoint site management.

3.3.4.2.7. Providing coordination of FOIAs and MDRs according to legal standards set by the various laws governing the processing, declassification, and release of information from designated USCENTCOM files. This includes thorough searching of files controlled by CCJ5 for information relevant for government personnel to determine declassification and ability to disseminate information based on a detailed knowledge of existing legal statutes, current USCENTCOM information strategies and advising CCJ5 on the FOIA and MDR Program in accordance with USCENTCOM directives to ensure plans and orders are properly safeguarded.

**3.4. CONTINGENCY SUPPORT REQUIREMENTS.** On-going regional conflicts, having a distinct possibility of escalating outside of the United States Government's intention, and global geopolitical friction impacting throughout the USCENTCOM areas of operation and interest present, with high likelihood, changing requirements throughout the awarded contract and, with almost certainty, within contract option years. These contingency support requirements are intended to address the uncertainty outlined above and the contractor, if requested by the customer, will fill the requirements within two months of written notification.

#### **3.4.1. CONTINGENCY SUPPORT FORWARD (CLIN X012)**

3.4.1.1. The Contingency Support CLIN is applicable to CLINs X001 (Master Planner), X002 (Senior Planner) and X003 (Planner) above. All requirements from these CLINs remain but the temporary duty locations are within the USCENTCOM AOR, specifically Qatar, Saudi Arabia, Bahrain, Iraq, Israel, and Jordan. Additional locations may include Stuttgart, Germany and London, England. The expected duration of temporary forward duty will not exceed the originating contingency surge event requiring deployed surge support. Work hours surge from 40 to 60 per week, anticipating 10-hour days, 6 days per week.

#### **3.4.2. HEADQUARTERS CONTINGENCY SUPPORT (CLIN X012)**



3.4.2.1. This Headquarters Contingency Support CLIN is applicable to CLINs X002 (Senior Planner), X003 (Planner), and X005 (Special Operations) above. All requirements from these CLINs remain and the primary duty location remains HQ USCENTCOM, Tampa, MacDill AFB, FL. The expected duration of contingency support will not exceed the originating contingency surge event. Work hours surge from 40 to 70 per week, anticipating 14-hour days, 5 days per week.

### **3.4.3. CONTINUITY OF OPERATIONS SUPPORT (CLIN X012)**

3.4.3.1. This Continuity of Operations Support (COOP) CLIN is applicable to all CLINs. All requirements from these CLINs remain but the primary duty location is undisclosed for security considerations. For lodging and MI&E estimates, utilize Tampa, Florida rates or the rate location used by USCENTCOM military and government civilian employees. The expected duration of COOP support will not exceed resolution of the COOP triggering event. Work hours may surge from 40 to 70 per week, anticipating 14-hour days, 5 days per week.

## **4. SERVICES SUMMARY / PERFORMANCE CRITERIA MATRIX**

4.1. The Services Summary identifies the performance objectives and performance thresholds for all critical tasks associated with providing the services outlined in this PWS. This section contains those items considered most important for mission accomplishment. The performance objectives are those services/tasks required in the PWS. The performance threshold describes the minimum acceptable levels of service required for each requirement. The thresholds are critical to mission success. The Government requires the Contractor to perform at the acceptable levels throughout the life of the task order. See Attachment A. Table of Services Summary.

## **5. DELIVERABLES**

5.1. All deliverables shall be submitted to the appointed government task lead, COR, or alternate COR using USCENTCOM e-mail.

5.2. See Attachment B. Table of Deliverables for the list of data and report deliverables.

5.3. Upon receipt of each deliverable, the Government will review and approve. If a deliverable is unacceptable, the Government will notify the Contractor, who shall coordinate with the COR to determine resubmission time.

5.4. The acceptance of deliverables and satisfactory work performance required herein shall be based on the standards as specified in the requirements per Attachment A and Attachment B of this document and USCENTCOM policy and/or procedures. The COR will review the Contractor's performance indicators in accordance with all the specifications stated in this document. Only the COR or alternate COR has the authority to inspect, accept, or reject work performed under this task order. The COR or alternate COR may coordinate with respective government task lead.

5.5. References for report deliverables and acronyms. Joint Doctrine Publications provide all references for reporting requirements. Copies should be obtained from the military service assigned administrative support responsibility by DoD Directive 5100.03, 07 September 2017, "Support of the Headquarters of Combatant and Subordinate Unified Commands". For this task order use the U.S. Air Force Publications Distribution Center, 2800 Eastern Boulevard Bengies, Baltimore, MD 21220- 2896.

5.6. All non-electronic deliverables and products shall be delivered to the following mailing address:

USCENTCOM, CCJ5-Plans  
ATTN: Contracting Officer Representative  
7115 South Boundary Blvd  
MacDill, FL 33621

## **6. GOVERNMENT-FURNISHED PROPERTY AND SERVICES**

6.1. GOVERNMENT-FURNISHED EQUIPMENT (GFE): The Government will furnish the Contractor with workspace to accomplish the tasks in this performance work statement. The Government will provide utilities, heating and air-conditioning, and telephone service. Additionally, the Government will provide the Contractor workstations for all Contractor personnel, consisting of a desk, chair, and personal computer with access to the USCENTCOM local area classified and unclassified networks, and telephone for use during the period of this task order. The Government will approve adjustments in the number of workstations if personnel increase. Additionally, the Government will provide access to copier, and fax equipment necessary to produce deliverables and other equipment determined by the Government to be necessary to accomplish the tasks of this PWS. The Contractor shall comply with the USCENTCOM property management/inventory policies for all Government provided equipment. The Contractor shall be provided supplies, materials, and services to support performance under this task order.

6.2. GOVERNMENT-FURNISHED MATERIAL (GFM): The Government will provide all equipment, hardware, and software for technical systems upgrades. The Contractor will be required to provide incidental materials related to event support while Outside the Continental United States (OCONUS) when it is more cost-effective to do so, and time is of the essence for mission accomplishment. Examples of incidental materials are connectors, LAN cable, power cords, power adapters, surge suppressors, projector lamps, duplication, and binding services, as well as printer, copier, and office supplies.

## **7. GENERAL INFORMATION**

7.1. PLACE OF PERFORMANCE. Generally, performance will occur at USCENTCOM Headquarters in Tampa, Florida, unless a contractor is supporting a Contingency Support or Continuity of Operations requirement. To meet mission requirements, an episodic requirement will exist for contractor employees to attend meetings in at other CONUS and OCONUS locations. Contractors may conduct unclassified and classified work from remote locations, in accordance with current USCENTCOM policies, after receiving Division Chief, Contracting Officer Representative, and Contract Site Lead approval. GFE for remote work will be provided by USCENTCOM or provided by another government entity after appropriate coordination by USCENTCOM. Additional travel guidance is contained in paragraph 7.15.

### **7.2. SECURITY REQUIREMENTS**

7.2.1. All contractor personnel performing work under this PWS must possess and maintain a minimum-security clearance of Top Secret (TS)/Sensitive Compartmented Information (SCI). The government will not accept a contractor to perform duties for the government without a fully executed DD254 and evidence of Contractor Personnel TS/SCI clearance status unless the position falls within exceptions stated in the Description of Services paragraphs.

7.2.2. The only position exceptions to maintaining a TS/SCI clearance are written within the CLIN descriptions, and those personnel will be working outside the SCIF.

### 7.3. WORKSPACE

7.3.1. The government will provide and/or make available administrative office space as described in the Government Furnished Equipment paragraph above.

7.3.2. Government facilities comply with Occupational Safety and Health Administration (OSHA) work-place standards. Should hazards be identified, the Contractor will notify the government in writing. The government will correct the hazard, taking into account safety and health priorities. Compliance with OSHA and other applicable laws and regulations for the protection of employees is exclusively the obligation of the Contractor. The government assumes no liability or responsibility for the Contractor's compliance or noncompliance with such responsibilities.

7.3.3. The Contractor shall not alter or modify the furnished office space without specific written permission or verbal directive from the COR.

7.3.4. The Contractor shall return all facilities and equipment to the government at the end/termination of the task order. The office space and equipment provided for use in the performance of this task order shall be used only for performance of this task order. Due to the unique work area security measures, Contractors shall be responsible for complying with USCENCOM policies located on the USCENCOM portal.

7.4. CONSERVATION OF UTILITIES. The Contractor must make sure employees practice utilities conservation. The Contractor must be responsible for operating under conditions that prevent the waste of utilities. (a) Lights must be used only in areas where work is actually being performed. (b) Employees must not adjust mechanical equipment controls for heating, ventilation, and air conditioning systems. (c) Water faucets or valves must be turned off when not in use.

7.5. CLASSIFIED INFORMATION. Disclosure of information, to any person not entitled to receive it, or failure to safeguard any classified information that may come to the Contractor, or any person under their control, may subject the Contractor and/or its agents or employees to criminal liability under 18 U.S.C. §793 and §798.

7.6. PHYSICAL SECURITY. The Contractor shall be responsible for safeguarding all Government property, official information (classified and unclassified) and controlled forms provided for Contractor use. At the end of each work period, all government facilities, equipment, and materials shall be secured. When not under the direct control of Contractor personnel, all government facilities, equipment, and materials utilized by Contractor personnel shall be secured.

7.7. BREACH OF SECURITY. The Contractor shall not disclose nor cause disclosure of any information concerning operations which could result in or increase the possibility of a breach of security or interrupt the continuity of operations.

### 7.8. CONTRACTOR PERSONNEL

7.8.1. The Contractor shall provide the designated number of personnel possessing the skills, knowledge, and training to satisfactorily perform the services required by the PWS

throughout the entire period of performance. Each CLIN shall be staffed in accordance with stated number of Full Time Employees.

7.8.2. Vacancies. 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.

7.8.3. In the event the contractor does not provide a suitable replacement in the time specified in para 7.8.2, the invoice for the next month's billing will be prorated for that month for the amount of time the individual full time equivalent of the vacant position is unfilled and this will continue monthly thereafter until the position is filled. Invoices for services shall only reflect fulfilled and staffed positions.

7.8.4. Contractor personnel shall meet education and experience requirements outlined specifically in this PWS unless otherwise expressed and approved by the 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.

7.8.5. Government representatives 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.

7.9 NETWORKACCESS. Prior to gaining access to the USCENCOM computer network, Contractors shall obtain a Common Access Card, complete all USCENCOM training and orientation requirements required of contractor personnel working at USCENCOM.

7.10. HOURS OF OPERATION. The contractor shall mirror the work schedule of the military and government employees assigned to USCENCOM. The USCENCOM workday established by Central Command Regulation 690-8 is an eight-hour workday occurring between 0600-1800. The core working hours are from 0900-1100 and 1300-1500 when all government employees are expected to be present for duty or on leave. The contractor is responsible for conducting business Monday through Friday except Federal holidays or when the government facility is closed due to local or national emergencies, administrative closings, or similar Government directed facility closings. Work may be performed outside of the normal duty day and normal duty week to allow for time differences between the USCENCOM AOR and MacDill AFB and to accommodate senior government leader scheduling constraints. Normally the contractor will comply with the USCENCOM holiday schedule.

7.11. FEDERAL HOLIDAYS. USCENCOM observes the following Federal Holidays, and any other day designated by Federal statute, Executive order, or the President's proclamation:

HOLIDAY	WHEN OBSERVED
---------	---------------

New Year's Day	January 1 or the Friday preceding or Monday following
Martin Luther King's Birthday	Third Monday in January
President's Day	Third Monday in February
Memorial Day	Last Monday in May
Juneteenth	June 19th or the Friday preceding or the Monday following
Independence Day	July 4th or the Friday preceding or Monday following
Labor Day	First Monday in September
Columbus Day	2 <sup>nd</sup> Monday in October
Veteran's Day	November 11th or the Friday preceding or Monday Following
Thanksgiving Day	4 <sup>th</sup> Thursday in November
Christmas Day	December 25th or the Friday preceding or Monday following

## 7.12. RECORDS MANAGEMENT

7.12.1. The service provider shall ensure all records (according to Title 44, United States Code, Public Printing and Documents, Section 3301, include all books, papers, maps, photographs, machine readable materials, or other documentary materials, regardless of physical form or characteristics), files, documents and working papers provided by the Government and/or generated for the Government in the performance of this task order, remain Government property and are maintained in accordance with established Federal Records Act (Public Law 81-754), Freedom of Information Act (Public Law 89-487), Privacy Act of 1974 (Public Law 93-579), (DoD), HQ USCENTCOM directives, and shall be used for official use only.

7.12.2. Government owned records will be segregated from the company-owned records. Records management at the functional level is life-cycle management (creation, maintenance, storage and use, and disposition) of information as a government record, regardless of the media. Action to destroy Government records can only be based on authorized records disposition schedule (RDS) as approved by the National Archives and Records Administration (NARA). If there is no NARA disposition, records will be maintained until disposition is established.

7.12.3. All data created for Government use and delivered to, or falling under the legal control of, the Government are federal records and shall be managed in accordance with NARA and objectives and policies of the DoD, HQ USCENTCOM directives and the records management legislation as codified in 44 U.S.C., Public Printing and Documents, chapters 21, 29, 31, 33, and 35 and Freedom of Information Act (5 U.S.C. 552), Privacy Act (5 U.S.C. 552a), and Public Law 100-235 and shall be scheduled for disposition in accordance with 36 CFR Chapter XII Part 1228, Disposition of Federal Records, and the HQ USCENTCOM RDS.

7.12.4. All reports, records, files, documents, maintenance policies/operating instructions and working papers shall be made available to Government personnel, as requested.

#### 7.13. PERSONALLY IDENTIFIABLE INFORMATION (PII)

7.13.1. Sensitive PII is personal information, which if lost, compromised, or disclosed without authorization, could result in substantial harm, embarrassment, inconvenience, or unfairness to an individual. Some categories of PII, when maintained by the Department of Air Force, are sensitive as stand-alone data elements. Examples of such sensitive PII include:

- Social Security Number (SSN) in any form.
- Alien registration number (A-number).
- Biometric identifier.
- Financial account numbers.

7.13.2. The following information is sensitive PII when grouped with the person's name or other unique identifiers, such as address or phone number:

- Driver's license number.
- Medical Information.
- Citizenship or immigration status.
- Passport number.
- Full date of birth.
- Authentication information such as mother's maiden name or phone passwords.

7.13.3. PII accessed or handled by contractors. Contractors who are required to access or handle PII on behalf of the Air Force, must follow this Instruction. See Section I. of the contract for more information on Privacy Act requirements. Contractors accessing and handling PII must coordinate with contracting officials to ensure the task order contains the proper Privacy Act clauses: 52.224-1, Privacy Act Notification; and 52.224-2, Privacy Act as required by the Federal Acquisition Regulation (FAR) (see FAR website at: <http://www.acquisition.gov/far/>).

7.13.4. Task orders must be reviewed annually by the COR to ensure compliance with this Instruction.

7.13.5. Disclosure of PII to contractors for use in the performance of an Air Force task order is considered an official use disclosure within the agency under exception (b)(1) of the Privacy Act.

#### 7.14. TRAVEL GENERAL INFORMATION

7.14.1. CONUS travel may be in locations other than USCENTCOM sites or in the USCENTCOM Area of Operations.

7.14.2. For travel efforts, contractor will be required to execute an advanced agreement prior to scheduling travel IAW FAR 31.205-46(a)(5). The advanced agreement will be coordinated through the COR to ensure contractor compliance with the Joint Travel Regulations (JTR). Upon receipt of fully executed agreement, contractor may execute travel. If travel costs are projected to exceed the amount established in approved agreement, an amended agreement shall be requested and approved prior to execution, or the contractor is required to

cove the excess costs. Fully executed advanced agreement must be submitted with an invoice for payment.

7.14.3. Contractor personnel will comply with the travel regulations listed in this paragraph and USCENTCOM policies for travel. Travel and Other Direct Costs (ODC) shall be reimbursed at cost with no profit or fee. No additional mark-ups will be allowed. All travel beyond JTR specified radius of MacDill AFB shall be with the limitations set forth in FAR 31.205-46. Travel costs must be consistent with and limited to the approved JTR. Contractor shall provide a monthly travel summary to include all reimbursement receipt requests and substantiating records.

7.14.4. Contractor travel documentation (flight itinerary, rental car reservation, hotel reservation, etc.) must be accompanied with an email or Word document verifying the need for contractor presence at the event by their government lead.

#### 7.15. TRAVEL REQUIREMENTS

7.15.1. Contractor shall be prepared and eligible to travel, to include OCONUS, CONUS, and must be able to obtain an official passport. The duration of contractor travel shall be determined by the government task lead and approved by the COR. An official passport requirement will be substantiated by USCENTCOM to the Department of State. The government will not reimburse personal passport fees.

7.15.2. Visas. The government will be responsible for visa fees for required travel. No additional fee to include general and administrative fees shall be paid in addition for reimbursement.

7.15.3. Contracted personnel must comply with all Force Health requirements IAW USCENTCOM MOD to USCENTCOM Individual Protection and Individual- Unit Deployment Policy and be current on Tetanus, Diphtheria, Hepatitis A, MMR, Polio, Influenza, Typhoid, Yellow Fever, and Meningococcal vaccines prior to deployment. The Government will furnish Anthrax, smallpox, and any other vaccines not available from commercial sources for assigned personnel deploying who volunteer to take them. Contractor shall provide applicable riders to company-provided Life and Health insurance policies that cover employee travel and work in locations which qualify as Hazardous Duty, as described by DoD.

7.15.4. On a case-by-case basis or when traveling to an austere environment, USCENTCOM will provide contractor(s) with documentation indicating the contractor's travel on behalf of the U.S. Government; will request overseas commanders to allow contractor's access to overseas Base/Post/Navy Exchanges, Commissaries, medical facilities, other facilities normally accessed by overseas contractors; and allow contractor(s) to purchase gasoline coupons or equivalent, when required, while on Contract-related overseas travel. This documentation is particularly required when contractor(s) personnel arrive in Saudi Arabia, Kuwait, Bahrain, Qatar, the United Arab Emirates, Oman, Egypt, Jordan, and other nations within the USCENTCOMAOR, and/or the United Kingdom, Germany, and other locations as required.

7.15.5 The number of trips and job descriptions of personnel traveling shall be limited to the minimum required to accomplish work requirements. Historical data for travel for all positions is listed below:

	Base Year	Option Year 1	Option Year 2	Option Year 3	Option Year 4	Option Year 5
Travel (days)	700	700	700	700	700	700

The contract supports approximately 30-35 trips per year for an approximate annual anticipation of 700 days.

## 7.16. TRAVEL REGULATIONS

7.16.1. The Contractor shall comply with the guidance in FAR 31.205-46 using the regulations specified below.

7.16.2. Federal Travel Regulations (FTR) - prescribed by the General Services Administration, for travel in the contiguous United States Joint Travel Regulations (JTR), Volume 2, DoD Civilian Personnel, Appendix A prescribed by the Department of Defense, for travel in Alaska, Hawaii, and outlying areas of the United States, 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.

7.16.3. Contractor, in coordination with USCENTCOM personnel, shall make necessary arrangements for required visits for discussions concerning draft products, data collection, interviews, conference, meeting and seminar attendance. The appropriate government task lead or subject matter expert will assist in coordinating arrangements and establishing appropriate points of contact for contractor visits to subordinate or associated organizations. Contractor visits will include data collection contacts with all appropriate staff elements and offices. Since out-of-area travel often will entail accompanying a USCENTCOM representative, the contractor will use the same travel scheduling facilities as the Government to effectively schedule travel time to maximize enroute planning and consultation. A trip report covering the activities of all travelers shall be submitted within 15 workdays to the Government. The report shall include the travel purpose, organizations visited, personnel contacted, major findings, points of discussion, friction points, decision points, and recommendations to the Government.

7.16.4. Contractor shall utilize the most cost effective and event-efficient lodging and rental vehicle(s) available. Rental vehicles will be for traveling personnel. If one to four personnel are traveling, the group will utilize one rental vehicle. If more than four personnel are traveling either two sedans or one SUV/van are authorized with approval of the COR. If sharing a vehicle is impractical due to mission requirements, the contractor shall provide a memorandum of explanation to the COR.

## 7.17. INVOICES

7.17.1. Contractor shall provide copies of monthly invoices to the COR and will include copies of travel related expenses. This is to review as part of the approval process and for the historical data archive. Contractor shall invoice monthly for costs incurred. The Contractor shall certify with a signed and dated statement that the invoice is correct and proper for payment. The Contractor shall provide invoice backup data in accordance with the contract type, including detail such as labor categories, rates, and quantities of labor hours per labor category. The Contractor shall submit invoices as follows:



7.17.2. Invoice Requirements: The Contractor shall combine Labor Hour (LH) and Time and Material (T&M) CLINs (e.g., travel and ODCs) in one invoice submission. Provide receipts for all travel and ODC purchases. The final invoice should be submitted within 45 days of task order expiration. The Contractor shall provide the Government with a monthly status on when the final invoice will be submitted to the Government upon the completion of the base period or (if exercised) an option period.

7.17.3. Invoice documentation shall also include a copy of individual timecards and travel expense documentation monthly. The government will use this documentation for invoice verification and historical workload records keeping. The government will not be obliged to approve an invoice for payment unless all proper contractor expense documentation has been received and reviewed.

7.17.4. Labor Hour (LH): The contractor shall invoice monthly on the basis of cost incurred for the LH requirements and shall include the Period of Performance (PoP) covered by the invoice and CLIN number. All hours and costs shall be reported by CLIN, by contractor employee, and shall be provided for the current billing month and in total from Mission Support to date. The contractor shall ensure all work is performed in accordance with the correct CLIN and funding source. The listing shall include separate columns and totals for the current invoice period and the project to date. The contractor shall provide the invoice data in spreadsheet form with the following detailed information:

- Contract/task order number
- Labor Hour Authorization Request number, approver name, and approval date
- Contract Line-Item Number (CLIN)
- 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
- Employee name(s) of individual(s) and labor category

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. All expenses, fees, mark-ups when applicable shall be itemized and properly identified in accordance with Generally Accepted Accounting Principles and be understandable at the layman level for transparency purposes.

7.18. PROVISION OF REQUIRED EQUIPMENT. If Contractor is required to deploy with USCENTCOM Headquarters elements, or travel to potentially hazardous forward areas of operation, USCENTCOM will provide the Contractor personnel with field gear and protective equipment. Additionally, personnel will get logistical support in accordance with USCENTCOM policy for the area where they are deployed.

#### 7.19. CONTRACTOR PLANS

7.19.1. QUALITY CONTROL PLAN. The Contractor shall develop, maintain, implement, and enforce a Quality Control Plan (QCP). The QCP shall ensure that the government receives the level of quality that is consistent with the requirements specified in the PWS. Contractor is required to submit a QCP with their initial proposal and an updated QCP within 20 days of each subsequent exercised option period. The Contractor shall be responsible for overall

responsiveness, cost control, adherence to schedules, cooperative behavior, technical quality of work, and commitment to customer satisfaction.

7.19.2. PROGRAM MANAGEMENT PLAN. The Contractor shall develop, maintain, implement, and enforce managing its support to the Government.

7.20. GOVERNMENT SUPERVISION OF CONTRACTOR. The Government will not supervise or otherwise direct Contractor employees. The Government will inspect Contractor performance in accordance with the Quality Assurance Surveillance Plan all other clauses specified in the PWS will be reported to the COR.

7.21. TASK MANAGEMENT. Management of this contract will be performed by the Contracting Officer through the COR. The COR will participate in client/contractor meetings pertaining to this task order and will provide technical assistance and clarification for the performance of tasks.

## 7.22. PROJECT MEETINGS

7.22.1. COR or his/her representative will schedule physical arrangements for meetings throughout progress of work. The Contractor will prepare meeting agendas with regular participant input and distribute with written notice of each meeting, preside at meetings, record of minutes to include significant proceedings and decisions, and reproduce and distribute copies of minutes after each meeting to participants and parties affected by meeting decisions with COR review and approval.

7.22.2. Kick-off Meeting. Within ten (10) business days following the task order award date, contractor shall meet with USCENCOM and the 6<sup>th</sup> Contracting Squadron to review goals and objectives of the order. Contractor shall take minutes of the meeting and disseminate the results to USCENCOM. This meeting will also provide an opportunity to clarify and answer questions.

7.22.3. Contracting Officer's Representative Designation. Prior to, or within three days of task order award, the Contracting Officer will appoint a COR and issue a COR Designation Letter stating the authority of the COR. The Contractor shall receive a copy of the written designation.

## 8. ATTACHMENTS

Attachment A. Table 1 - Services Summary Table

Attachment B. Table 2 - Deliverables Table

**Attachment A. Services Summary Table**

<b>SS#</b>	<b>Performance Objective</b>	<b>PWS Reference</b>	<b>Performance Threshold (Minimum Acceptable)</b>	<b>Method of Surveillance</b>
1	Lead or assist in organizing, directing, and coordinating planning and production of all activities and expert assistance in the form of drafts and recommendations for division approval, development of overall joint system concepts, designs, and technical approaches to meet broadly stated requirements and objectives.	3.2.1 - 3.2.9 and 3.3.1 – 3.3.3	No more than one (1) set of corrections/edits. All corrections must be accomplished within two (2) working days.	Periodic Inspection, including random sampling and customer feedback.
2	Provide expertise by way of analyses, recommendations, and drafts products for joint planning teams and working group approval in developing orders, analysis, estimates, and briefings for USCENTCOM leadership and primary staff.	3.2.1 - 3.2.9 and 3.3.1 – 3.3.3	No more than one (1) set of corrections/edits. All corrections must be accomplished within two (2) working days.	Periodic Inspection, including random sampling and customer feedback
3	Facilitate coordination across working groups and admin support staff in support of all air operations, scheme of fires, and targeting for all plans and activities.	1.2.3	No more than one (1) set of corrections/edits. All corrections must be accomplished within two (2) working days.	Periodic Inspection, including random sampling and customer feedback
4	Provide analysis recommendations, estimates, drafting products, and briefings on air domain operations to include scheme of fires and targeting.	3.3.2	No more than one (1) set of corrections/edits. All corrections must be accomplished	Periodic Inspection, including random sampling and

SS#	Performance Objective	PWS Reference	Performance Threshold (Minimum Acceptable)	Method of Surveillance
			within two (2) working days.	customer feedback
5	Provide and apply expertise for planning, preparation, and executing plans, coordinating, and synchronizing full spectrum special operations.	3.2.5	No more than one (1) set of corrections/edits. All corrections must be accomplished within two (2) working days.	Periodic Inspection, including random sampling and customer feedback
6	Provide expertise in developing logistics planning, exercising, and training involving joint, interagency, and multinational partners and allies.	3.2.7	No more than one (1) set of corrections/edits. All corrections must be accomplished within two (2) working days.	Periodic Inspection, including random sampling and customer feedback
7	Provide support in drafting, approval, and executing, military deception (MILDEC) plans and orders.	3.3.3	No more than one (1) set of corrections/ edits. All corrections must be accomplished within two (2) working days.	Periodic Inspection, including random sampling and customer feedback
8	Provide expertise on identification of audiences to develop the communication methods, themes, and messages to communicate through key communicators, executive outreach, liaison, media engagement and interagency; synchronize communication activities with OSD, Joint Staff, subordinate organizations, and interagency partners.	3.2.9	No more than one (1) set of corrections/edits. All corrections must be accomplished within two (2) working days.	Periodic Inspection, including random sampling and customer feedback

<b>SS#</b>	<b>Performance Objective</b>	<b>PWS Reference</b>	<b>Performance Threshold (Minimum Acceptable)</b>	<b>Method of Surveillance</b>
9	Provide expertise for offensive and defensive Cyber operations.	3.3.1	No more than one (1) set of corrections/edits. All corrections must be accomplished within two (2) working days.	Periodic Inspection, including random sampling and customer feedback
10	Provide support relevant to the expertise on the development and synchronization of Strategic Communication strategies and plans.	3.2.9	No more than one (1) set of corrections/edits. All corrections must be accomplished within two (2) working days.	Periodic Inspection, including random sampling and customer feedback
11	Provide administrative support and coordination for Chief of Plans, J53, J55 and ICP division contract staff. Provide support on travel coordination and use of the Defense Travel System (DTS).	3.2.10 3.2.11	No more than one (1) late document per month, and not more than 3 days late. No more than two (2) sets of corrections/ edits and all corrections must be accomplished within two (2) working days.	Periodic Inspection, including random sampling and customer feedback
12	Serve as primary J5 Plans knowledge and records manager.	3.3.4	No more than one (1) set of corrections/edits. All corrections must be accomplished within two (2) working days.	Periodic Inspection, including random sampling and customer feedback

SS#	Performance Objective	PWS Reference	Performance Threshold (Minimum Acceptable)	Method of Surveillance
13	Serve as J5-Plans primary Focal Point and ACCM manager.	3.3.4	No more than one (1) set of corrections/edits. All corrections must be accomplished within two (2) working days.	Periodic Inspection, including random sampling and customer feedback
14	Provide the government a suitable replacement, meeting PWS duty description requirements no later than 21 business days after the position vacancy. Provide the government with a position vacancy hire update within the first 7 calendar days after a position vacancy.	7.8.3	If the contractor does not provide a suitable replacement in the time specified in para 7.8.2, the invoice for the next month's billing will be prorated for that month for the amount of time the individual full time equivalent of the vacant position is unfilled and this will continue monthly thereafter until the position is filled.	Periodic Inspection, including random sampling and customer feedback

**Attachment B. Deliverables Tables**

TABLE 2 – Primary Contract Reporting Requirements List

NOTE: “As Required” will be determined in the Task order Planning & Execution Meeting and in-progress meetings. See para 7.23.

Deliverable Title	Description	Periodicity	Date Due
Program Management Plan (PMP) PWS 7.19.2	Defines program goals and objectives, specifies how they will be achieved, resource allocation, and associates’ budget and timelines for completion. Includes the processes for risk management, team configuration management, information assurance and quality assurance.	Initial Delivery: 30 days after Performance Start Date	Updates: As Revised or *As Required
Quality Control Plan PWS 7.19.1	Contractor shall deliver an annual Quality Control Plan and responsible to maintain/update.	Initial Delivery: Contractor shall deliver an annual Quality Control Plan and responsible to maintain/ update.	Continuous review and update *As Required
Global Campaign Plan	Assist in the development and maintenance of Global Campaign Plans.	Weekly Progress Updates	*As Required
Level IV OPLAN	Assist in developing and maintaining Level IV OPLAN with Annexes, TPFFD, and associated supporting products, for a major regional conflict, IAW APEX, and the Joint Strategic Planning System.	Weekly Progress Updates	*As Required

Deliverable Title	Description	Periodicity	Date Due
Multi-Lateral Combined OPLAN	Develop and maintain a Multi-Lateral Combined OPLAN with Annexes, TPFDD, and associated supporting products, for a major regional conflict, IAW APEX, and the Joint Strategic Planning System.	Weekly Progress Updates	*As Required
Discrete Strike Option Plan	Develop and maintain a Discrete Strike Option and associated supporting products for a Specific Target Set – separate from the Base Level IV Plan—, IAW APEX, and the Joint Strategic Planning System.	Weekly Progress Updates	*As Required
Multi-lateral Engagement Strategy	Develop and maintain Multi-lateral Engagement Strategy to obtain access basing and over flight—required by the plan--in Conjunction with OSD, Joint Staff and Department of State.	Weekly Progress Updates	*As Required
Decision Support Book	Develop and maintain a Contingency Reaction 'Decision Support Book' to guide senior decision makers in the first 96 hours of the execution of the Level 4 OPLAN.	Weekly Progress Updates	*As Required
STRAT/TET/MAAP Plans	Create STRAT/TET/MAAP Plans in support of OPLANS.	Weekly Progress Updates	*As Required
Monthly Activity and Progress Report	Provide monthly report of contractor activities, deliverables, upcoming events, software change requests, and risk management.	Monthly	10 <sup>th</sup> working day of each Month (from the end of previous month)



Deliverable Title	Description	Periodicity	Date Due
Strategy, Campaign, Orders, and Contingency Planning  PWS 3.2.1 - 3.2.9	Draft theater-level documents in accordance with JS guidance, directives, and orders. Translate military objectives into concepts for series of actionable activities.	Weekly	*As required
Coordinate with other DoD organizations and interagency partners  PWS 3.2.1 - 3.2.9	Assist coordination with other U.S. Government organizations to synchronize DoD and broader U.S. Government activities.	Daily	*As required
Conduct Assessments  PWS 3.2.1 - 3.2.9	Evaluate theater-level synchronization and coordination efforts and recommend process improvement to further achieve desired effects.	Weekly	*As required
Conduct Analysis  PWS 3.2.1 - 3.2.9	Draft graphic and written analysis of full spectrum operations in joint, multinational, and interagency context that assesses operational and strategic picture against stated objectives.	Weekly	*As required
Strategic Communications PWS 3.2.9	Draft and assist with synchronization of theater-level strategic communications strategies, plans, and themes/messages across disciplines of public affairs, public diplomacy, and information operations.	Weekly	*As required

Deliverable Title	Description	Periodicity	Date Due
Intelligence, Surveillance, and Reconnaissance  PWS 3.2.1 – 3.2.9 and 3.3.1 -3.3.3	Draft ISR objectives, plans, and orders; Assist with synchronization efforts across DoD, interagency and with coalition partners; produce briefings, draft assessments, and information papers on ISR matters.	Weekly	*As required
Commander's Estimate  PWS 3.2.1 – 3.2.9 and 3.3.1 -3.3.3	Develop courses of action to provide SECDEF with military options to meet potential contingencies.	*As Required	*As required
Operations Plans (OPLAN), Operation Orders, Concept Plans, and Contingency plans  PWS 3.2.1 – 3.2.9 and 3.3.1 -3.3.3	Develop, write, edit, and update detailed joint plans with full description of Concept of Operations (CONOPs), annexes, and Time Phased Force and Deployment Data (TPFDD).	*As Required	*As required
Force Planning  PWS 3.2.1 – 3.2.9 and 3.3.1 -3.3.3	Determine required forces to accomplish assigned mission.	*As Required	*As required
Strategic Estimates  PWS 3.2.1 – 3.2.9 and 3.3.1 -3.3.3	Provide Commander with broad range of strategic factors that influence the understanding of the operational environment, missions, objectives, and course of action.	*As Required	*As required
Supporting Plans  PWS 3.2.1 – 3.2.9 and 3.3.1 -3.3.3	Review component supporting plans and coordinate with component planners to ensure support to OPLANs.	*As required	*As required

Deliverable Title	Description	Periodicity	Date Due
Working Groups  PWS 3.2.1 – 3.2.9 and 3.3.1 -3.3.3	Lead or participate in various working groups developing OPLANs and CONPLANs.	*As required	*As required
Briefs, Read-ahead books, information and position papers, and Memorandums.  PWS 3.2.1 – 3.2.9 and 3.3.1 -3.3.3	Coordinate and staff information from various plans, policy, and intelligence sources to provide information to the Commander and his staff.	*As required	*As required
White Paper  PWS 3.2.1 – 3.2.9 and 3.3.1 -3.3.3	Provide White Papers related to a specific planning requirement.	*As required	*As required
Talking Points  PWS 3.2.1 – 3.2.9 and 3.3.1 -3.3.3	Provide Talking Points to senior leaders in the USCENTCOM prescribed formats.	*As required	*As required
USCENTCOM Contingency Plan Events  PWS 3.2.1 – 3.2.9 and 3.3.1 -3.3.3	Lead or orchestrate/plan General/ Flag Officer/Senior Executive Service (GO/FO/SES) level events (exercises, conferences, mission rehearsals, etc.) Frequency and number of events is based on customer requirements.	*As required	*As required
USCENTCOM Leadership products  PWS 3.2.1 – 3.2.9 and 3.3.1 -3.3.3	Develop products (briefs, information papers, updates, in-progress reviews, talking points, draft emails, memorandums, etc.) for	*As required	*As required

Deliverable Title	Description	Periodicity	Date Due
	General/Flag Officer level presentations/use.		
Synchronize strategic planner efforts  PWS 3.2.1 – 3.2.9 and 3.3.1 -3.3.3	Develop and/or monitor requirements / tasks and coordinate planner coverage to meet contingency planning objectives weekly.	Daily	*As required
Maintain long range calendar  PWS 3.2.1 – 3.2.9 and 3.3.1 -3.3.3	Maintain a calendar of past, present, and future events (exercises, ROC drills, Table-Top Exercises, briefs, etc.) to assist the organization in preparing for key events and product suspense.	Daily	*As required
Cross Combatant Command (CCMD) synchronization Conference  PWS 3.2.1 – 3.2.9 and 3.3.1 -3.3.3	Coordinate and provide support to CCJ5 directed conference conducted periodically to synchronize efforts and OPLAN development between USCENTCOM and other Combatant Commands.	*As required	*As required
External Strategic Planning and Coordination (Cyber Focus)  PWS 3.3.1	Coordinate USCENTOM cyber priorities, requirements, planning, and operations with offices at the Joint Staff, Office of Secretary of Defense (OSD), USCYBERCOM and other DoD, intelligence community, and Interagency. Provide those external organization's capabilities, limitations, and plans back to USCENTCOM. Facilitate mutual understanding and the development of mutually supportive plans amongst	Daily	*As required

Deliverable Title	Description	Periodicity	Date Due
	supported/supporting organizations.		
Strategic Planning and SME (Cyber) support to internal USCENTCOM Working Groups and Planning Teams  PWS 3.3.1	Provide cyber planning, operational and organizational or C2 expertise to USCENTCOM formal and informal working groups, and operational planning teams, including: the Joint Cyber Center, Offensive Cyber Operations Working Group, Information Operations Working Group, Joint Planning Group, and others. Coordinate cyber priorities, requirements and planning between those teams and external organizations (Joint Staff, OSD, Other DoD, Intelligence Community, and Interagency)	Daily	*As required
Weekly Activity Report (WAR)  PWS 3.2.1 – 3.2.9 and 3.3.1 -3.3.3	Provide directorate with updates and status on assigned projects.	*As required	*As required
Update to USCENTCOM Cyber Theater Update Assessment (TUA)  PWS 3.3.1	Provide the USCENTCOM Joint Cyber Center (JCC) with updates and status of ongoing planning efforts, as well as planning from other USCENTCOM and external	Weekly	*As required

Deliverable Title	Description	Periodicity	Date Due
	organizations, that affect USCENTCOM staff and/or forces and capabilities supporting the USCENTOM Theater.		
STO (Annex S) PWS 3.2.8	Provide planning and execution of Integrated Joint Special Technical Operation (JISTO) for plans developed in support of OPLAN, USCENTCOM Global Campaign Plan, support to NWG DoD Global Campaign Plan, and other deliberate contingency plans, concepts, operations, and support to planning teams.	*As required	*As required
Request for Approval Process PWS 3.2.8	Manage process, documents, slides and community of interest participation and coordination to gain SECDEF approval or authority to deploy or employ STO/SAP capabilities ISO OPLANs.	*As required	*As required
EXORDs PWS 3.2.8	Write, coordinate, staff for approval and publish execution orders and associated Annexes and/or Appendices for deployment, employment, and sustainment of STO/SAP capabilities as authorized by SECDEF.	*As required	*As required
Facilitate STO Working Groups PWS 3.2.8	STO/SAP-specific working groups with purpose of sharing status/information on deployed/employed capabilities; focus on developing recommended COAs to efficiently and effectively employ/sustain	Weekly	*As required

Deliverable Title	Description	Periodicity	Date Due
	deployed systems; working group representation includes USCENTCOM components, Joint Staff J39/ Military Services and legal, supporting COCOMs, USCENTCOM Staff and other DoD/US Government Agencies with equities/interests.		
Special Operations PWS 3.2.8	Special Operations Plans developed in support of OPLANs, CENTCOM Global Campaign Plan, and support to NWG DoD Global Campaign Plan, and other Deliberate/ Contingency plans, concepts, operations. and support to planning teams.	*As required	*As required
Component Command Plan Development (Annex C) PWS 3.2.8	Provide Special Operations Forces (SOF) inputs regarding the CCJ3-O-SA and CCJ5-SP focus areas to Operational Planning Teams, ISO Component Command WG, SOFWG, and other working groups as required, and to OPORDs/FRAGORDs.	*As required	*As required
Component Command Execution Development to Plan PWS 3.2.8	Develop series executions ISO Component Command SOF plans.	*As required	*As required
CCJ3-O-SA and CCJ5-SP Updates PWS 3.2.8	Prepare briefs concerning Component Command SOF plans.	*As required	*As required

Deliverable Title	Description	Periodicity	Date Due
Special Activities  PWS 3.2.1 – 3.2.9 and 3.3.1 -3.3.3	Prepare ACCM Briefs for Executive Decision.	*As required	*As required
Exercise SOF Plans  PWS 3.2.8	SOF plan development that supports regional exercises.	*As required	*As required
Strategic Planning and SME support to internal USCENTCOM Working Groups and Planning Teams  PWS 3.2.1 – 3.2.9 and 3.3.1 -3.3.3	Provide planning, operational, and organizational or C2 expertise to USCENTCOM formal and informal working groups and operational planning teams, including: The Joint Planning Group, and others. Coordinate CENTCOM priorities, requirements, and planning between those supporting CENTCOM Components, providing completed analysis to the Joint Staff J7 team.	Daily	*As required
Provide documented analysis on developed operational plans  PWS 3.2.1 – 3.2.9 and 3.3.1 -3.3.3	Provide operational plan analysis in the form of documents, slides, and graphics. Provide documented analysis of each operational plan in a detailed Course of Action (COA) for coordination and approval of the SECDEF, Secretary of State, and Coalition forces.	*As required	*As required
Time-Phased Force & Deployment Data (TPFDD)  PWS 3.2.6 – 3.2.7	Utilizing a directed COA develops a detailed TPFDD. Write, coordinate, staff for approval, and publish the TPFDD and associated Annexes and/or Appendices for deployment, employment, and sustainment of military operations authorized by SECDEF.	*As required	*As required



Deliverable Title	Description	Periodicity	Date Due
Automation and computer modeling resources  PWS 3.2.6 – 3.2.7	Develop required TPFDD analysis through the approved DoD automation system to include Transportation Visualizer (TRANSVIZ) analysis tool, the Joint Flow and Analysis system for Transportation (JFAST), Marine Air Ground Task Force II (MAGTFII) system, Joint Force Requirements Generator II (JFRG II), and the Transportation Coordinator's Automated Information for Movement System II (TC-AIMS II). In addition, maintain up-to-date analysis of new software to support TPFDD.	*As required	*As required
Joint Operations Planning and Execution System  PWS 3.2.6	Display an in-depth expertise of the Joint Operations Planning and Execution System to support the commander in decision-making regarding USCENTCOM developed COA and Operational Plan Development.	*As required	*As required
Analysis of Level 4 Operational Plan Data  PWS 3.2.6	Provide Functional analysis of Operational Plans to include Level I, II, III, and IV data. Prepare analysis to depict the uniqueness of each level of data detailing the support requirement of the USCENTCOM Commander.	*As required	*As required
Research and Analysis of Infrastructure, Logistics, Engineering, and Lines of Communication  PWS 3.2.6 -3.2.7	Conduct research and provide multi- functional logistics and engineering subject matter expertise and strategic and operational policy recommendations to the SPPS Director, J4 Directorates, working groups Defense Logistics Agency, interagency, multinational and coalition	*As required	*As required

Deliverable Title	Description	Periodicity	Date Due
	logistics community and other staff sections.		
OPORDs/FRAGORDs Logistics plans in support of Division-directed plans/planning efforts  PWS 3.2.6 -3.2.7	In the Adaptive Planning and Execution/JOPES format, write and continuously update the logistics annex and appendices/tabs such as: POL, sustainment, munitions, mobility services, automation, engineering contracting, supply chain/distribution and others.	*As required	*As required
Synchronize logistics and engineering plans  PWS 3.2.7	Provide onsite and overseas expertise in various strategy briefings, decision briefs, information papers, staff updates, mitigation strategies, logistics supportability analysis, policy recommendations and concept of support. Synchronize logistics and engineering plans within the overall USCENTCOM Commander's intent and Mission Statement to ensure support and service requirements are resourced and allocated in the correct priority.	*As required	*As required
Draft GO/FO letters and messages pertaining to Logistics and Engineering  PWS 3.2.7	Prepare and staff/socialize logistics guidance to subordinate commands, partner nations, and joint service counterparts.	*As required	*As required
Running Estimates and Trip Reports  PWS 3.2.7	Continuously update the status of sustainment and infrastructure at key AOR operating locations.	Monthly	*As required

Deliverable Title	Description	Periodicity	Date Due
Joint Staff Working Group  PWS 3.2.1 – 3.2.9 and 3.3.1 -3.3.3	Provide analysis and recommendations to the Joint Staff.	Bi-Weekly	*As required
Weekly Update Brief  PWS 3.2.7	Concise summary and analysis of on- going logistics and engineering plans and operations.	Weekly	*As required
Support to Logistics and Engineer Exercises  PWS 3.2.7	Synchronize logistics and engineering plans within the overall USCENTCOM Commander's Intent and Mission Statement to ensure support and service requirements are resourced and allocated in the correct priority.	Bi-Annually	*As required
Special Operations Annex / Appendix  PWS 3.2.8	Special Operations Plans developed in support of OPLANS, USCENTCOM Global Campaign Plan, support to NWG DoD Global Campaign Plan, and other deliberate/contingency plans concept, organizations, and support to planning teams.	*As required	*As required
Component Command Plan Development (Annex C)  PWS 3.2.8	Provide Special Operations Forces (SOF) inputs regarding the CCJ3-O-SA and CCJ5-SP focus areas to Operational Planning Teams, ISO Component Command WG, SOFWG, other working groups and to OPORDs/FRAGORDs.	*As required	*As required
Component Command Execution Development to Plan  PWS 3.2.1 – 3.2.9 and 3.3.1 -3.3.3	Develop series executions ISO of Component Command Operations.	*As required	*As required

Deliverable Title	Description	Periodicity	Date Due
Country Communication Primers  PWS 3.2.9	Analysis of key Western Media Coverage of the region.	Daily	*As required
J5 Communication Synchronization Placemat  PWS 3.2.9	Analysis of regional media focusing on communications themes and counterpoints.	T-TH	*Weekly
Plans  PWS 3.2.1 – 3.2.9 and 3.3.1 -3.3.3	Lead or support contingency planning and operation planning efforts to include, mission analysis, briefings, annex and appendix writing, staff coordination, and conference attendance.	*As required	*As required
Contingency briefs and updates  PWS 3.2.1 – 3.2.9 and 3.3.1 -3.3.3	Draft, update, and/or coordinate briefs during regular operations, contingency operations, or exercises.	*As required	*As required
Planning summaries and change resolution matrices  PWS 3.2.1 – 3.2.9 and 3.3.1 -3.3.3	Draft Commander's Estimate, Operational Plans, Contingency Plans. Develop desired effect (s) and operational tasks for subordinate components.	*As required	*As required
Commander's Communication Strategy (Annex Y)  PWS 3.2.9	Strategic Communication Plans developed ISO OPLAN, USCENTCOM Global Campaign Plan, support to NWG DoD Global Campaign Plan.	*As required	*As required
Strategic Communication	Provide SC and PA inputs regarding the SPPS focus area to Operational Planning Teams, to CIWG, IOWG,	*As required	*As required

Deliverable Title	Description	Periodicity	Date Due
PWS 3.2.9	JTWG, and other working groups.		
Communication Strategy Information updates  PWS 3.2.9	Provide various Communication Strategy briefs, information papers, updates, strategies, and concept development papers.	*As required	*As required
General Requirements  PWS 3.2.10-3.2.11, 3.3.4	Conduct administrative functions and provide basic research requirements; create / review / prepare briefings. Prepare read-aheads for delivery to other HQ members, deliver documents (hand carry / transmit / etc.). Travel to support admin requirements; provide facility and administrative support at other various locations as needed or requested by the government.	Daily	*As required
General Requirements  PWS 3.2.10-3.2.11, 3.3.4	Conduct administrative functions ISO senior staff coordination manager, prepare correspondence, coordinate briefs, plan, and coordinate conferences, produce reports, rosters, calendars; perform security related duties for proper control of classified workspaces and materials; coordinate travel; coordinate logistical support.	Daily	*As required
SharePoint Portals  PWS 3.2.1 - 3.2.11, 3.3.1 – 3.3.4.	Create, Design, and Maintain SharePoint portals on each required network to facilitate information sharing and team collaboration.	*As required	*As required
Document Downgrades  PWS 3.2.1 - 3.2.11, 3.3.1 – 3.3.4.	When designated by government leads, with COR concurrence. After reviewing and approving documents as a reliable human reviewer, release them to a lower	*As required	*As required

Deliverable Title	Description	Periodicity	Date Due
	classification network. *As required when manual cross-domain transfer is necessary.		
FOIAS and MDRs  PWS 3.2.1 - 3.2.11, 3.3.1 – 3.3.4.	When required, provide coordination of FOIAs and MDRs as directed by the USCENTCOM FOIA office. Provide coordination and review for the government POCs according to legal standards set by the various laws governing the processing, declassification, and release of information from designated CENTCOM files.	*As Required	*As Required