

**PERFORMANCE WORK STATEMENT
FOR
MARINE CORPS CIVIL-MILITARY OPERATIONS SCHOOL (MCCMOS)
ACADEMIC SUPPORT**

1.0 Scope. The scope of this effort is to provide support to Marine Corps Civil-Military Operations School (MCCMOS), Weapons Training Battalion (WTBN), Marine Corps Training Command (TRNGCMD), in providing instruction in various subjects required to grant Marines the Civil Affairs Military Occupational Specialty (MOS), as well as to train Marines in Civil Affairs (CA), Civil-Military Operations (CMO), Stability Operations, Irregular Warfare (IW) and Counterinsurgency (COIN), and G9 Staff actions. This training will be delivered to Marine Corps CA MOS Course students in order to prepare them to support the Marine Air Ground Task Force (MAGTF) commander's mission and Marine Corps security cooperation objectives. The training will also be delivered to unit staffs at all levels, from Battalions, Civil Affairs Group (CAG) to MAGTF, Joint and Coalition staffs in preparation for conducting civil-military and stability operations. The Contractor will support this effort by providing analysis, instruction, scenario, and background data development, and facilitating services that will enable students to organize, train and lead their CA units, and conduct Civil-Military and Stability Operations in an Irregular, Expeditionary environment.

2.0 Background. MCCMOS continues to refine each Program of Instruction (POI) for the 0530, 0531 and 0532 MOS Courses as well as the CMO Planner Course, CMO Planner Chief Course, COIN Leaders Course (CLC), and G9 Course. Fully qualified and credentialed individuals with expertise in these fields are required to perform the necessary instruction, course development, and course maintenance tasks. This performance work statement (PWS) identifies the necessary requirements to provide MCCMOS with desired instruction, training, and course development support.

2.1 Specific Background. The primary focus of this contract is to provide classroom and in-the-field instruction on CMO, COIN and stability operations in an expeditionary, and frequently irregular, environment. The Contractor will provide resident classroom instruction and augment Mobile Training Teams (MTTs) during MCCMOS-led CA MOS, Stability Operations, and CMO Planner instruction. Other business and analytical support includes a review of current CA/CMO, stability, IW and counterinsurgency-related POI and Marine Corps doctrine to identify potential synergies and to synchronize how the Marine Corps plans, organizes, and executes such operations in an expeditionary environment.

2.2 Policy. Various United States Marine Corps (USMC), Department of Defense (DoD), and other-service doctrines to which the USMC is a signatory guides USMC policy for CA, CMO, IW, COIN, and Stability Operations.

2.2.1 Department of Defense Instruction (DoDI) 3005.05, Stability Operations, states: "Stability operations are a core U.S. military mission that the DOD shall be prepared to conduct with proficiency equivalent to combat operations. The DOD shall be prepared to: (1) Conduct stability operations activities throughout all phases of conflict and across the range of military operations, including in combat and non-combat environments." CMO are a key component of stability operations, as well as COIN.

2.2.2 Marine Corps Technical Publication (MCTP) 3-03A, *Marine Air-Ground Task Force Civil-Military Operations* explains CMO activities and how to plan and execute CMO performed by designated CA or other military forces that establish, maintain, influence, or exploit relationships between military forces and civil partners. CMO are essential to the military instrument to coordinate the integration of military and nonmilitary instruments of national power, particularly in support of stability, counterinsurgency, and other operations dealing with asymmetric and irregular threats. MCTP 3-03A provides a doctrinal foundation of MAGTF CMO and serves as a guide for the commander and his staff. This publication also provides a wealth of information on the broad spectrum of CA activities intended to support CMO on behalf of the MAGTF commander. It is very likely CMO will be conducted by a combination of CA forces and other military forces. The MAGTF commander should recognize CA capability and capacity gaps that require the use of other military forces.

2.2.3 Department of Defense Directive (DODD) 2000.13 on CA states that the DoD must maintain a capability to conduct a broad range of civil affairs operations necessary to support DoD missions and to meet DoD Component

responsibilities to the civilian sector in the operational environment across the range of military operations. It also tasks each secretary of the military departments to: develop and maintain programs necessary to plan, conduct, and support CA operations to meet their Military Service and Combatant Command requirements; provide for CA personnel in their force structures; and to conduct specialized CA education and individual training for assigned personnel.

2.2.4 Marine Corps Order (MCO) 1553.2B Management of Marine Corps Formal Schools and Training Detachments establishes management policies and procedures for the establishment and operation of Marine Corps Formal Learning Centers.

3.0 General Requirements.

3.1 Work Locations. Work efforts in support of the MCCMOS effort will be performed primarily at Government-provided facilities at the MCCMOS facility in Quantico. Other work locations are aboard Marine Corps Base (MCB) Quantico and the Town of Quantico located within MCB Quantico; the Virginia Railway Express Station, Officer Candidate School Clinic, Quantico Marina, Sewage Treatment Plant, Water Treatment Plant, Ashurst School, various obstacle courses, Quantico Mayor's Office, Fire Station, Quantico Police Station, Camp Upshur, Military Operations in Urban Terrain Facility, and the Urban Training Center. The National Museum of the Marine Corps is also used as a work location in support of this effort.

Work efforts will also occur at other continental United States (CONUS) locations, including Marine Corps Air Ground Combat Center (MCAGCC) 29 Palms California, MCB Camp Lejeune, MCB Camp Pendleton, Naval Station (NAVSTA) Great Lakes, and Hialeah Florida. Additional support tasks will be accomplished at the Contractor's facilities.

3.2 Performance Standards. The Contractor is responsible for supporting an effective technical management program by ensuring the quality of technical products supports scheduled milestones; providing effective staffing and resource utilization coincident with program objectives; and managing resources to accommodate priorities of work.

3.3 Government Responsibilities and Interface. The Contracting Officer's Representative (COR) will have technical oversight and will execute responsibilities related to performance, deliverables acceptance, invoice certification, and coordination of work effort. The COR is not authorized to make any changes to the contract. The Regional Contracting Office's (RCO) Procuring Contracting Officer (PCO) will interface with the prime Contractor's representative for payment and administration issues.

3.4 Technical Performance Quality. The Contractor shall be responsible for establishing a staff complement capable of handling the responsibilities of contract execution and coordination of team resources.

3.5 Applicable References. The Contractor shall use the latest versions of the below references as a guide to the extent necessary to accomplish the tasks as stated in this PWS. If during the execution of the contract the Government uncovers the need for additional references or changes to cited references, the Government will provide these to the contractor.

- NAVMC 1553.1 Systems Approach to Training (SAT) Users Guide
- MCO 1553.2B Management of Formal Schools and Training Detachments
- NAVMC 3500.101 Civil Affairs Training and Readiness Manual
- Marine Corps Training Information Management System (MCTIMS) Course descriptive data (CDD) for the CA MOS Course, CMO Planner Course, COIN Leaders Course, and G9 Course, along with their respective POI and Master Lesson File (MLF) provided by MCCMOS
- MCWP 3-33.5 Counterinsurgency
- MCTP 3-303A MAGTF CMO
- DoDI 3005.05, Stability Operations
- DoDD 2000.13, Civil Affairs

4.0. Specific Requirements. The Contractor shall provide support to the MCCMOS effort consistent with the activities identified. Specific support includes:

- Doctrinal Analysis and Review
- Curriculum Development and Instruction of the Marine Corps Civil Affairs Noncommissioned Officer (0531) MOS Course
- Curriculum Development and Instruction of the Marine Corps Civil Affairs CA Specialist (0532) Course
- Curriculum Development and Instruction of the Marine Corps Civil Affairs Officer (0530) MOS Course
- Curriculum Development and Instruction of the Marine Corps CMO Planner Course
- Curriculum Development and Instruction of the Marine Corps CMO Planner Chief Course
- Curriculum Development and Instruction of Marine Civil Information Management System (MARCIMS)
- Curriculum Development and Instruction of the Counterinsurgency Leaders Course
- Curriculum Development and Instruction of the Marine Corps G9 Course
- Training and Education Analysis
- Creation and delivery of Scenarios and Vignettes

4.1 Doctrine Analysis and Review. MCCMOS is the official Marine Corps Training and Education Command (TECOM) proponent for Marine Corps CA, CMO, COIN, and Stability Operations doctrine. The Contractor will be responsible for providing appropriate-level consulting services by reviewing the current and proposed Marine Corps COIN, CA, CMO, SAF, Nation Assistance, Security Cooperation and Stability Operations doctrine and making recommendations to incorporate current and evolving doctrine as it pertains to the MCCMOS curriculum development process, SAT process, training effectiveness, and the integration of stability operations, CMO, irregular warfare and COIN concepts into MAGTF training and doctrine. The Contractor will provide individuals with the required expertise to any CMO related publication requiring review, comments, and updates.

4.2 Marine Corps Civil Affairs Noncommissioned Officer (0531) Course. The 0531 course is taught to active duty Marines that will receive the 0531 MOS. It is a 20 day-training course, offered four times a year, usually one in each quarter, providing basic instruction in Civil Considerations and team-level CMO tactics, techniques and procedures (TTPs). The Contractor will, with concurrence from the COR, instruct, develop and maintain lesson plans, products, multimedia, and instructional tools and aids in support of instruction on academic principles of Marine Corps CA, and CMO at the tactical level. This course is required for the Marine Corps CA MOS of 0531. The course is offered four times a year and is conducted concurrently with the 0530 Civil Affairs Officer MOS Course and the 0532 Civil Affairs Specialist Course with some periods taught together at MCB Quantico.

4.2.1 Classroom Instruction. The 0531 course has 34 hours of lecture covering the five CA Core Tasks (Populace and Resources Control, Foreign Humanitarian Assistance, Civil Information Management, Nation Assistance, and Support to Civil Administration) and other items in the Training and Readiness Manual pertaining to Marine Corps Civil Affairs. The contractor shall have expertise in the five CA Core Tasks, CA Methodology, Marine Civil Information Management System (MARCIMS), Stability Operations, Counterinsurgency, Stability Assessment Framework, CMO, Planning CMO, G-9 staff functions, Small Wars, IW, and Operational Culture, etc.

4.2.2 Training Schedules. The Contractor shall create the training schedule, subject to approval by the COR. The training schedule for the 0531 MOS Courses accounts for all instruction (lecture, demonstration, practical application, written examinations and performance examinations). It is used as a planning tool and is the main document for synchronizing efforts. Instructors and assistant instructors are to be identified and the 0531 course schedule must be de-conflicted with the 0530 and 0532 course schedules to insure classes taught to both audiences at the same time are reflected in each schedule.

4.2.3 Student Evaluations. Student evaluations encompass written exams, facilitating practical applications, performance examinations, and the field exercise. The 0531 Course has 3 written examinations which are created with instructor input. Half of the course is dedicated to practical applications that reinforce any lecture. Performance examinations, in accordance with associated performance evaluation checklists, assess a student's ability to master the subject matter. The field exercise is the culminating event with both POIs forming a Marine CA Team and evaluates each student's ability to demonstrate and be evaluated on the learning objectives of the course in a scripted

scenario utilizing role players. All student evaluations use non-subjective performance evaluation checklists approved by MCCMOS.

4.2.4 Curriculum Development and Master Lesson Files. The Contractor shall create and manage curriculum and execution of the POI to include course descriptive data, courseware and curriculum materials as well as providing professional, school-trained curriculum developer(s) and personnel to serve as general educational specialists in support of the MCCMOS academics section. Personnel shall be qualified as a curriculum developer having attended the Curriculum Developers Course in accordance with Marine Corps Order 1553.2B The Management of Marine Corps Formal Schools and Training Detachments and the SAT Manual. The specific content and curriculum must be approved by the COR before it is taught, and time allocated to the instructional material developed will be determined by MCCMOS. Nature of the work will involve assistance with the following:

- Determining detailed subject matter and references to be included in the POI
- Developing course materials such as study guides, visual aids, simulations (mock ups and models), proficiency charts, training aids, handouts, and course and instructional outlines.
- Recommending instructional methods to best convey the course material (e.g. conferences, demonstrations, and practical exercises)
- Constructing questions pertaining to his/her area of instructional responsibility for inclusion in course examinations.
- Revising lesson plans to include updated course material, coordinating updates with other related courses of instruction.
- Adjusting lesson plans to accommodate and motivate a diverse student population or allow for unavoidable circumstances, providing for minimal disruption to established course schedule.
- Adhering to the School-approved Standard Operating Procedures (SOP) and Instructor Development Program

4.3 Marine Corps Civil Affairs Specialist (0532) Course. The 0532 course is taught to reserve component Marines that will receive the 0532 MOS. It is a 20 day-training course, offered four times a year, usually one in each quarter, providing basic instruction in Civil Considerations and team-level CMO tactics, techniques and procedures (TTPs). The Contractor will, with concurrence from the COR, instruct, develop and maintain lesson plans, products, multimedia, and instructional tools and aids in support of instruction on academic principles of Marine Corps CA, and CMO at the tactical level. This course is required for the Marine Corps CA MOS of 0532. The course is offered four times a year and is conducted concurrently with the 0530 Civil Affairs Officer MOS Course and the 0531 Civil Affairs Noncommissioned Officer Course with some periods taught together at MCB Quantico.

4.3.1 Classroom Instruction. The 0532 course has 34 hours of lecture covering the five CA Core Tasks (Populace and Resources Control, Foreign Humanitarian Assistance, Civil Information Management, Nation Assistance, and Support to Civil Administration) and other items in the Training and Readiness Manual pertaining to Marine Corps Civil Affairs. The contractor shall have expertise in the five CA Core Tasks, CA Methodology, Marine Civil Information Management System (MARCIMS), Stability Operations, Counterinsurgency, Stability Assessment Framework, CMO, Planning CMO, G-9 staff functions, Small Wars, IW, and Operational Culture, etc.

4.3.2 Training Schedules. The Contractor shall create the training schedule, subject to approval by the COR. The training schedule for the 0532 MOS Courses accounts for all instruction (lecture, demonstration, practical application, written examinations and performance examinations). It is used as a planning tool and is the main document for synchronizing efforts. Instructors and assistant instructors are to be identified and the 0532 course schedule must be de-conflicted with the 0530 and 0531 course schedules to insure classes taught to both audiences at the same time are reflected in each schedule.

4.3.3 Student Evaluations. Student evaluations encompass written exams, facilitating practical applications, performance examinations, and the field exercise. The 0532 Course has 3 written examinations which are created with instructor input. Half of the course is dedicated to practical applications that reinforce any lecture. Performance examinations, in accordance with associated performance evaluation checklists, assess a student's ability to master the subject matter. The field exercise is the culminating event with both POIs forming a Marine CA Team and evaluates each student's ability to demonstrate and be evaluated on the learning objectives of the course in a scripted

scenario utilizing role players. All student evaluations use non-subjective performance evaluation checklists approved by MCCMOS.

4.3.4 Curriculum Development and Master Lesson Files. The Contractor shall create and manage curriculum and execution of the POI to include course descriptive data, courseware and curriculum materials as well as providing professional, school-trained curriculum developer(s) and personnel to serve as general educational specialists in support of the MCCMOS academics section. Personnel shall be qualified as a curriculum developer having attended the Curriculum Developers Course in accordance with Marine Corps Order 1553.2B The Management of Marine Corps Formal Schools and Training Detachments and the SAT Manual. The specific content and curriculum must be approved by the COR before it is taught, and time allocated to the instructional material developed will be determined by MCCMOS. Nature of the work will involve assistance with the following:

- Determining detailed subject matter and references to be included in the POI
- Developing course materials such as study guides, visual aids, simulations (mock ups and models), proficiency charts, training aids, handouts, and course and instructional outlines.
- Recommending instructional methods to best convey the course material (e.g. conferences, demonstrations, and practical exercises)
- Constructing questions pertaining to his/her area of instructional responsibility for inclusion in course examinations.
- Revising lesson plans to include updated course material, coordinating updates with other related courses of instruction.
- Adjusting lesson plans to accommodate and motivate a diverse student population or allow for unavoidable circumstances, providing for minimal disruption to established course schedule.
- Adhering to the School-approved Standard Operating Procedures (SOP) and Instructor Development Program

4.4 Marine Corps Civil Affairs Officer (0530) MOS Course. A 20 day-training course, offered four times a year usually one in each quarter, providing basic instruction in Civil Considerations, introduction to CMO planning, and team-level CMO tactics, techniques and procedures. The Contractor will, subject to approval by the COR, instruct, develop and maintain lesson plans, products, multimedia, and instructional tools and aids in support of instruction on academic principles of civil affairs, civil affairs unit management and leadership, and CMO and CMO planning at the tactical level. This Course is required for the CA MOS of 0530. The course is offered four times a year and is conducted concurrently with the 0531 Civil Affairs Noncommissioned Officer MOS Course and 0532 Civil Affairs Specialist Course with some periods taught together at MCB Quantico.

4.4.1 Classroom Instruction. The 0530 course has 43 hours of lecture covering the five CA Core Tasks (Populace and Resources Control, Foreign Humanitarian Assistance, Civil Information Management, Nation Assistance, and Support to Civil Administration) and other items in the Training and Readiness Manual pertaining to Marine Civil Affairs. The contractor shall have expertise in the five CA Core Tasks, CA Methodology, MARCIMS, Stability Operations, Counterinsurgency, Stability Assessment Framework, CMO, Planning CMO, G-9 staff functions, Small Wars, IW, and Operational Culture, etc.

4.4.2 Training Schedules. The Contractor shall create the training schedule, subject to approval by the COR. The training schedule for the 0530 MOS Course accounts for all instruction (lecture, demonstration, practical application, written examinations and performance examinations). It is used as a planning tool and is the main document for synchronizing efforts. Instructors and assistant instructors are to be identified and the 0530 course schedule must be de-conflicted with the 0531/0532 course schedules to insure classes taught to both audiences at the same time are reflected in each schedule.

4.4.3 Student Evaluations. Student evaluations encompass written exams, facilitating practical applications, performance examinations, and the field exercise. The 0530 Course has 3 written examinations which are created with instructor input. A large portion of the course is dedicated to practical applications that reinforce any lecture. Performance examinations, in accordance with associated performance evaluation checklists, assess a student's ability to master the subject matter. The field exercise is the culminating event with both POIs forming a CA Team and evaluates each student's ability to demonstrate and be evaluated on the learning objectives of the course in a

scripted scenario utilizing role players. All student evaluations use non-subjective performance evaluation checklists approved by MCCMOS.

4.4.4 Curriculum Development and Master Lesson Files. The Contractor shall, subject to approval by the COR, create and manage curriculum and execution of the POI, to include course descriptive data, courseware and curriculum materials as well as providing professional, school-trained curriculum developer(s) and personnel to serve as general educational specialists in support of the MCCMOS academics section. Personnel shall be qualified as a curriculum developer having attended the Curriculum Developers Course in accordance with Marine Corps Order 1553.2B The Management of Marine Corps Formal Schools and Training Detachments and the SAT Manual. The specific content and curriculum must be approved by the COR before it is taught, and time allocated to the instructional material developed will be determined by MCCMOS. Nature of the work will involve assistance with the following:

- Determining detailed subject matter and references to be included in the POI
- Developing course materials such as study guides, visual aids, simulations (mock ups and models), proficiency charts, training aids, handouts, and course and instructional outlines.
- Recommending instructional methods to best convey the course material (e.g. conferences, demonstrations, and practical exercises)
- Constructing questions pertaining to his/her area of instructional responsibility for inclusion in course examinations.
- Revising lesson plans to include updated course material, coordinating updates with other related courses of instruction.
- Adjusting lesson plans to accommodate and motivate a diverse student population or allow for unavoidable circumstances, providing for minimal disruption to established course schedule.
- Adhering to the School approved SOP and Instructor Development Program

4.5 CMO Planner (officer) Course. CMO Planner Course is a 10 day, scenario-based planning exercise held three times annually taught in conjunction with the CMO Planner Chief Course. It is designed to educate and train the CA Detachment and Team level leaders in planning CMO at the regimental and Marine Expeditionary Unit (MEU) level, with some exposure to operational level considerations. This course is professional military education (PME) for 0530 MOS career progression and is offered three times a year as either resident course aboard MCB Quantico, or via MTT.

4.5.1 Classroom Instruction. The CMO Planner Course has 21 hours of lecture covering the five CA Core Tasks (Populace and Resources Control, Foreign Humanitarian Assistance, Civil Information Management, Nation Assistance, and Support to Civil Administration) and other items in the Training and Readiness Manual pertaining to CA. The contractor shall have expertise in the five CA Core Tasks, CA Methodology, MARCIMS, Stability Operations, Counterinsurgency, Stability Assessment Framework, CMO, Planning CMO, G-9 staff functions, Small Wars, IW, and Operational Culture, etc.

4.5.2 Training Schedules. The Contractor shall create the training schedule, subject to approval by the COR. The training schedule for the CMO Planner Course accounts for all instruction (lecture, demonstration, practical application, written examinations and performance examinations). It is used as a planning tool and is the main document for synchronizing efforts since instructors and assistant instructors are identified.

4.5.3 Student Evaluations. Student evaluations encompass written exams, facilitating practical applications, and performance examinations. The CMO Planner Course has 2 written examinations which are created with instructor input. A large portion of the course is dedicated to practical applications that reinforce any lecture. Performance examinations, in accordance with associated performance evaluation checklists, assess a student's ability to master the subject matter. All student evaluations use non-subjective performance evaluation checklists approved by MCCMOS.

4.5.4 Curriculum Development and Master Lesson Files. The Contractor shall create and manage curriculum and execution of the POI to include course descriptive data, courseware and curriculum materials as well as providing professional, school-trained curriculum developer(s) and personnel to serve as general educational specialists in

support of the MCCMOS academics section. Personnel shall be qualified as a curriculum developer having attended the Curriculum Developers Course in accordance with Marine Corps Order 1553.2B The Management of Marine Corps Formal Schools and Training Detachments and the SAT Manual. The specific content and curriculum must be approved by the COR before it is taught, and time allocated to the instructional material developed will be determined by MCCMOS. Nature of the work will involve assistance with the following:

- Determining detailed subject matter and references to be included in programs of instruction.
- Developing course materials such as study guides, visual aids, simulations (mock ups and models), proficiency charts, training aids, handouts, and course and instructional outlines.
- Recommending instructional methods to best convey the course material (e.g. conferences, demonstrations, and practical exercises)
- Constructing questions pertaining to his/her area of instructional responsibility for inclusion in course examinations.
- Revising lesson plans to include updated course material, coordinating updates with other related courses of instruction.
- Adjusting lesson plans to accommodate and motivate a diverse student population or allow for unavoidable circumstances, providing for minimal disruption to established course schedule.
- Adhering to the School approved SOP and Instructor Development Program

4.5.5. Travel. The contractor will support a CMO Planner Course via MTT to Camp Pendleton, CA with approximately two instructors for fourteen days (two weeks that include two travel days, and ten workdays). The contractor will also support CMO Planning/contingency planning for the various geographic Marine Forces (eg, Marine Forces Korea, Marine Forces Europe/Africa). Contingency planning may be at the secret or top secret/sensitive compartmented information (TS/SCI) depending on the requirements of the government/unit supported. See section 9 for security requirement.

4.6 CMO Planner Chief Course. CMO Planner Chief Course is a 10 day, scenario-based planning exercise held three times annually in conjunction with the CMO Planner (officer) Course. It is designed to educate and train the CA Detachment Chief and all Civil Affairs Staff Noncommissioned Officers (SNCOs) in planning CMO at the regimental and Marine Expeditionary Unit (MEU) level, with some exposure to operational level considerations and unit training. This course is required professional military education (PME) for 0532 MOS career progression and is offered three times a year as either resident course aboard MCB Quantico, or via MTT.

4.6.1 Classroom Instruction. The CMO Planner Chief Course has 21 hours of lecture covering the five CA Core Tasks (Populace and Resources Control, Foreign Humanitarian Assistance, Civil Information Management, Nation Assistance, and Support to Civil Administration) and other items in the Training and Readiness Manual pertaining to CA. The contractor shall have expertise in the five CA Core Tasks, planning unit training, delivering unit training, CA Methodology, MARCIMS, Stability Operations, Counterinsurgency, Stability Assessment Framework, CMO, Planning CMO, G-9 staff functions, Small Wars, IW, and Operational Culture, etc.

4.6.2 Training Schedules. The Contractor shall create the training schedule, subject to approval by the COR. The training schedule for the CMO Planner Chief Course accounts for all instruction (lecture, demonstration, practical application, written examinations and performance examinations). It is used as a planning tool and is the main document for synchronizing efforts since instructors and assistant instructors are identified.

4.6.3 Student Evaluations. Student evaluations encompass written exams, facilitating practical applications, and performance examinations. The CMO Planner Chief Course has 2 written examinations which are created with instructor input. A large portion of the course is dedicated to practical applications that reinforce any lecture. Performance examinations, in accordance with associated performance evaluation checklists, assess a student's ability to master the subject matter. All student evaluations use non-subjective performance evaluation checklists approved by MCCMOS.

4.6.4 Curriculum Development and Master Lesson Files. The Contractor shall create and manage curriculum and execution of the POI to include course descriptive data, courseware and curriculum materials as well as providing professional, school-trained curriculum developer(s) and personnel to serve as general educational specialists in

support of the MCCMOS academics section. Personnel shall be qualified as a curriculum developer having attended the Curriculum Developers Course in accordance with Marine Corps Order 1553.2B The Management of Marine Corps Formal Schools and Training Detachments and the SAT Manual. The specific content and curriculum must be approved by the COR before it is taught, and time allocated to the instructional material developed will be determined by MCCMOS. Nature of the work will involve assistance with the following:

- Determining detailed subject matter and references to be included in programs of instruction.
- Developing course materials such as study guides, visual aids, simulations (mock ups and models), proficiency charts, training aids, handouts, and course and instructional outlines.
- Recommending instructional methods to best convey the course material (e.g. conferences, demonstrations, and practical exercises)
- Constructing questions pertaining to his/her area of instructional responsibility for inclusion in course examinations.
- Revising lesson plans to include updated course material, coordinating updates with other related courses of instruction.
- Adjusting lesson plans to accommodate and motivate a diverse student population or allow for unavoidable circumstances, providing for minimal disruption to established course schedule.
- Adhering to the School approved SOP and Instructor Development Program

4.6.5. Travel. The contractor will support a CMO Planner Chief Course via MTT to Camp Pendleton, CA with approximately two instructors for fourteen days (two weeks that include two travel days, and ten workdays). The contractor will also support CMO Planning/contingency planning for the various geographic Marine Forces (eg, Marine Forces Korea, Marine Forces Europe/Africa). Contingency planning may be at the secret or top secret/sensitive compartmented information (TS/SCI) depending on the requirements of the government/unit supported. See section 9 for security requirement.

4.7 Marine Civil Information Management System (MARCIMS). MARCIMS is a program of record for the Marine Corps and consists of two main entities: MARCIMS Mobile is an application hosted on a mobile device (smartphone) used to collect civil information via standardized assessment forms. MARCIMS Portal is a web based capability that uses a semantic Wiki platform enabling CA Marines and partner organizations the ability to collaborate and share unclassified civil information. MARCIMS is integrated in all MCCMOS Courses and a MARCIMS train-the-trainer course needs to be created and taught.

4.7.1 Classroom Instruction. MARCIMS can be taught as a stand-alone course and will also be incorporated in the 0530 MOS Course, 0531/0532 MOS Course, CMO Planner Course, CMO Planner Chief Course, and the G9 Course. The contractor shall have expertise in the use of and instruction of MARCIMS.

4.7.2 Training Schedules. The Contractor shall create the training schedule, subject to the approval of the COR. The training schedule for MARCIMS accounts for all instruction (lecture, demonstration, practical application, written examinations and performance examinations). It is used as a planning tool and is the main document for synchronizing efforts since instructors and assistant instructors are identified. When the MARCIMS is part of a different POI, i.e. 0530 and 0531 MOS Courses, the lecture, demonstration, practical application, and performance evaluations will be captured in those training schedules.

4.7.3 Student Evaluations. Student evaluations encompass written exams, facilitating practical applications, and performance examinations. The MARCIMS learning objectives are captured through written examination questions, practical applications and performance evaluations using scenarios, vignettes and role players. All student evaluations use non-subjective performance evaluation checklists approved by MCCMOS.

4.7.4 Curriculum Development and Master Lesson Files. The Contractor shall create and manage curriculum and execution of the POI to include course descriptive data, courseware and curriculum materials as well as providing professional, school-trained curriculum developer(s) and personnel to serve as general educational specialists in support of the MCCMOS academics section. Personnel shall be qualified as a curriculum developer having attended the Curriculum Developers Course in accordance with Marine Corps Order 1553.2B The Management of Marine Corps Formal Schools and Training Detachments and the SAT Manual. The specific content and curriculum must

be approved by the COR before it is taught, and time allocated to the instructional material developed will be determined by MCCMOS. Nature of the work will involve assistance with the following:

- Determining detailed subject matter and references to be included in programs of instruction.
- Developing course materials such as study guides, visual aids, simulations (mock ups and models), proficiency charts, training aids, handouts, and course and instructional outlines.
- Recommending instructional methods to best convey the course material (e.g. conferences, demonstrations, and practical exercises)
- Constructing questions pertaining to his/her area of instructional responsibility for inclusion in course examinations.
- Revising lesson plans to include updated course material, coordinating updates with other related courses of instruction.
- Adjusting lesson plans to accommodate and motivate a diverse student population or allow for unavoidable circumstances, providing for minimal disruption to established course schedule.
- Adhering to the School approved SOP and Instructor Development Program

4.7.5. Travel. The contractor will provide MARCIMS training to Civil Affairs units at Camp Pendleton, CA, Great Lakes, IL, and Hialeah, FL with approximately one instructor for two training days at each location, typically during a weekend.

4.8 COIN Leaders Course (CLC). MCCMOS retains the capability to provide this 5 day training POI to Battalion and higher level commanders and staffs in the intricacies of COIN in an irregular, expeditionary environment, and explores the linkages between COIN, CMO, and Stability Operations. The CLC is presented as either a resident course aboard MCB Quantico, or via MTT.

4.8.1 Classroom Instruction. The CLC has lecture and practical applications using vignettes and scenarios. The contractor shall have expertise in the five CA Core Tasks, Stability Operations, Counterinsurgency, Stability Assessment Framework, CMO, Planning CMO, G-9 staff functions, Small Wars, IW, and Operational Culture, etc.

4.8.2 Training Schedules. The Contractor shall create the schedule, subject to the approval of the COR. The training schedule for the CLC accounts for all instruction (lecture, demonstration, practical application, written examinations and performance examinations). It is used as a planning tool and is the main document for synchronizing efforts since instructors and assistant instructors are identified.

4.8.3 Student Evaluations. Student evaluations encompass written exams, facilitating practical applications, and performance examinations using scenarios, and vignettes. All student evaluations use non-subjective performance evaluation checklists approved by MCCMOS.

4.8.4 Curriculum Development and Master Lesson Files. The Contractor shall create and manage curriculum and execution of the POI to include course descriptive data, courseware and curriculum materials as well as provide professional, school-trained curriculum developer(s) and personnel to serve as general educational specialists in support of the MCCMOS academics section. Personnel shall be qualified as a curriculum developer having attended the Curriculum Developers Course in accordance with Marine Corps Order 1553.2B The Management of Marine Corps Formal Schools and Training Detachments and the SAT Manual. The specific content and curriculum must be approved by the COR before it is taught, and time allocated to the instructional material developed will be determined by MCCMOS. Nature of the work will involve assistance with the following:

- Determining detailed subject matter and references to be included in the POI
- Developing course materials such as study guides, visual aids, simulations (mock ups and models), proficiency charts, training aids, handouts, and course and instructional outlines.
- Recommending instructional methods to best convey the course material (e.g. conferences, demonstrations, and practical exercises)
- Constructing questions pertaining to his/her area of instructional responsibility for inclusion in course examinations.

- Revising lesson plans to include updated course material, coordinating updates with other related courses of instruction. Updated course material may have to be at the secret or top secret/sensitive compartmented information (TS/SCI) depending on the requirements of the government/unit supported. See section 9 for security requirement.
- Adjusting lesson plans to accommodate and motivate a diverse student population or allow for unavoidable circumstances, providing for minimal disruption to established course schedule.
- Adhering to the School approved SOP and Instructor Development Program

4.8.5. Travel. The contractor will provide CLC training via MTT to Civil Affairs units at Camp Pendleton, CA, Twentynine Palms, CA, Camp Lejeune, NC with approximately two instructors for seven days at each location (one week that includes two travel days, and five workdays).

4.9 G9 Course. This scalable graduate-level, 5 or 6 training-day course is designed to provide a CAG G9 branch with the tools and expertise needed to serve as the AC/S G9 on a MAGTF, Major Subordinate Command (MSC), Joint or combined general staff. Presented as either a resident course aboard MCB Quantico.

4.9.1 Classroom Instruction. The G9 Course has lecture, and practical applications. The contractor shall have expertise in the five CA Core Tasks, CA Methodology, Stability Operations, COIN, SAF, CMO, MARCIMS, Planning CMO, G-9 staff functions, Small Wars, IW, and Operational Culture, etc.

4.9.2 Training Schedules. The Contractor shall create the schedule, subject to the approval of the COR. The training schedule for the G9 Course accounts for all instruction (lecture, demonstration, practical application, written examinations and performance examinations). It is used as a planning tool and is the main document for synchronizing efforts since instructors and assistant instructors are identified.

4.9.3 Student Evaluations. Student evaluations encompass written exams, facilitating practical applications, and performance examinations using scenarios, and vignettes. All student evaluations use non-subjective performance evaluation checklists approved by MCCMOS.

4.9.4 Curriculum Development and Master Lesson Files. The Contractor shall create and manage curriculum and execution of the POI to include course descriptive data, courseware and curriculum materials as well as providing professional, school-trained curriculum developer(s) and personnel to serve as general educational specialists in support of the MCCMOS academics section. Personnel shall be qualified as a curriculum developer having attended the Curriculum Developers Course in accordance with Marine Corps Order 1553.2B The Management of Marine Corps Formal Schools and Training Detachments and the SAT Manual. The specific content and curriculum must be approved by the COR before it is taught, and time allocated to the instructional material developed will be determined by MCCMOS. Nature of the work will involve assistance with the following:

- Determining detailed subject matter and references to be included in the POI
- Developing course materials such as study guides, visual aids, simulations (mock ups and models), proficiency charts, training aids, handouts, and course and instructional outlines.
- Recommending instructional methods to best convey the course material (e.g. conferences, demonstrations, and practical exercises)
- Constructing questions pertaining to his/her area of instructional responsibility for inclusion in course examinations.
- Revising lesson plans to include updated course material, coordinating updates with other related courses of instruction.
- Adjusting lesson plans to accommodate and motivate a diverse student population or allow for unavoidable circumstances, providing for minimal disruption to established course schedule.
- Adhering to the School approved SOP and Instructor Development Program

4.10 Training and Education Analysis. Training and education analysis is a vital role in training and education. It allows MCCMOS to analyze feedback in order to make the necessary corrections to provide better products to meet the Marine Corps' needs. Feedback is collected by the following forms filled out by students: Instructor Rating

Forms (IRFs), Examination Rating Forms (ERFs), After Instruction Reports (AIRs), End of Course Critiques (ECCs)

4.10.1 Instruction Analysis. The Contractor will conduct instruction analysis utilizing a variety of tools IRFs are handed out to students prior to each lecture, and practical application. ERFs are handed out prior to all practical examinations and written examinations. IRFs and ERFs are compiled and consolidated in AIRs and comments by students are addressed and used as a correction tool. ECCs capture all after action items brought up by students. IRFs, ERFs, AIRs and ECCs are analyzed by the contractor to improve individual classes, instruction, and courses as a whole. Contractor will also conduct a Course Curriculum Review Board with input from the government as part of the Record of Proceedings in which could result in changing a POI in the Marine Corps Training Information Management System (MCTIMS) subject to approval by the Government.

4.10.2 Course Registration. The Contractor shall be responsible for providing course registration reports. Course registration is an important tool used in MCTIMS to properly manage and forecast student population attendance. Registration reports are required prior to every class in order to properly prepare for the volume of students attending.

4.10.3 Training and Readiness (T&R) Conference. The Contractor shall assist with facilitating the CA T&R conference. T&R conferences are held by MCCMOS and facilitate changes in the Civil Affairs T&R Manual. Contractor will conduct the T&R Manual review using input from the MARFORs, CA, and CMO SMEs. Assist the TECOM Task Analyst in facilitating the T&R Conference.

4.10.4 Standard Operating Procedures (SOP). The Contractor shall create and maintain a MCCMOS SOP which addresses, but is not limited to: MCCMOS Staff functions, roles, responsibilities; POI management; MLF management; course execution; student evaluations; student counseling; and failure/drop procedures.

4.11 Scenarios and Vignettes. Scenarios and vignettes are used in all POIs maintained by MCCMOS. Scenarios and vignettes function as a tool to nest practical applications with learning objectives and real world situations.

4.11.1 Scenario and Vignette creation. The Contractor will create scenarios and vignettes, and will update and refine them for the 0530 CA Officer MOS Course, 0531 CA NCO MOS Course, 0532 CA Specialist MOS Course, CMO Planner Course, CMO Planner Chief Course, COIN Leaders Course, and the G9 Course. The Contractor will create role player scripts for each scenario and vignette to include, but not limited to: use of interpreter, key leader engagement, negotiation, and mediation. The 4 day field exercise of the 0530 POI and 0531/0532 POI is the culminating event of the courses using role players with an overarching scenario as the backdrop and supporting scripts and scenarios to facilitate the evaluation of learning objectives. The contractor will assist with scenarios and vignettes for Civil Affairs integration into Information Operations at the Marine Corps Information Operations Center (MCIOC) and the MAGTF Staff Training Program (MSTP). Some exercises and events in support of MCIOC and MSTP may require access to top secret/sensitive compartmented information (TS/SCI). See section 9 for security requirement. All of the scenarios, vignettes, and scripts must be approved by the government before using them. None of the scenarios are to be recorded.

4.11.2 Exercise IT Support. The contractor will provide IT support that is required for the 0530 CA Officer MOS Course, 0531 CA NCO MOS Course, 0532 CA Specialist MOS Course, CMO Planner Course, CMO Planner Chief Course, and the G9 Course. The contractor will create the exercise intranet and physical network and provide on-site maintenance for both.

4.11.3 Exercise Control. The Contractor will serve as Exercise Control (EXCON) receiving overall direction by the government. EXCON is the central hub of the field exercise ensuring role players understand their scripts, lane controllers can effectively run their portion of the scenario, evaluators understand what they are evaluating and how to summarize the evaluations, and ensuring the Master Scenario Event List is created and adhered to.

4.12 Options. There are four (4) option years.

4.13 Specific Performance Dates during Fiscal Year (FY) 17 (unless otherwise directed by the COR). The MOS Courses are conducted four times each fiscal year, the CMO Planner Course and CMO Planner Chief Course are

offered three times a year, and the G-9 Course is offered once per year. The FY 18 schedule has not been determined yet.

FY17 CA NONCOMMISSIONED OFFICER (0531) NCO MOS Courses:

3 April – 28 April 2017
5 June – 30 June 2017
31 July – 25 August 2017

FY17 CA SPECIALIST (0532) NCO MOS Courses:

3 April – 28 April 2017
5 June – 30 June 2017
31 July – 25 August 2017

FY17 CA OFFICER (0530) MOS Courses:

3 April – 28 April 2017
5 June – 30 June 2017
31 July – 25 August 2017

FY17 CMO Planner (officer) Courses:

6 March – 17 March 2017
8 May – 19 May 2017
11 September – 22 September 2017

FY17 CMO Planner Chief Courses:

6 March – 17 March 2017
8 May – 19 May 2017
11 September – 22 September 2017

5.0 Contractor Qualification and Experience. The training environment is designed to foster the application of knowledge, doctrine and organizational process in a manner that promotes the critical thinking of Marine Corps students attending the courses described above, to include formal platform instruction and curriculum development in accordance with the SAT Users Guide. Comprehensive practical knowledge of the technical field of CA and CMO, associated with the training assignments is required, to include awareness of technological changes or new developments, such as would be gained through extended experience and on-the-job training combined with practice and study. The Contractor shall ensure personnel assigned to perform the tasks in this PWS have the qualifications and expertise to immediately begin support at the start of the Period of Performance.

5.1 Academic and training instructors must possess fundamentals (e.g., knowledge, skills and experience) of being an instructor. A minimum of three years of progressively responsible experience as an instructor and in instructional design is preferred, and preference will be given to those with recent, operational, Marine CA / CMO experience in a deployed environment such as Operation Iraqi Freedom, Operation Enduring Freedom, or as a part of a humanitarian assistance /disaster response mission. In accordance with (IAW) MCO 1553.2B (Management of Marine Corps Formal Schools) a primary instructor is a Marine, civil servant, other service member, or civilian contractor who teaches a lesson as designated by the POI and conducts the implement phase of the SAT process. Primary Instructors will assist the Curriculum Developer with development and maintenance of MLFs. Per the reference, primary instructors will complete the SAT and Risk Management Distance Learning courses and attend the Formal School Instructor Course (FSIC) offered at Camp Pendleton or Camp Johnson. The Senior Instructor Course and the Curriculum Developers Course are additional courses for a primary instructor and demonstrate the fundamentals of being an instructor.

5.2 Extensive knowledge of Marine Corps Civil Affairs forces, Marine CMO in the operating forces, COIN operations, stability operations, the Marine Corps Planning Process, and MAGTF staff integration is required. Preference will be given to those that have the 0530, 0531, and 0532 Civil Affairs military occupational specialties. Foreign Area Officers, Regional Affairs Officers, and Advisor/Trainer backgrounds are considered related capabilities to CMO.

5.3 Experience in developing and submitting a POI in a Marine Corps Formal Learning Center is required. Experience in Master Lesson File development is required. Experience in using the Marine Corps Training Information Management System (MCTIMS) as part of curriculum development and POI development is required.

5.4 Graduation from a professional military education institution/program (resident/non-resident), such as the Staff Noncommissioned Officers (SNCO) Advanced Course, SNCO Career Course, Expeditionary Warfare School, Command and Staff College is required.

5.5 The Contractor shall have knowledge of and experience applying educational concepts such as adult education, instructional systems, curriculum development, tests and measurements, statistics, evaluation techniques, educational research, lecture, demonstration, practical application, coaching, Socratic questioning, scaffolding, and instruction of case studies, role play and guided discussions.

6.0 Deliverables/Deliverables Management.

6.1 Monthly Program, Status and Management Report (PSMR). The Contractor shall submit a monthly PSMR to the COR and the PCO, no later than the 10th day of the month following the work accomplished. The PSMR shall cover the time period from the first (1st) through the final calendar day of the previous month, and address the status of all tasks. Unless otherwise directed by the COR, this report shall be provided in electronic form using Microsoft Office applications. The PSMR shall include, at a minimum:

- Contractor's name, contract number, and period that the report covers.
- Comparison of planned and actual contract performance.
- Task progress during the past month and plans for the forthcoming month.
- Problems or delays (actual or anticipated) requiring Government action and summary of action required.
- Upcoming/pending approval of travel costs including purpose of trips, duration, and related actions, for this PWS.
- Personnel turnover and future staffing projections.
- Deliverables (by task) accepted or rejected, inclusive of the final day of the month, as well as, the reason for rejection and timeline for resubmission.

6.2 Lesson Certification. The Contractor shall ensure that contracted instructors receive MCCMOS approval through the COR for each lesson to be taught at least 15 days prior to scheduled instruction.

6.3 Master Lesson Files. The Contractor shall maintain instructor and student materials including evaluations and evaluation criteria. These files shall be provided to the course chief and retained as Government Furnished Materials (GFM) at MCCMOS at the conclusion of each training session.

6.4 After Instruction Report. The Contractor shall provide a compilation of statistical data, received from student surveys, pertaining to the instructor, facilities and curriculum. The Contractor shall provide this report to COR within seven days after the conclusion of the class iteration and include it in an After Instruction Report provided to the Academics Officer within 10 days after the conclusion of the class iteration.

6.5 After Exam Report. The Contractor shall provide a compilation of statistical data, received from a de-identified student survey, pertaining to course examinations. The Contractor shall provide this report to COR within seven (7) days after the conclusion of the class iteration and include it in an After Actions Report provided to the Academics Officer.

6.6 Formal Learning Center Evaluation Report (FLECR). The Contractor shall provide a written assessment of the training, including training class dates, student throughput, and training progress and deficiencies. The Contractor shall provide this report monthly to the COR no later than the 10th day of the month following the work accomplished, and shall include information covering the first (1st) through the final calendar day of the previous month.

6.7 Lessons Learned Report (LLR). The Contractor shall provide research and lessons learned to be incorporated into Course Content Review Boards (CCRBs) every 6 months as part of course maintenance. The first report is due six (6) months from date of award. This report is due no later than the 10th day of the month the end of each six (6) month period.

6.8 Trip reports, conference agenda, conference minutes (as required). The Contractor shall provide reporting and documentation on trips and conferences related to the contract within five (5) days of conclusion of the event.

7. Data, Information, Materials: Use, Handling and Intellectual Property Rights.

7.1 General. No data, materials, information or other items (hereinafter singularly or collectively "Items") created or provided expressly for this PWS shall be used by the Contractor for any purpose other than those that are in support of, or for performance under, this PWS without the prior written permission of the PCO. The Contractor is obligated to protect from unauthorized use or disclosure all Government confidential or classified material and/or Government-owned proprietary, and/or Personally Identifiable Information or Personal Privacy. Items obtained in the course of performance under the Government contract, as long as such items remain proprietary, confidential, sensitive or classified shall become the property of the U.S. Government/Marine Corps and not the Contractor, subcontractor, or individual author or researcher.. Any information obtained in the course of duties, or the performance of services, under this contract including, but not limited to, information that may be made available for use that relates to the technical data, trade secrets, processes, operations, style of work, or apparatus, or to the technical data, statistical data, amount or source of any income, profits, losses, or expenditures of any person, firm, partnership, corporation, or association is included in this clause (and with "Items"). Contract personnel shall not publish, divulge, disclose, or make known Items in any manner, or to any extent not authorized by the PCO. When the Contractor's need for such Items ends, the Items shall be returned promptly (within ten (10) business days) to the appropriate government program personnel. However, the obligation not to discuss, disclose, release, reproduce or otherwise provide or make available such Items, or any portion thereof, shall continue, even after completion of this contract. Any actual or suspected unauthorized use, disclosure, release, or reproduction of any Items or violation of this contract, of which the company or any employee is or may become aware, will be reported promptly (within one business day) to the Contractor's program manager, who will inform the PCO within five (5) business days of receiving such report.

7.2 All Items and or deliverables generated by the Contractor under this PWS, and all associated intellectual property, in whatever form, created, generated, or produced under this PWS shall become the property of the U.S. Government/Marine Corps and not the Contractor, subcontractor, or individual author or researcher; therefore, the U.S. Government/Marine Corps shall have the irrevocable, royalty-free, worldwide right to use, modify, reproduce, perform, display, release, or disclose such Items, in whole or in part, in any manner, and for any purpose whatsoever, and to have or authorize others to do so. The contract will include DFARS 252.227-7020. Furthermore, the Contractor shall not use the Contractor's or a Third-Party's proprietary data, information, software, music, voice, items and/or other materials for any purpose without meeting the requirements of DFARS clause 252.227-7020, and without the specific, written approval by the PCO, prior to start of any work.

7.3 Media and Format. Microsoft (MS) Office 2007, Professional Edition, and Adobe products are approved for use in performing under the contract, including the deliverables. Any exceptions must be justified and approved by the COR prior to use. Electronic files for all interim, draft final, and final reports must be provided in a Microsoft Office 2007 application. For the purposes of this PWS, electronic files are files that are e-mailed; also, the term CD is used generically and includes CD-R, CD-RW, DVD-R and DVD-RW. E-mailed files may not be greater than 10 megabytes; however, please note that the CD with DD 250 is the official final deliverable.

8.0 Facilities and Travel Requirements. A majority of the deliverables (instruction) will be carried out at the MCCMOS facility in Quantico as noted in section 3.1 Work Locations. Some of the work to be performed will be carried out via MTTs where Operating Force units are located, work efforts in support of the MCCMOS effort will be accomplished primarily at Government-provided facilities at various CONUS locations. Additional work efforts in support of the MOS support will be accomplished at the Contractor's facilities. Additional coordination will be conducted through the use of electronic mail and phone communications.

8.2 CONUS travel will be required to support this effort. The specific dates will be coordinated between the MCCMOS and the Contractor. See course information above for travel sites.

8.3 Travel authorized in direct support of the requirements identified within the contract shall be conducted in accordance with the Federal Acquisition Regulations (FAR), including FAR Part 31, and consistent with the limits in the Joint Travel Regulations (JTRs). Travel authorization require pre-approval of the COR, in writing, prior to incurring costs. Travel shall be reconciled and reported to the COR prior to invoicing. Costs incurred without authorization will not be reimbursed.

8.4 Local Travel. The Government will not reimburse local travel. Local travel is defined as travel within a 50-mile radius of the government location for which services are being provided.

9.0 Security Requirements:

9.1 Clearances Requirements.

All contractor personnel performing under tasks 4.5 (CMO Planner (officer) Course), 4.6 (CMO Planner (chief) course), 4.8 COIN Leaders Course and 4.11 Scenarios and Vignettes are required to possess and retain a U.S. Top Secret/Sensitive Compartmented Information (TS/SCI) Security Clearance. All other personnel assigned to support this contract must possess and retain a U.S. Secret clearance and a North Atlantic Treaty Organization (NATO) Secret clearance. Contractors are expected to have access to Secure Internet Protocol Router Network (SIPRNET) for planning and conferences. All contractor personnel requiring access to Information Systems and Infrastructure Information/Data and assigned to these positions shall possess a completed background investigation for this Public Trust Position. The prime contractor and all sub-contractors (through the prime contractor) shall certify in writing to the Government that personnel supporting this contract are "Qualified U.S. contractors" per DoD Directive 5230.25 Para 3.2. Qualified U.S. contractors are restricted to U.S. citizens or persons admitted lawfully into the United States for permanent residence that are located in the United States. All personnel identified on the certification and/or supporting this contract shall be in compliance with DoD, Department of the Navy, and Marine Corps Information and Personnel Security Policy, to include completed background investigations (as required) prior to start. The Government shall assist the contractor in gaining access to Government agencies and installations related to the systems in question. The contractor shall take all necessary steps to assure that Contractors and any subcontractor are persons of professional and personal integrity and trust and meet all other requirements stipulated in this PWS.

All Contractors are subject to random Counterintelligence Scope Polygraph (CSP) examinations as part of the Director of Intelligence's Continuous Evaluation Program.

The Contractor shall ensure it and any subcontractors have completed all DD Form 254 requirements prior to commencing any work under this contract.

9.2 Physical Security. The Contractor shall safeguard all Government property and information provided in performance of this contract. Contractor employees shall be subject to all MCCMOS security procedures and any other applicable installation access and security regulations.

9.3 Facility Clearance. The contractor shall have an active final Top Secret Facility Clearance (access to COMSEC and NATO) without any Special Limitations that restrict access.

9.4 Subcontracting. Before any subcontracting can take place, approval from the MCIA SSO is required. DD Form 254 is required.

9.5 Place of Performance. The contractor performance will be at the Marine Corps Civil-Military Operations School, 3094T Upshur Ave, Marine Corps Information Operations Center, the MAGTF Staff Training Program on Marine Corps Base Quantico, Virginia and the various geographic Marine Forces Headquarters (ex Marine Forces South, Marine Forces Europe/Africa). Classified material will be accessed, used, discussed in facilities/systems cleared for appropriate levels of classification.

9.6 FAR 52.204-2 Security Requirements

(a) This clause applies to the extent that this contract involves access to information classified "Confidential," "Secret," or "Top Secret."

(b) The Contractor shall comply with-

(1) The Security Agreement (DD Form 441), including the National Industrial Security Program Operating Manual (DoD 5220.22-M); and

(2) Any revisions to that manual, notice of which has been furnished to the Contractor.

(c) If, subsequent to the date of this contract, the security classification or security requirements under this contract are changed by the Government and if the changes cause an increase or decrease in security costs or otherwise affect any other term or condition of this contract, the contract shall be subject to an equitable adjustment as if the changes were directed under the Changes clause of this contract.

(d) The Contractor agrees to insert terms that conform substantially to the language of this clause, including this paragraph (d) but excluding any reference to the Changes clause of this contract, in all subcontracts under this contract that involve access to classified information.

Contractor personnel may require access to Government facilities after hours. Consequently, Contractor personnel shall follow procedures established at the MCCMOS worksite for ensuring the security of Government Facilities, equipment, materials and personnel who are working in and around Government facilities.

10.0 Meetings. Periodic meetings involving the Government and the Contractor are necessary to facilitate documentation and analytical support efforts. Date, time, and location for these meetings will be determined by mutual agreement between the Contractor and the COR.

11.0 Government Furnished Materials, Equipment, Property and Services. Government will provide facilities access and technical information, as required, for the performance of this contract, as follows:

- a. As appropriate, the Government will provide for Marine Integrated Technology Service (MITS) connections for non-secure Internet Protocol Router Network (NIPRNET).
- b. Government Computers & Network - The Contractor will require access to the MCTIMS via the Marine Corps Enterprise Information Technology Services. The Contractor will require access to the MCCMOS instructional facility and internal Deployable Virtual Training Environment (DVTE) computer network at Marine Corps Base Quantico. The Contractor shall coordinate with the COR concerning the issuance of the CACs necessary for access to these computers/networks.
- c. Government Furnished Software: The Government will provide the required software licenses of Microsoft Office product line, internal network software for the DVTE Server, and other required software for the curriculum production and instructional environments.
- d. Government Documents: The Government will provide access to documents required in support of the execution of this PWS. The Government will make available all relevant policies, procedures, and regulations applicable to MCCMOS operations and management. The Government will make available all relevant documentation such as the currently operational documents, area studies, and doctrinal publications.

12. Enterprise-wide Contractor Manpower Reporting Application (ECMRA).

12.1 The contractor shall report contractor labor hours (including subcontractor labor hours) required for performance of services provided under this contract for RFQ M00264-17-F-0001 via a secure data collection site. Contracted services excluded from reporting are based on Product Service Codes (PSCs). The excluded PSCs are:

- (1) W, Lease/Rental of Equipment;
- (2) X, Lease/Rental of Facilities;
- (3) Y, Construction of Structures and Facilities;
- (4) S, Utilities ONLY;
- (5) V, Freight and Shipping ONLY.

The contractor is required to completely fill in all required data fields using the following web address <https://doncmra.nmci.navy.mil>.

12.2 Reporting inputs will be for the labor executed during the period of performance during each Government fiscal year (FY), which runs October 1 through September 30. While inputs may be reported any time during the FY, all

data shall be reported no later than October 31 of each calendar year. Contractors may direct questions to the help desk, linked at: <https://doncmra.nmci.navy.mil>.

13. General Information

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

13.2 Recognized Holidays: The contractor is not required to perform services on the following holidays:

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

13.3 Hours of Operation: The Contractor is responsible for conducting business, between the hours of 8:00 A.M. – 5:00 P.M. Monday thru Friday, except Federal holidays or when the Government facility is closed due to local or national emergencies, administrative closings, or similar Government directed facility closings. The Contractor must at all times maintain an adequate workforce for the uninterrupted performance of all tasks defined within this PWS when the Government facility is not closed for the above reasons. When hiring personnel, the Contractor shall keep in mind that the stability and continuity of the workforce are essential.

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

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

13.6 Identification of Contractor Employees: All contract personnel attending meetings, answering Government telephones, and working in other situations where their contractor status is not obvious to third parties are required to identify themselves as contractors to avoid creating an impression in the minds of members of the public that they are Government officials. Contract personnel must also ensure that all documents or reports produced by them are suitably marked as contractor products or that contractor participation is appropriately disclosed. The Contractor shall provide identification badges to contract personnel, and such badges must be worn at all times during performance of the tasks under this PWS.

13.7 Organizational Conflict of Interest: Contractor and subcontractor personnel performing work under this contract may receive, have access to or participate in the development of proprietary or source selection information (e.g., cost or pricing information, budget information or analyses, specifications or work statements, etc.) or perform

evaluation services which may create a current or subsequent Organizational Conflict of Interests (OCI) as defined in FAR Subpart 9.5. The Contractor shall notify the PCO immediately whenever it becomes aware that such access or participation may result in any actual or potential OCI, and shall promptly submit a plan to the PCO to avoid or mitigate any such OCI. The Contractor's mitigation plan will be determined to be acceptable solely at the discretion of the PCO, and in the event the PCO unilaterally determines that any such OCI cannot be satisfactorily avoided or mitigated the PCO may affect other remedies as he or she deems necessary, including prohibiting the Contractor from participation in subsequent contracted requirements which may be affected by the OCI.

14. Place of Performance.

14.1 The contractor will abide by the Marine Corps Installations, National Capital Region – Marine Corps Base Quantico, Contractor Screening Policy (Enclosure (3) to MCO 5530.2), available at:

<http://www.quantico.marines.mil/Portals/147/Adjutant/SSIC/05000/MCINCR-MCBQO%205530.2%20ACCESS%20CONTROL%20POLICY.pdf?ver=2016-05-09-140636-257>

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