

**PERFORMANCE WORK STATEMENT (PWS)**

**For**

***U.S. Army Cyber School***

***Cyberspace Capabilities Developer Technician (CCDT)  
Instructional Support Contract  
(Base Year)***

**Period of Performance:**

**1 December 2020 – 30 November 2021**



**U.S. ARMY CYBER SCHOOL  
FORT GORDON, GA 30905-5000**

## PERFORMANCE WORK STATEMENT (PWS)

### Cyberspace Capabilities Developer Technician (CCDT) Instructional Support (BY)

#### Part 1

##### General Information

**1. General:** This is a non-personal services contract to provide instruction for the Cyberspace Capabilities Developer Technician (CCDT) (170D) Warrant Officer Basic Course (WOBC), U.S. Army Cyber School, Cyber Center of Excellence (CCoE), Fort Gordon, Georgia. This effort will support training new Army Warrant Officers, 170D WOBC learners for the Army's new Cyber Branch. The Government will not exercise any supervision or control over the contract service providers performing the services herein. Such contract service providers shall be accountable solely to the Contractor who, in turn, is responsible to the Government.

**1.1 Description of Services/Introduction:** The United States Army Cyber Center of Excellence (Cyber CoE) and Fort Gordon require contractor support to instruct a seventy-two (72) week technical training support package for the Cyber School Warrant Officer Basic Course (WOBC), 170D. The government anticipates two (2) iterations of the required seventy-two (72) week curriculum. The contractor is responsible for the overall management and oversight of this contract. It is the contractor's responsibility to staff and deploy qualified contractor personnel to meet all of the PWS requirements. The Government's historical staffing data is provided under Technical Exhibit 3. The Contractor shall be responsible to propose and deploy the correct labor types, mix, number and hours required to satisfactorily and professionally meet all PWS requirements. The Government anticipates the requirements within this PWS will require the Contractor to provide personnel to instruct, develop, and maintain the Cyber School WOBC Cyberspace Capability Developer Technician Course 72-week curriculum to TRADOC format requirements (lesson plan template to be provided), and develop/maintain course assessment tools (Exam, Practical Exercise, and Quizzes) where the government will retain ownership of all course material developed/maintained. All instruction and updates associated with this effort shall be in accordance with (IAW) Training and Doctrine Command (TRADOC) Regulation 350-70, TRADOC Pamphlet 350-70 Series (1-14), TRADOC Pamphlet 525-8-2, Cyber Center of Excellence (CCoE) Regulation 350-22, Army Regulation (AR) 350-1, all applicable regulations, Cyber School Training Development Standard Operating Procedures (SOP), and Higher Headquarter guidance. The Contractor shall provide Cyber School WOBC 170D specific training material and instruction as stated in this PWS, IAW paragraph 5.3. This requirement shall provide the U.S. Army Cyber School with curriculum that facilitates adult learning through modern training techniques, methodologies, and hands-on application of learned skills. Personnel attending this Initial Military Training (IMT) course will receive quality, contemporary training. Except for property and services specified as government furnished, the contractor shall provide all personnel, equipment, supplies, facilities, transportation, tools, materials, supervision, other items, and non-personal services necessary to perform instructional support as defined in this Performance Work Statement. The contractor shall perform to the standards in this contract.

**1.2 Background:** The Cyber School was established to provide trained 17 series personnel that support the Army's Cyberspace Operations across USCYBERCOM, ARCYBER, and Cyber Protection Brigade missions. Additionally, the Cyber School has the mission of providing equipment, faculty, and an environment that builds Soldiers' skills and abilities while encouraging a culture of aggressive self-development. As stated in Self Development for Cyber Warriors (Conti, Caroland, Cook, Taylor), "Aggressive self-development is a critical task for the cyber warfare professional. No matter the quality, formal training and education programs age poorly when facing the relentless advance of technology and agile adversaries. Self-development serves as a continuous complement to formal training and fosters the currency and depth of expertise a world-class cyber workforce demands."

**1.3 Objectives:** 1) Present instruction consisting of a seventy-two (72) week block for the WOBC 170D training, beginning January 2021 (or at contract start date). 2) All culminating events, practical exercises, or examinations will be assessed based on an individual's work and not group assignments. Primary instruction material for all modules will be at the UNCLASSIFIED Level, and will be supported through the fostering of learner self-development, platform instruction, learner performance assessments, training resource maintenance, training schedule development, exam management and administration, and assisting learners with developing, preparing, and delivering presentations. Contractor personnel shall demonstrate model behavior and professionalism at all times.

**1.4 Scope:** 170D WOBC is designed to provide training, education, and experience gaining an opportunity to individuals with an identified aptitude towards learning computer programming. Though the WOBC is modular in design, the material presented in the course relies on the material presented before it. For all intensive purposes, the entire course is considered one continuous course as far as the instruction goes. The grading standard developed for the course will be followed for all practical exercises, assessments, culminating events, and the qualification event. The contractor shall provide individuals with the core competencies and demonstrated ability to support the course curriculum and training outlined in this contract to perform instruction using C and Python at the Army and joint requirements level. This course provides hands-on application of concepts, tools, and techniques comprising 80% of the course content, with lecture comprising no more than 20%. The course focuses on unclassified concepts, techniques, and information that lend to a seamless transition from the classroom to operations in order to reduce follow-on unit training and to improve personnel performance upon graduation from the course. The contractor shall, as required, maintain and develop lesson materials; perform planning, research and development, technical analysis, and administration; develop/maintain homework assignments, quizzes, and labs; provide blended training solutions, labs, assessment, or self-study products; provide all subject texts and textbooks for the requisite course; develop, maintain, and employ advanced distributed learning. The developed curriculum will meet the standards outlined in the Program of Instruction (POI), Cyber School training guidance, the USCYBERCOM J7/National Cryptologic Training System (NSA standards per DoDI 3305.09), DoD Cybersecurity Workforce Framework (i.e. DoD 8570 or 8140). The training support package will focus on the following topics from an intermediate to advanced level and primary instruction material for all modules will be up to the UNCLASSIFIED Level. All curriculums will become the intellectual property of the U.S. Government, and all developed products will be owned by the Government. The Contractor shall instruct, develop, and maintain for the Cyber School, Warrant Officer Basic Course (WOBC) 170D specific training material on the below topics:

- **Communicating Effectively**
- **Thinking Logically**
- **Networking**
- **Discrete Math**
- **Python Programming I**
- **Python Programming II**
- **Culminating Event I**  
Culminating events test the student's ability to demonstrate retention of material taught to the point the culminating event occurs within the course. It has a scope of about 60 hours assessed over 80 hours.
- **Introduction to C Programming**
- **Intermediate C Programming**
- **Culminating Event II**
- **Data Structures and Algorithms I**
- **Data Structures and Algorithms II**
- **Culminating Event III**
- **Object-Oriented Python**
- **Culminating Event IV**
- **Operating Systems**
- **x86 Assembly Programming**
- **Culminating Event V**
- **Network Programming in C**
- **Network Programming in Python**
- **Developer Qualification Event**

- **Introduction to Cryptography**
- **Organizational Processes**

**1.5 Period of Performance:** This period of performance shall be for one (1) Base Year of 12 months and three (3) 12-month option years. The base year period of performance is projected to be 30 September 2020 – 29 September 2021.

Base Year	1 December 2020 – 30 November 2021
Option Year I:	1 December 2021 – 30 November 2022
Option Year II:	1 December 2022 – 30 November 2023
Option Year III:	1 December 2023 – 30 November 2024
Option Year IV:	1 December 2024 – 30 November 2025

## **1.6 General Information**

**1.6.1 Quality Control:** The contractor shall develop and maintain an effective Quality Control Program (QCP) to ensure services are performed in accordance with this PWS. The contractor shall develop and implement procedures to identify, prevent, and ensure non-recurrence of defective services. The contractor's QCP is the means for assuring the work and products delivered comply with the requirements of this contract. The contractor shall utilize qualified personnel who shall instruct training material and products for the 170D WOBC Course. The contractor shall utilize personnel who possess the knowledge, skills, abilities and experience to develop Cyberspace Operations training IAW all relevant regulations, requirements, and SOPs to include USCYBERCOM J7, National Cryptologic Training System (NSA standards per DoDI 3305.09), and DoD Cybersecurity Workforce Framework (i.e. DoD 8570 or 8140) training standards. All products developed are Government Owned. The development of a QCP is to ensure services are performed in accordance with this PWS. The initial QCP shall be delivered with the contractor's proposal. After award, the final QCP shall be delivered within 30 days of start date and within five (5) working days when changes are made thereafter. After acceptance of the QCP the contractor shall receive the contracting officer's acceptance in writing of any proposed change to the quality control system.

**1.6.1.1 Revisions:** Revisions to the QCP may be required at any time during performance of the contract to assure contractor compliance with requirements of the PWS and contract. The contractor shall make appropriate revisions and obtain acceptance of the revised plan from the COR.

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

**1.6.3 Recognized Holidays:** The contractor is not expected to perform services on the following federal holidays:

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

**1.6.4 Hours of Operation:** The contractor is responsible for conducting business, between during the identified business hours for the course, typically between the hours of 0800 to 1700 Monday thru Friday except Federal holidays or when the training facility is closed due to local or national emergencies, administrative closings, or similar directed facility closings, but the 0800 to 1700 time period will be adjusted to meet the course start time requirements based on the classroom location. For other than firm fixed price contracts, the contractor will not be reimbursed when the government facility is closed for the above reasons. The students must be in class during lecture and self-paced lab work during the prescribed class times, unless their absence is excused. The Contractor must at all times maintain an adequate workforce for the uninterrupted performance of all tasks defined within this PWS when the Government facility is not closed for the above reasons. When hiring personnel, the Contractor shall keep in mind that the stability and continuity of the workforce are essential. Shift work may be required. Anticipated shift schedule is as follows:

Day Shift: 0800-1700  
 Swing Shift: 1530-0030  
 Midnight Shift: 2300-0800

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

**1.6.4.1** In the event that personnel assigned to this contract are required for early/late/weekend school retraining of students or needed for classroom observation the anticipated hours are:

Alternate Day Shift: 0630-1030 and 1500-1900

Alternate Swing Shift: 1300-1700 and 1900-2300

Alternate Midnight Shift: 2100-0100 and 0300-0700

Weekend Shift: 0830-1330 on Saturdays, with five (5) hours shifted from weekday work

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

**1.6.5 Place of Performance:** Work outlined in the PWS shall be performed at various locations within the Cyber School, located on Fort Gordon, Georgia or within the greater Augusta, Georgia area.

**1.6.5.1 Alternate Work Place of Performance:** Contractors are authorized to work from an Alternate duty/remote location during emergency situations within the Fort Gordon area of operations with the approval of the Contracting Officer Representative and Contracting Officer. Contractor shall continue to meet tasks, deliverables, and current level of support in accordance with contract. Government reserves the right to approve, disapprove, or cancel contract personnel working from an alternate duty/remote location. Working from a remote location will be at no additional expense to the government. The Government does not authorize the use of off-site rates to accomplish alternate duty/remote location work and will not be responsible for any associated costs. Personal or company issued equipment may not be used to access the government network infrastructure unless pre-approved; examples include using VPN or a corporate network. However, inability to access the government network infrastructure using authorized devices does not necessarily prohibit the contractor from performing off-site, whenever the work could be performed without such access.

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

**1.6.7 Security Requirements:** Contractor personnel performing work under this contract must be U.S. citizens. At work performance start date must have a favorable background check (T1/NACI), and must maintain the level of security required for the life of the contract.

The contractor is responsible for acquiring the clearances. The contractor shall ensure that all assigned personnel understand applicable security policies and directives found in DOD 5220.22-M, National Industry Security Program Operating Manual (NISPOM); DODM 5200.01 (Vol 4), DOD Information Security Program – Controlled Unclassified Information; AR 380-5, Information Security Program, and all other applicable policies and regulations.

The contractor shall ensure that classified data is controlled, protected, and safeguarded in accordance with AR 380-5 and current Army and DOD policy. Classified information shall be accessed and stored in government spaces only. The contractor shall agree that any data furnished by the government to the contractor shall be used only for performance under this PWS, and all copies of such data shall be returned to the government upon completion of this effort. The contractor Facility Security Officer (FSO) will ensure there is a procedure for all contractor employees to in-process and out-process Security & Intelligence division (Darling Hall, Room 307). All contractors shall turn their Common Access Card (CAC) into the COR on their last day of employment. Compliance with DD Form 254, Department of Defense Contract Security Classification Specification, is required.

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

**1.6.7.2 SIPRNET and JWICS Access:** The COR will identify contract employees that are required to have Secret Internet Protocol Network (SIPRNET) and/or Joint Worldwide Intelligence Communications System (JWICS) access. SIPRNET and JWICS access will only be as directed by the Government requirement activity and at government facilities only. Contractors requiring access to the SIPRNET must have a final Secret clearance. Contractors requiring access to JWICS must have a final TS clearance and be indoctrinated for Sensitive Compartmented Information access. Approval by the COR is required prior to

granting access. SIPRNET/JWICS may contain NATO information and a NATO awareness brief and acknowledgement is required for all personnel prior to being granted access to the SIPRNET/JWICS. The NATO Awareness briefing is required to inform personnel how to protect NATO information in the event they come across it while accessing the SIPRNET/JWICS. A written acknowledgment shall be maintained by the COR. The contractor shall not access, download or further disseminate any classified information from SIPRNET/JWICS which is outside the execution of the defined contract requirements unless specifically authorized in writing by the Government Program Manager and the KO (Contracting Officer). In the event that any special access is required, the KO must modify the requirements and DD Form 254.

**1.6.7.3 Cybersecurity (formerly Information Assurance (IA)/Information Technology (IT)) Training:** All contractor employees and associated subcontractors must complete the DoD Cyber Awareness Challenge Training (<https://cs.signal.army.mil>) before issuance of network access and annually thereafter. Certificates of successful completion, for both initial awareness training and annual refresher training shall be provided to the COR via the Army Training and Certification Tracking System (ATCTS). All contractor employees shall successfully complete all required IA training as specified in AR 25-2 and as directed by the Government. At work performance start date all contractor employees working Cyber Security functions must comply with DoD and Army training requirements in AR 25-2, DoDD 8570.01, and DoD 8570.01-M, DoDD 8140.01, and AR 25-2.

**1.6.7.4 Initial Security Orientation and Annual Security Refresher Training:** All contractor employees, including subcontractors, assigned to this contract shall complete the online Initial Security Orientation Training located on the Army Learning Management System (ALMS) site. Log into AKO, "Self Service", "My Training", "ALMS", "Go to Mandatory Training". Training must be completed within **30 days** of reporting for duty. The contractor shall submit certificate of completion for each affected contractor employee and subcontractor employee to the COR and unit/activity security manager. The Annual Security Refresher Training is required annually thereafter. (Ref ALARACT 207/2013, DTG 291848Z Aug 13, Subj: Army Wide Rollout and Requirement for Standardized Computer Web-Based Security Training on the Army Learning Management System (ALMS)).

**1.6.7.5 Anti-Terrorism (AT) Level I Training:** All contractor employees, including subcontractors, assigned to this contract shall receive an initial Antiterrorism Level I Brief by a certified ATO Level II Officer within 30 days of reporting for duty (Monthly briefings will be offered by the Garrison Antiterrorism Officer). Annual refresher Antiterrorism Level I Training shall be completed on-line at <https://jkodirect.jten.mil/Atlas2/faces/page/login/Login.seam> or they may attend the monthly training offered by the Garrison ATO. The contractor shall submit certificates of completion for each affected contractor employee and subcontractor employee to the COR and unit/activity security manager (Ref Department of the Army, US Army Contracting Agency, SFCA-CO, 05 SEP 07, subject: Incorporation of Measures into the Contracting Process and AR 525-13, Antiterrorism). Note: Contractor personnel shall receive an AOR briefing when traveling OCONUS on TDY. Briefing must be provided by a certified ATO Level II Officer within seven (7) working days prior to TDY departure outside the 50 United States, its territories, and possessions. This is separate from the normal annual AT Level I training requirement (Ref AR 525-13).

**1.6.7.6 iWATCH:** All contractor employees, including subcontractors, assigned to this contract shall receive a brief on the local iWATCH program (provided in conjunction with the AT Level I Training). This training will be used to inform employees of the types of behavior to watch for and instruct employees to report suspicious activity to the COR. This training shall be completed within 30 days of reporting to duty and annual refresher training with the results reported to the COR.

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

**1.6.7.8 Threat Awareness and Reporting Program (TARP) Training:** All contractor employees, including subcontractors, assigned to this contract shall complete TARP training within 30 days of reporting for duty and then annually thereafter. TARP training will be conducted monthly by the 902nd MI Group. The COR will ensure contractors are notified of available training. Completion of training shall be reported to the COR and the unit/activity security manager (Ref AR 381-12).

**1.6.7.9 Installation Access:** All contractor employees, including subcontractors, shall comply with applicable installation and facility access security policies and procedures at all work and TDY locations. All contractors and subcontractors will be issued a Common Access Card (CAC) or an Installation Pass issued through the Automated Installation Entry (AIE) Security System to access the installation. The Fort Gordon military installation is a limited access post. Unscheduled gate closures by the military police may occur at any time. In accordance with Army Regulation 525-13, paragraph 5-19, all prospective contractors will

undergo a verification process by the installation Provost Marshal Office, Director of Emergency Services to determine the trustworthiness and suitability prior to being granted access to federal property. This will be accomplished using the National Crime Information Center (NCIC) Interstate Identification Index (III). This is the minimum baseline background check for entrance onto Army Installations for non-CAC holders to include entrance of visitors (Ref AR 190-13, paragraph 8-2). All personnel entering or exiting the installation may experience a delay due to vehicle inspections, registration checks, verification of seat belt use, etc. All vehicles and personnel are subject to search and seizure. The search and seizure provisions shall apply to contractor personnel while within Fort Gordon's area of jurisdiction. Contractor personnel shall comply with all entry control requirements and security policies/procedures in effect. Security procedures may change without notice.

**1.6.7.10 Identification of Contractor Employees:** In accordance with FAR 37.114, all contract personnel attending meetings, answering Government telephones, and working in other situations where their contractor status is not obvious to third parties are required to identify themselves as such to avoid creating an impression in the minds of members of the public that they are Government officials. They must also ensure that all documents or reports produced by contractors are suitably marked as contractor products or that contractor participation is appropriately disclosed.

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

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

**1.6.7.13. Answering Telephones:** Contractor employees shall identify themselves as a contract employee when answering and making calls on government telephones.

**1.6.7.14 Utilizing Electronic Mail:** When contractor employees send email messages to government personnel while performing on this contract, the contractor employee's email address shall include the company name together with the person's name (ex: John Smith, Contractor, ABC Company). When contractor employees require access to a government computer, the contractor employee shall be required to obtain a Common Access Card. To do so, the contractor employee shall request a CAC Card through the COR. NOTE: The government issued CAC is the property of the U.S. Government and shall be returned to the COR upon expiration of the contract, replacement or termination of the contract employee (**CAC card must be turned in to the COR on contractor employee's last day of employment**). Unauthorized possession of the CAC can be prosecuted criminally under section 701, title 18, United States Code. All contractor employees shall conduct official communication using Government-owned or provided email, networks, websites, systems, and devices. The use of commercial ISP e-mail accounts or personal email accounts to conduct official communication is prohibited. Remote access / telework technology may be leveraged to ensure compliance with these requirements. Contractor employees are prohibited from using Army-assigned, AKO, and other official e-mail addresses for unofficial business affiliations. Personnel shall not provide official email addresses to businesses, affiliated organizations, or online retailers; unless those entities are known by personnel to be legitimately engaging in official business.

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

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

**1.6.7.16 Physical Security:** The contractor shall be responsible for safeguarding all government equipment, information and property provided for contractor use. At the close of each work period, government facilities, equipment, and materials shall be secured.

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

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

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

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

**1.6.7.19 Common Access Card (CAC):** Contractor must obtain a CAC for those employees whose functions require access to systems or facilities controlled by the Common Access Card. Contractor Representative shall notify government Trusted Agent (TA) of new employee CAC requirements. Company representative must provide all personnel data required to process applications with the TA, including security investigation requirements. Contractor employee shall obtain CAC at DEERS/RAPIDS terminal when the application is approved. Contractor employee shall inform Corporate Facility Security Officer (FSO)/Security Manager of approval/denial of CAC application, and shall return CAC to Corporate FSO upon departure or dismissal. Contractor is responsible for implementation and follow-up. Failure, inability, or delay in obtaining the CAC does not relieve the contractor from performing under the terms of the contract.

Before CAC issuance, the contractor employee requires, at a minimum, a favorably adjudicated T1 or higher investigation in accordance with Army Directive 2014-05. The contractor employee will be issued a CAC only if duties involve one of the following: (1) Both physical access to a DoD facility and access, via logon, to DoD networks on-site or remotely; (2) Remote access, via logon, to a DoD network using DoD-approved remote access procedures; or (3) Physical access to multiple DoD facilities or multiple non-DoD federally controlled facilities on behalf of the DoD on a recurring basis for a period of 6 months or more. At the discretion of the sponsoring activity, an initial CAC may be issued based on a favorable review of the FBI fingerprint check and a successfully scheduled T1 at the Office of Personnel Management.

**1.6.8 Staffing and Personnel:** The contractor is responsible for the overall management and oversight of this contract to include delivery of on-site presentation. It is the contractor's responsibility to staff and deploy qualified contractor personnel to meet all of the PWS requirements. The Government's historical staffing data is provided under Technical Exhibit 3. The Contractor shall be responsible to propose and deploy the correct labor types, mix, number and hours required to satisfactorily and professionally meet all PWS requirements.

**1.6.8.1 Program Manager:** The PM is the key point of contact for this effort and is considered key personnel. The PM shall supervise, coordinate work schedules, resolve minor concerns/issues and complete the administrative tasks associated with this PWS. The PM shall be familiar with all duties and qualifications stated in the PWS. The PM shall have at least ten years management experience on similar government contracts or equivalent projects.

**1.6.8.2 Instructors associated with this effort shall:**

- Possess a possess a favorable T1/National Agency Check with Inquiries (NACI) at work performance start date and shall maintain the required security clearance throughout the life of the contract. Be certified as an instructor by a nationally-recognized organization, NSA, or TRADOC.
- Have the capability to read, write, speak and understand English.
- Possess and maintain a valid driver's license
- Possess, at a minimum, two (2) years of direct career field experience, all taking place within the preceding



five (5) years.

- Have software engineering experience meeting or exceeding the undergraduate level, with expertise in C, Python, x86 assembly, operating systems, theoretical and practical 4-layer networking, algorithms, and computer science theory according to the requirements listed in this PWS to develop the required topics.
- Must be U.S. citizens.
- Possess skills/knowledge of performing office automation work that includes word processing, electronic mail, spreadsheets, presentations, and other personal computer applications; typing a variety of materials from rough draft into final form including narrative and tabular material (e.g. correspondence, reports, and forms); maintaining records, historical records, survey results, reference library of training catalogs, regulations, and other miscellaneous publications; establishing and maintaining office functional files and reference files; knowledge management applications (e.g. SharePoint, Army Training Requirements and Resources System (ATRRS), and Blackboard).

**1.6.8.3.** The Contractor shall utilize qualified personnel to meet the requirements identified in the PWS. Contract personnel shall possess the knowledge, skills, and abilities to perform the duties listed in the PWS immediately when hired without additional train-up time.

**1.6.8.4 Contractor Replacement:** The contractor shall replace, within ten (10) business days, any contract personnel found to be unqualified or otherwise determined unsuitable by the government. This ten-day timeframe also includes any contractors who submit their resignation under the current contract.

**1.6.8.5.** Required certifications and/or training certificates shall be presented to the COR upon hire. Certification requirements that change during the life of the contract must be approved by the COR. Contractors will be given 60 calendar days from the start date of this contract to obtain required certificate(s) of training and certification with the exception of the clearance; only 10 business days will be allotted to rectify clearance issues. Any training provided by the Government to contractor personnel, with the exception of mandatory security training listed throughout section 1.6 of this PWS, is subject to collection of reimbursement from the contractor for the full burdened cost of training. All contract employees shall possess experience with Army-standard desktop applications and configurations, i.e., daily reporting programs, and Army Gold Master (AGM) configurations. The government will exercise the right, if deemed necessary, to select an appropriate method (pretest, hands on practical exercise, etc.) to determine if the contractor is qualified/suitable to perform the requirements stated in section 1.6.4 through 5.8.

**1.6.8.6. Government Provided Training:** Shall be provided by the Government to contractor personnel without tuition reimbursement costs. The Contractor shall reimburse the Government for any training provided by the Government to contractor personnel, with the exception of mandatory security training listed in sections 1.6.7.3, 1.6.7.4, 1.6.7.5, 1.6.7.6, and 1.6.7.7 and 1.6.7.8 of this PWS. Reimbursement shall be for the fully burdened cost of training. Below is a reimbursement tuition rate chart per student that should be used when determining the cost for government training of Federal but Non-DOD personnel and Non-Federal Personnel.

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

**1.6.10 Contracting Officer's 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, and specifications; monitor Contractor's performance and notifies both the Contracting Officer and Contractor of any deficiencies; coordinate availability of government furnished property; and, provide site entry of Contractor personnel. A letter of designation issued to the COR, a copy of which is sent to the Contractor, states the responsibilities and limitations of the COR, especially with 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 resulting order.

**1.6.11 Key Personnel:** The following personnel are considered key personnel by the government: Program Manager. The contractor shall provide a program manager who shall be responsible for the performance of the work. The name of this person and an alternate who shall act for the contractor when the manager is absent shall be designated in writing to the contracting officer. The program manager or alternate shall have full authority to act for the contractor on all contract

matters relating to daily operation of this contract. The program manager or alternate shall be available between 8:00 a.m. to 5:00 p.m., Monday thru Friday except Federal holidays or when Fort Gordon facility is closed for administrative reasons. Qualifications for all key personnel are listed below:

- Must be U.S. citizens.
- At contract start possess a favorable T1/National Agency Check with Inquiries (NACI) at contract start date and maintain throughout the life of the contract.
- At least five (5) years management experience or equivalent on similar government contracts.
- Be proficient in conflict resolution.
- Possess the skill sets to supervise contractor employees.
- Be capable of coordinating work schedules/assignments of contractor employees.
- Be able to communicate orally and written with COR.

**1.6.12 Contractor Travel:** Contractors may be required to travel within the Continental United States (CONUS) to participate in training conferences or attend required training. This travel will be at the expense of the Contractor.

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

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

- The contractor shall ensure that all assigned personnel understand applicable security policies and directives. Personnel who knowingly violate security policies or directives are subject to immediate removal from any work relating to this contract.
- Contractor personnel shall have routine and unavoidable access to proprietary information which they are required to protect. Personnel applied to the tasks in this PWS may not work on other tasks for the contractor or for any other agency without a formal written request, and written consent granted by, the contracting officer.

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

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

**1.6.17 Reporting Flexibility:** Contractors are encouraged to communicate with the Help Desk identified at the data collection web site to resolve reporting difficulties. Changes to facilitate reporting may be authorized by the contracting officer or the Help Desk (under HQDA policy direction and oversight).

**1.6.18 Organizational Conflict of Interest:** Contractor and subcontractor personnel performing work under this contract may receive, have access to, or participate in the development of proprietary or source selection information (e.g., cost or pricing information, budget information or analyses, specifications or work statements, etc.) or perform evaluation services which may create a current or subsequent Organizational Conflict of Interests (OCI) as defined in FAR Subpart 9.5. The Contractor shall notify the Contracting Officer immediately whenever it becomes aware that such access or participation may result in any actual or potential OCI and shall promptly submit a plan to the Contracting Officer to avoid or mitigate any such OCI. The Contractor's mitigation plan will be determined to be acceptable solely at the discretion of the Contracting Officer and in the event the Contracting Officer unilaterally determines that any such OCI cannot be satisfactorily avoided or mitigated, the Contracting Officer may 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. The contractor shall not divulge any information accessed and obtained during the course of performing this task to other contractor staff or anyone outside the government. In addition to any organizational conflict of interest provision, contractor personnel assigned to this contract shall be required, prior to beginning work, to sign a non-disclosure statement for the government agreeing not to share any information or data with other

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

DRAFT

## PART 2 DEFINITIONS & ACRONYMS

### 2. DEFINITIONS AND ACRONYMS:

#### 2.1 DEFINITIONS:

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

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

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

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

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

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

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

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

**2.1.9 QUALITY ASSURANCE Surveillance Plan (QASP):** An organized written document specifying the surveillance methodology to be used for surveillance of contractor performance.

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

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

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

**2.1.13 WORK WEEK:** Monday through Friday, unless specified otherwise.

## **2.2. ACRONYMS:**

ACOR	Alternate Contracting Officer's Representative
AFARS	Army Federal Acquisition Regulation Supplement
AR	Army Regulation
CCE	Contracting Center of Excellence
CCoE	Cyber Center of Excellence
CCDT	Cyberspace Capabilities Developer Technician
CFR	Code of Federal Regulations
CONUS	Continental United States (excludes Alaska and Hawaii)
COR	Contracting Officer Representative
COTR	Contracting Officer's Technical Representative
COTS	Commercial-Off-the-Shelf
DA	Department of the Army
DD250	Department of Defense Form 250 (Material Inspection and Receiving Report)
DD254	Department of Defense Form 254 (Contract Security Classification Specification)
DFARS	Defense Federal Acquisition Regulation Supplement
DMDC	Defense Manpower Data Center
DOD	Department of Defense
FAR	Federal Acquisition Regulation
HIPAA	Health Insurance Portability and Accountability Act of 1996
IAW	In Accordance With
KO	Contracting Officer
OCI	Organizational Conflict of Interest
OCNUS	Outside the Continental United States (includes Alaska and Hawaii)
ODC	Other Direct Costs
PIPO	Phase In/Phase Out
POC	Point of Contact
PRS	Performance Requirements Summary
PWS	Performance Work Statement
QA	Quality Assurance
QAP	Quality Assurance Program
QASP	Quality Assurance Surveillance Plan
QC	Quality Control
QCP	Quality Control Program
TE	Technical Exhibit
TPOC	Technical Point of Contact
TRADOC	Training Doctrine and Command

## PART 3

### GOVERNMENT FURNISHED PROPERTY, EQUIPMENT, AND SERVICES

#### **3. GOVERNMENT FURNISHED ITEMS AND SERVICES:**

- 3.1 Services:** All Government-furnished property will be provided in accordance with FAR 52.245-1, and FAR 52.245-9, and may include: office/work space, office supplies, telephone service, computer access, and storage space. Government property shall be used ONLY in performance of this contract and its deliverables. The contractor shall account for all property provided by the Government, and shall be responsible for the security and condition of said property. Serialized items shall be annotated at the time of issue, with a signature of acknowledgement by the individual contractors. All GFP is the property of the US Government and shall not be transferred to any individual, or agency, public or private without the express written approval of the Contracting Officer. In some cases as determined by the COR contractors shall be required to sign for government provided equipment.
- 3.2 Facilities:** The Government will provide the necessary workspace for the contractor staff to provide the support outlined in the PWS to include desk space, telephones, computers, and other items necessary to maintain an office environment.
- 3.3 Utilities:** The Government will provide electricity, water, phone service, and network services (NIPRNET, SIPRNET, JWICS, and DSN). The Contractor shall instruct employees in utilities conservation practices. The contractor shall be responsible for operating under conditions that preclude the waste of utilities, which include turning off the water faucets or valves after using the required amount to accomplish cleaning vehicles and equipment.
- 3.4 Equipment:** The Government will provide contractor personnel computer equipment, other data collection equipment/software, telephones, and monitors. The contractor shall have access to printers, plotters, copy machines, scanners and fax machines as needed. The contractor shall be responsible for any loss or destruction of or damage to items of Government property that are removed from the installation premises by the contractor – with or without Government approval.
- 3.5 Materials:** The contractor shall provide text books, hardware, software, licensing, shipping, printed materials, testing products, media resources, lab packages, and other courseware products, as required for the course.

**PART 4**  
**CONTRACTOR FURNISHED ITEMS AND SERVICES**

**4. CONTRACTOR FURNISHED ITEMS AND RESPONSIBILITIES:**

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

**4.2 Facility Clearance:** There is no security clearance requirement for this contract. Contractor employees performing on this contract must be U.S. citizens and have a favorable T1/National Agency Check with Inquiries (NACI).

**4.3 Materials:** Except for property and services specified as government furnished, the contractor shall provide all personnel, equipment, supplies, facilities, transportation, tools, materials, supervision, and other items and non-personal services necessary to provide classroom support as defined in this Performance Work Statement.

**4.4. Textbooks/Supplies/Materials/Hardware/Software/Licensing:** The contractor shall provide textbooks, hardware, software, licensing, shipping, printed materials, testing products, media resources, lab packages, and other courseware products, as required for the course.

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

**4.6 Contract Management:** The contractor shall provide all management, administration, security, quality control, and all else required to ensure successful completion of all deliverables.

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

## **PART 5**

### **SPECIFIC TASKS:**

#### **5. Specific Tasks:**

**5.1 Basic Services:** The contractor shall provide services for complete program management and administrative tasks to ensure the requirements of the contract are met and to ensure the contractor adequately controls and supervises its personnel who provide the deliverables described within this PWS.

**5.2 Provide Program Management:** The contractor shall provide complete program management and administrative tasks to ensure the requirements of the contract are met and to ensure the contractor adequately controls and supervises its personnel who provide the deliverables described within this PWS. The program manager shall be the focal point for all issues and shall keep the Government fully informed, both verbally and in writing. The contractor shall provide all necessary personnel, administrative, financial, and managerial resources required to support this contract. The Program Manager shall also be responsible for the following:

- Shall supervise, coordinate work schedules, resolve minor concerns/issues and complete the administrative tasks, (Attend In-Progress Reviews, maintain and provide academic reports upon request to COR) associated with this PWS (e.g. deliverables).
- Be familiar with all duties and qualifications stated in the PWS.
- Shall ensure all deliverables described in the PWS are delivered on time.
- Provide analysis of project requirements and accurate cost estimates.
- Provide project coordination and process improvements thru the Quality Control Plan.
- Provide and gather required information to assist with coordination support efforts.
- Have the capability and authority to resolve and respond to issues directly with the COR.
- Possess the skill sets to supervise contractor employees. Be proficient in conflict resolution.
- Coordinate work schedules/assignments of contractor employees.
- Be able to communicate orally and written with COR.

**5.2.1 Training Support:** The Contractor shall provide all personnel, equipment, supplies, transportation, tools, materials, supervision, and other items and non-personal services necessary to perform these services not listed under Section 3 of this PWS. The Contractor shall maintain and develop a 72-week government-owned training, provide classroom instruction, participate in operational tests, training material validation, and provide effective training IAW established programs of instruction (POI), the Master Training Plan (MTP), Army Learning Concept (ALC) 2015, USCYBERCOM J7, National Cryptologic Training System (NSA standards per DoDI 3305.09), and DoD Cybersecurity Workforce Framework (i.e. DoD 8570 or 8140) training standards, and the requirements and deliverables of this acquisition. To train an effective workforce for the Army Cyber Mission Forces (CMF), instructors must provide a learner-centric learning environment as per TRADOC Pam 525-8-2 paragraph 3-5 (DTD 20 January 2011). Technical instructors guide students as they learn course content. The technical instructors curate course material in a manner that encourages students to think creatively to solve complex problems which the students have never seen before. Instructors will refrain from using primarily static teaching methodologies that rely on presentation software. They will instead use dynamic techniques that engage students and encourage them to challenge common definitions of cyber and its potential battlespace effects. Specific requirements may change over the life of this work statement and instruction may need to be adjusted to incorporate in-scope changes.

#### **5.3 Instructional Services:** Personnel assigned to this contract shall:

- Develop and maintain all material to the UNCLASSIFIED level.
- Perform instructional delivery at Fort Gordon and other locations determined by training requirements and events.
  - Serve with a combined team of U.S. military, U.S. government civilians, and defense contractors for all Cyber School courses conducted in-residence facilities or at other locations designated by the COR.
  - As required, perform training, receive training, attend workshops, present at conferences, or assess training events as determined by this PWS and the COR. To maintain currency of the courseware and materials, the contractor shall obtain and record information regarding modification requirements gleaned from attendance at local meetings and conferences. The COR will identify the meeting location, security requirements, and method of documentation. Contract personnel shall submit all meeting/conference notes, handouts, and material obtained no later than (NLT) five (5) days after meeting/conference
- Coordinate all efforts with the Course Manager.
- Assist training developers, curriculum managers, and mission customers to design and implement a total training package; this includes creating instructional, assessment, and evaluation content as required.



- Assist the Cyber School Training and Education Directorate Team in developing all related training material and training products for Cyber School curriculum. The material shall be developed at no more than a training development industry accepted rate of 3:1 time ratio, where one hour of material would take no more than three hours to create. The 3:1 time ratio may be adjusted based on the complexity of the material as determined in collaboration by the Government and Contractor training development teams.
- Review classroom training materials prior to instruction and as required by course managers and senior instructors; materials include student handouts, lesson plans, slides, and practical exercises for accuracy and adequacy. Recommend changes by providing newly created content as appropriate.
- Utilize services of existing third party government or commercial organizations to develop training, and deliver or assist with delivery of training requirements as determined by the COR, e.g., ATTRS, Blackboard, etc.
- Collaborate with current government personnel on adhering to the Cyber School andragogy and improving training practices and student assessment criteria.
- Develop additional course content for all courses in scope when not actively teaching.
- Deliver approved instruction to students for each lesson via interactive synchronous and asynchronous learning activities and regulated assessments.
  - Stand, bend, and stoop for long periods while delivering training.
  - Maintain classroom conditions IAW Cyber School SOP.
  - Maintain established classroom security requirements and procedures as prescribed in TRADOC Pamphlet 350-70-4, FG policies and CCoE SOPs. All issues will be reported to the COR or TPOC as soon as identified.
  - Maintain and report student attendance, records, and statistics to the COR or Cyber School leadership IAW Fort Gordon Regulation 350-5 and CCoE SOPs.
  - Provide students with assessment and evaluation forms; administer and enforce test control standards; conduct assessments and testing in subjects taught; grade exams; evaluate results; record exam results; conduct AARs; and, administer student course critiques. Develop tests associated with the new curriculum. Tests shall be performance-based and/or criterion-referenced. Tests are controlled and sensitive materials and may not be shared outside of approved channels that follow regulatory guidance and Cyber School policies.
  - Monitor and control entry and exit point(s) for a designated Testing facility or location.
  - Shall teach programming and development-related material as it is developed.
- Maintain subject matter expertise to be able to provide instructional delivery.
  - Stay current with operating system updates, open source, and/or Windows kernel development, x86 assembly language and c programming, python programming, object oriented design, and Linux and Windows API updates, specifically updates and changes pertain to software development.
  - Proactively identify to the Program Manager, TPOCs, and the COR when projected instructional delivery requirements will require more preparation time than is scheduled.
  - Positively engage with students who may have more depth by acknowledging what the instructor does not know and following up with study to answer questions and develop additional skills as required.
  - Teach IAW Cyber School andragogy, regulations, and policies that include facilitation through Adaptive Soldier Leader Training and Education (ASLTE) that guides student-centric self-development with resources for problem solving instead of providing limited 'approved' solutions.
- Skill and Ability in C, Python, operating systems, networking, algorithms, and computer science theory must exceed that of the Job Qualification Record that students of the course must be able to complete.

**5.4 Contractor Management Reporting (CMR):** Contractor is required to provide data on Contractor labor hours (including subcontractor labor hours) for performance of this contract IAW the PWS. The cost, if any, for providing this data shall be entered into the space provided at this CLIN. If no direct cost is associated with providing the data, enter "No Cost". Instructions, including the Contractor and Subcontractor User Guides, are available at <http://www.ecmra.mil/>

The contractor shall report ALL contractor labor hours (including subcontractor labor hours) required for performance of services provided under this contract for the Department of the Army via a secure data collection site. The contractor is required to completely fill in all required data fields using the following web address: <http://www.ecmra.mil>, and then click on "Department of the Army CMRA" or the icon of the DoD organization that is receiving or benefitting from the contracted services.

Reporting inputs will be for the labor executed during the period of performance during each Government fiscal year (FY), which runs annually from 1 OCT - 30 SEP. While inputs may be reported any time during the FY, all data shall be reported no later than October of each calendar year, beginning with 2020. Contractors may direct questions to the help desk by clicking on "Send an email" which is located under the Help Resources ribbon on the right side of the login page of the applicable Service/Component's CMR website at <http://www.ecmra.mil>. As part of its submission, the contractor shall also provide the estimated total cost (if any) incurred to comply with this reporting requirement."

## **5.5 Invoicing/ WAWF:**

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

**5.5.2 Format:** All invoices shall be submitted in WAWF as a 2-in-1 invoice with all applicable monthly documentation attached. Monthly documentation includes Monthly Progress Reports (MPR), In- Progress Reviews (IPR), Trip Reports, and other reports where applicable as stated in the PWS. Monthly documentation may not be submitted via email. Invoices submitted as anything other than a 2-in-1 and/or without attached monthly documentation will be rejected.

**5.5.3. Payment for Travel:** If the contractor is requesting payment for travel during the month of the submitted invoice, the Trip Report, per CDRL #A001, along with supporting documentation must accompany that invoice in order to receive payment for travel. Supporting documentation includes lodging, gas, airline, rental car, parking receipts, etc. If the electronic file containing supporting documentation is too large to be attached, please make arrangements with the COR to submit those documents via email routing. Invoices shall be routed to the COR as “inspector” as well as the “acceptor”. When preparing an invoice, the “inspector” fields shall be completed with the DODAAC “W589GE” and the “acceptor” fields shall be completed with the DODAAC “W589GE”.

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

**5.5.5 Invoicing:** A contract employee with the authority to bind the company contractually shall certify all invoices. Invoices shall be submitted no later than (NLT) 10 days after the end of each contract month (30-day period), depending on the contract award date. Failure to submit invoices in a timely manner is a direct violation of this contract agreement. The Government will have the right to exercise a penalty cost, due to the contractor being out of compliance of this contract agreement.

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

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

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

**END OF PWS**

## PART 6 APPLICABLE PUBLICATIONS

### 6. APPLICABLE PUBLICATIONS (CURRENT EDITIONS)

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

AR 25-2 Information Assurance  
AR 71-9 Warfighting Capabilities Determination  
AR 71-11 Total Army Analysis  
AR 71-32 Force Development and Documentation – Consolidated Policies  
AR 73-1 Test and Evaluation Policy  
AR 350-1, Army Training and Leader Development  
AR 380-5 Department of the Army Information Security Program  
AR 380-10 Foreign Disclosure and Contacts with Foreign Representatives  
CCoE Regulation 350-22, Test Control Policies and Procedures  
CJCSI 5810.01D. *Implementation of the DOD Law of War Program*. 30 April 2010.  
CJCSM 3320.02D. *Joint Spectrum Interference Resolution (JSIR) Procedures*. 3 June 2013.  
DoD 5200.2-R, “Personnel Security Program,” January 1, 1987, as amended  
DoD Directive 8570.01, “Information Assurance (IA) Training, Certification, and Workforce Management,” August 15, 2004  
DoD 8140, anticipated replacement to DoD 8570 (~Q1FY15)  
DODI 4650.01. *Policy and Procedures for Management*  
FM 27-10. *The Law of Land Warfare*. 18 July 1956.  
FM 3-12. *Cyberspace Operations*. 20 May 2015 (Draft).  
JP 1-04. *Legal Support to Military Operations*. 17 August 2011.  
JP 2-0. *Joint Intelligence*. 22 October 2013.  
JP 3-0. *Joint Operations*. 11 August 2011.  
JP 3-12. *Joint Cyberspace Operations*. 5 February 2013.  
JP 3-13. *Information Operations*. 27 November 2012  
JP 3-13.1. *Electronic Warfare*. 08 February 2012.  
JP 3-57. *Civil-Military Operations*. 11 September 2013.  
JP 3-60. *Joint Targeting*. 31 January 2013.  
JP 6-01. *Joint Electromagnetic Spectrum Management Operations*. 20 March 2012  
TRADOC Regulation 350-70, Army Learning Policy and Systems  
TRADOC Pamphlet 350-70-1 Training Development in Support of the Operational Training Domain  
TRADOC Pamphlet 350-70-4, Systems Approach to Training: Evaluation  
TRADOC Pamphlet 350-70-5, Systems Approach to Training: Testing  
TRADOC Pamphlet 350-70-6, Systems Approach to Training: Analysis  
TRADOC Pamphlet 350-70-7, Army Educational Processes  
TRADOC Pamphlet 350-70-10, Systems Approach to Training: Course and Courseware Validation  
TRADOC Pamphlet 350-70-14, Training and Education Development in Support of the Institutional Domain  
TRADOC Pamphlet 525-80-2, The U.S. Army Learning Concept for Training and Education 2020-2040  
USCYBERCOM *Joint Cyberspace Training and Certification Standards (JCT&CS)*. 7 February 2012  
USCYBERCOM *Cyber Force Concept of Operations & Employment*. 22 July 2014.

**PART 7**  
**ATTACHMENT/TECHNICAL EXHIBIT LISTING**

**7. Attachment/Technical Exhibit list:**

**7.1** Technical Exhibit 1 – Performance Requirements Summary

**7.2.** Technical Exhibit 2 – Deliverables Schedule

**7.3** Technical Exhibit 3 – Estimated Workload Data

**7.4** Attachment 1 – CDRLs

## TECHNICAL EXHIBIT 1

### Performance Requirements Summary

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

Required Service	Para Number	Performance Standard	Acceptable Level of Performance (ALP) or Acceptable Quality Level (AQL)	Method of Surveillance	Disincentive
Provide Training Support	5.2.1	IAW the PWS 5.2 and all applicable regulations	98%	Daily Observation, Monthly Reports	Daily Rate
Conduct Classroom instruction with qualified and certified instructors	5.3	Prepare classroom for instructions. Deliver training IAW PWS 5.3, POI, guidance, and applicable regulations/SOPs	98%	Daily classroom observations and Monthly review of instructor evaluations	Daily Rate
Provide Lesson Plans / Training Materials and Updates	5.3	Maintain Course material. Delivery shall occur within two (2) business days of the due date. Initial delivery of all training status updates shall be no less than 95% complete for content	Must be submitted on time 97% of the time.	Evaluation and review of lesson plans and curriculum by COR	Daily Rate
Monthly Progress Report	5.2 (All)	Provide monthly report of requirements, problems, deliverables and significant events	Must be submitted with invoices within 10 calendar days at the end of the billing cycle 97% of the time	100% inspection, random sampling, planned inspection, periodic inspection	Contractor's performance documented on monthly reports
Attendance Reports	5.4	Provide daily attendance report prior to class starting	100%	Daily review of attendance report by COR. Or other designated personnel	Contractor's performance documented on monthly reports
In Progress Reviews	Technical Exhibit 2	Attend in progress reviews and provide written reports	100%	Observation of personnel attendance and review of reports, sign in rosters for IPR's by COR	Contractor's performance documented on monthly reports/CPARS
Academic Reports	5.2	Maintain and provide academic report upon request to COR	100%	Review of Academic Report by COR	Contractor's performance documented on monthly reports
Prepare Invoices (WAWF)	5.5 (All)	Prepare monthly invoice in accordance with invoicing instructions.	Must be submitted within 10 calendar days at the end of the 30 day billing cycle 97% of the time	Review of monthly invoices by COR	Contractor's performance documented on monthly reports

**TECHNICAL EXHIBIT 2  
DELIVERABLES SCHEDULE**

ITEM	DATA NUMBER	DUE DATE
Monthly Progress Report	CDRL A001	10 working days after the end of each contract month
In Progress Reviews	CDRL A002	TBD
Attendance Reports	CDRL A003	Daily during training
Academic Reports	CDRL A004	Daily during training

**Monthly Progress Reports (MPR) CDRL A001:** The contractor shall provide a monthly contractor's Progress, Status and Management written report to the Government per CDRL A0001. This document shall be delivered within the first ten (10) working days of each month. The monthly progress report should include the following:

- Brief description of the requirements
- Summary of work and accomplishments delivered during the reporting period
- Status of ongoing and planned deliverables
- Significant events regarding the contract
- Schedule for all projects to include major milestones
- Personnel report to include status on personnel vacancies
- Labor (rates, total billed hours, burdened cost, matrix of actual hours versus planned)
- Summary of ODCs billed that month
- Summary of travel completed that month (traveler, destination, dates, purpose and cost)
- List of upcoming travel
- Summary of any training and certifications completed
- Summary of any current or anticipated problems encountered and recommended solutions
- Funding shortfalls to accomplish the work specified for the reporting period
- Summary of activity planned for the next reporting period

The contractor shall capture and execute directives from the COR on the accomplishment of work activities. The contractor shall respond to Government business relations requests within one workday. The contractor shall be prepared to brief monthly progress report content to the Government at short notice (within 24 hours). The Government will require additional periodic Progress Reports and briefings as deemed necessary by the COR for poor performance.

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

**Attendance Reports CDRL A003:** The contractor shall provide daily reports containing student attendance information. Submission procedures are TBD by the COR.

**Academic Reports CDRL A004:** The contractor shall provide daily reports containing students' administrative information to include course progress, milestones, problems/issues, etc. Submission procedures are TBD by the COR.

**TECHNICAL EXHIBIT 3  
ESTIMATED WORKLOAD DATA**

<b>ITEM</b>	<b>NAME</b>	<b># CFTEs</b>	<b>Hours</b>	<b>TS/SCI QUANTITY</b>
1	170D (WOBC) Tool Developer Instructional Support			

This exhibit reflects the Government's estimated staffing approach for this effort based upon historical data from prior contracts. Offerors are advised that the staffing approach may be affected by the conversion of this effort to a performance based contract and by inclusion of the Instructor-to-Learner (ITS) ratio of 1:10 in the TRADOC POIs.

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

A favorable T1/National Agency Check with Inquiries (NACI) shall be required at the contract start date.


### Contract Data Requirement List (CDRLs)

<b>CONTRACT DATA REQUIREMENTS LIST</b>					
Public reporting burden for this collection of information is estimated to average 110 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Department of Defense, Washington Headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington, VA. 22202-4302, and to the Office of Management and Budget, Paperwork Reduction Project (0704-0188), Washington, DC 20503. Please DO NOT RETURN your form to either of these addresses. Send completed form to the Government Issuing Contracting Officer for Contract/PR No. listed in Block E.					
A. CONTRACT LINE ITEM NO.		B. EXHIBIT		C. CATEGORY:	
				TDP	TM
				OTHER	MISC
D. SYSTEM/ITEM			E. CONTRACT/PR NO.		F. CONTRACTOR
1. DATA ITEM NO.	2. TITLE OF DATA ITEM			3. SUBTITLE	
<b>A001</b>	<b>Cyber School, CCoE, Monthly Progress Report (MPR)</b>				
4. AUTHORITY ( <i>Data Acquisition Document No.</i> )			5. CONTRACT REFERENCE		6. REQUIRING OFFICE
			<b>PWS Para. 5.2</b>		<b>DIRECTORATE OF TRAINING</b>
7. DD 250 REQ	9. DIST STATEMENT REQUIRED	10. FREQUENCY	12. DATE OF FIRST SUBMISSION	14. DISTRIBUTION	
<b>DD</b>		<b>MONTHLY</b>	<b>SEE BLK 16</b>		
8. APP CODE	<b>D</b>	11. AS OF DATE	13. DATE OF SUBSEQUENT SUBMISSION	a. ADDRESSEE	
<b>A</b>		<b>N/A</b>	<b>SEE BLK 16</b>		
<b>16. REMARKS:</b> Contractor's format is acceptable. MPR submission is due no later than (NLT) 10 working days after the end of the contract month. MPRs must also be submitted electronically with the invoice via WAWF. <b>BLOCK 9: Distribution Statement D – Distribution authorized to the Department of Defense and DoD contractors only. Reason: To protect technical/operational data or information.</b>				➡	
				15. TOTAL	
G. PREPARED BY		H. DATE		I. APPROVED BY	
<b>Kim Williams</b>		<b>10 July 20</b>			



**CONTRACT DATA REQUIREMENTS LIST**


Public reporting burden for this collection of information is estimated to average 110 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Department of Defense, Washington Headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington, VA. 22202-4302, and to the Office of Management and Budget, Paperwork Reduction Project (0704-0188), Washington, DC 20503. Please DO NOT RETURN your form to either of these addresses. Send completed form to the Government Issuing Contracting Officer for Contract/PR No. listed in Block E.

A. CONTRACT LINE ITEM NO.		B. EXHIBIT		C. CATEGORY:	
				TDP	TM OTHER MISC
D. SYSTEM/ITEM			E. CONTRACT/PR NO.		F. CONTRACTOR
1. DATA ITEM NO.	2. TITLE OF DATA ITEM			3. SUBTITLE	
A002	Cyber School, CCoE, In Progress Review (IPR) Report				
4. AUTHORITY (Data Acquisition Document No.)			5. CONTRACT REFERENCE		6. REQUIRING OFFICE
			PWS Para. 5.2		DIRECTORATE OF TRAINING
7. DD 250 REQ	9. DIST STATEMENT REQUIRED	10. FREQUENCY	12. DATE OF FIRST SUBMISSION	14. DISTRIBUTION	
DD		AS REQUIRED BY THE GOV	SEE BLK 16		
8. APP CODE	D	11. AS OF DATE	13. DATE OF SUBSEQUENT SUBMISSION	a. ADDRESSEE	
A		N/A	SEE BLK 16		
16. REMARKS: Contractor's format is acceptable for IPR reports. The contractor shall prepare an IPR Report as determined by the government. Results of IPR meetings will be captured by the contractor in the form of meeting minutes and will be used to generate the IPR Report. The report will provide a synopsis of decisions made and may correlate with activity identified in reports produced under other CDRLs. IPRs must also be submitted electronically with the invoice via WAWF. This IPR report is NOT the same as the MSR. BLOCK 9: Distribution Statement D – Distribution authorized to the Department of Defense and DoD contractors only. Reason: To protect technical/operational data or information.					
					15. TOTAL
G. PREPARED BY		H. DATE		I. APPROVED BY	
Kim Williams		10 July 20			

CONTRACT DATA REQUIREMENTS LIST					
Public reporting burden for this collection of information is estimated to average 110 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Department of Defense, Washington Headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington, VA. 22202-4302, and to the Office of Management and Budget, Paperwork Reduction Project (0704-0188), Washington, DC 20503. Please DO NOT RETURN your form to either of these addresses. Send completed form to the Government Issuing Contracting Officer for Contract/PR No. listed in Block E.					
A. CONTRACT LINE ITEM NO.		B. EXHIBIT		C. CATEGORY:	
				TDP	TM OTHER MISC
D. SYSTEM/ITEM		E. CONTRACT/PR NO.		F. CONTRACTOR	
1. DATA ITEM NO.	2. TITLE OF DATA ITEM			3. SUBTITLE	
A003	Cyber School, CCoE, Attendance Reports				
4. AUTHORITY (Data Acquisition Document No.)		5. CONTRACT REFERENCE		6. REQUIRING OFFICE	
		PWS Para. 5.4		DIRECTORATE OF TRAINING	
7. DD 250 REQ	9. DIST STATEMENT REQUIRED	10. FREQUENCY	12. DATE OF FIRST SUBMISSION	14. DISTRIBUTION	
DD		DAILY	SEE BLK 16		
8. APP CODE	D	11. AS OF DATE	13. DATE OF SUBSEQUENT SUBMISSION	a. ADDRESSEE	
A		N/A	SEE BLK 16		
16. REMARKS:					
Attendance reports must be completed IAW regulations and policies listed in the PWS. Attendance reports shall be completed daily. Specific requirements will be established during the kick-off meeting after contract award.					
BLOCK 9: Distribution Statement D - Distribution authorized to the Department of Defense and DoD contractors only. Reason: To protect technical/operational data or information. All other requests shall be referred to the undersigned.					
				15. TOTAL	
G. PREPARED BY		H. DATE		I. APPROVED BY	
Kim Williams		10 July 20			

**CONTRACT DATA REQUIREMENTS LIST**

Public reporting burden for this collection of information is estimated to average 110 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Department of Defense, Washington Headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington, VA. 22202-4302, and to the Office of Management and Budget, Paperwork Reduction Project (0704-0188), Washington, DC 20503. Please DO NOT RETURN your form to either of these addresses. Send completed form to the Government Issuing Contracting Officer for Contract/PR No. listed in Block E.

A. CONTRACT LINE ITEM NO.		B. EXHIBIT		C. CATEGORY:	
				TDP	TM OTHER MISC
D. SYSTEM/ITEM			E. CONTRACT/PR NO.		F. CONTRACTOR
1. DATA ITEM NO.	2. TITLE OF DATA ITEM			3. SUBTITLE	
A004	Cyber School, CCoE, Academic Reports				
4. AUTHORITY ( <i>Data Acquisition Document No.</i> )			5. CONTRACT REFERENCE		6. REQUIRING OFFICE
			PWS Para. 5.4		DIRECTORATE OF TRAINING
7. DD 250 REQ	9. DIST STATEMENT REQUIRED	10. FREQUENCY	12. DATE OF FIRST SUBMISSION	14. DISTRIBUTION	
DD		DAILY	SEE BLK 16		
		AS REQUIRED BY THE GOV			
8. APP CODE	D	11. AS OF DATE	13. DATE OF SUBSEQUENT SUBMISSION	a. ADDRESSEE	
A		N/A	SEE BLK 16		
<b>16. REMARKS:</b> Academic reports shall include administrative information to include course progress, milestones, absences, problems/issues, etc. Academic reports must be completed IAW regulations and policies listed in the PWS. Academic reports shall be completed daily. Specific requirements will be established during the kick-off meeting after contract award.  <b>BLOCK 9: Distribution Statement D - Distribution authorized to the Department of Defense and DoD contractors only. Reason: To protect technical/operational data or information. All other requests shall be referred to.</b>					
15. TOTAL					
G. PREPARED BY		H. DATE		I. APPROVED BY	
Kim Williams		10 July 20			