

**ADVISORY AND ASSISTANCE SERVICES SUPPORT  
FOR  
HEADQUARTERS UNITED STATES SPACE FORCE**

**AT**

**NATIONAL CAPITAL REGION**

**June 25, 2021  
VERSION 4.0**

**SCOPE AND ORDERING GUIDE**

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## SECTION I

### 1.0 DESCRIPTION OF SERVICES

1.1 Purpose. The purpose of this contract vehicle is to provide Advisory and Assistance Services (A&AS) to support the organizations within the Headquarters Space Force (HQSF), which include but is not limited to, Chief Operations Office (COO), Chief Human Capital Office (CHCO), Chief Technology and Innovations Office (CTIO), Chief Strategy and Resourcing Office (CSRO), and Director of Staff (DS). These services will provide the HQSF with the requirements, capabilities and training necessary to support national security objectives and military strategy. Services shall not include inherently Governmental functions as discussed in FAR Subpart 7.5, “Inherently Governmental Functions.” The majority of performance under this contract vehicle will take place in the Pentagon and other HQSF office within the National Capital Region (NCR).

1.2 Background. The United States Space Force (USSF) is a military service that organizes, trains, and equips space forces in order to protect U.S. and allied interests in space and to provide space capabilities to the joint force. USSF responsibilities include developing Guardians, acquiring military space systems, maturing the military doctrine for space power, and organizing space forces to present to Combatant Commands. The National Defense Authorization Act (NDAA) for Fiscal Year (FY) 2020 established the USSF as a new branch of the Armed Forces within the Department of the Air Force (DAF). The HQSF requires A&AS support within each of its organizations to support new requirements and ensure continued operations by providing subject matter expertise in an advisory capacity.

## SECTION II

### 2.0 SCOPE

2.1 Scope. Advisory and Assistance & Professional Services. The services requested and expected on this vehicle are professional in nature. The definitions from FAR 2.101 apply. Services and deliverables include the following Advisory and Assistance (A&AS) categories: (1) management and professional services; (2) enterprise integration, architecture/requirements development, and analysis; (3) Planning, Programming, Budgeting & Execution (PPB&E) support; (4) strategy development and integration; (5) administration and management of service-level security cooperation programs, policies, strategies, plans, guidance, and support to global defense posture planning; (6) develop service-level space Security Cooperation (SC) policy and programs, SC engagement plans, and SC Assessment, Monitoring, Evaluation (AM&E) reports in coordination with SAF/IA; (7) determining future service force requirements, formulating policies and technical standards; (8) advocating for changes to training and professional military education to meet future needs; (9) formulating policies for experimentation and war-gaming to test service concepts; (10) build partnership agreements with academic institutions to advocate for research and professional development opportunities; and (11) formulating policies for Service lessons learned. The Contractor shall provide all services, materials, supplies, equipment, travel, and project management, as required, in connection with any task orders awarded using this vehicle.

The Contractor's output may take the form of information, advice, opinions, reports, alternatives, analyses, evaluations, recommendations, Information Technology (IT) tools, training, and/or services to complement the Government's expertise and to allow the Government to function more efficiently. The nature of the work will at times require that the Contractor be capable of quick response to stringent deadlines. The Contractor shall be capable of working both within a team and independently when necessary. This section describes the general requirements and services the Contractor shall provide to the degree, depth, and frequency prescribed by the Government.

Task orders issued will cover services that are: classified (Secret, Top Secret, SCI, and Special Access Program (SAP)) and unclassified; and performance shall be CONUS (OCONUS travel is authorized).

### SECTION III

#### 3.0 DESCRIPTION OF TASKS

3.1 The Contractor shall support Government-sponsored Space Missions and Space-related efforts. The Contractor shall provide the functional support required to fulfill this requirement as described in the following tasks. Personnel may be required to work cross functionally with other task areas as the mission requires:

- 3.1.1. Conduct research, analysis and assessment on Space capabilities as well as emerging Space technologies. Brief/submit assessments to Senior USSF leadership, as required
- 3.1.2. Support crisis action planning /continuity of operations. Build and display data sets, perform data mining, and assist with the operation of a Space Common Operating Picture platform
- 3.1.3. Support deliberate planning process, development of operational strategy and doctrine. Assist in developing policy, guidance and orders to USSF Field Commands. Identify and analyze concepts and technologies for investment
- 3.1.4. Support formulation, coordination, and communication of USSF position on joint matters, Joint Staff actions, and best military advice. Assist in preparing senior USSF staff for participation in Joint Staff led forums
- 3.1.5. Provide strategic-level expertise in Space Force acquisitions, orbital warfare, cybersecurity, readiness, strategic planning and Space Command & Control. Assess all USSF elements, from missions and systems to personnel and processes and submit comprehensive assessment reports to guide and inform weight of effort and focus areas
- 3.1.6. Advise senior leadership in planning, developing, and coordinating classified activities in support of the USSF global mission. Support the coordination of sensitive planning activities within departmental, interagency, and Congressional

arenas. Generate recommendations for new programs, policies, doctrine, strategies, studies, and approaches

- 3.1.7. Support integration of Cyber capabilities with other DoD Services and other federal agencies/organizations required to implement national strategy, policy, and guidance. Research, analyze, and develop recommendations to assess and accredit emerging cybersecurity capabilities. Recommend system modernization programs including potential efficiencies and proposed changes to mission communications architecture. Provide spectrum engineering and management support for technical and regulatory issues associated with systems and networks managed and/or operated by USSF. Provide technical expertise in rapid development, acquisition, and fielding of offensive cyber capabilities to meet urgent operational needs
- 3.1.8. Assist with the formulation of goals, plans, and policies for Space and Nuclear Operations, Space and Nuclear Command and Control (C2), Space Superiority and Deterrence as well as supporting the USSF, US Space Command (USSPACECOM) and US Strategic Command (USSTRATCOM) missions
- 3.1.9. Support assignments, promotions, inter-service transfer accessions, and Talent Marketplace queries as well as CMS updates on USSF assignments, transfers, promotions, accessions, separations and retirements, etc.
- 3.1.10. Support on and off-boarding, USSF orientations, strategic communications and deploying/administering surveys
- 3.1.11. Data analytics support for all TM dashboards and analysis products; Behavioral and I/O scientist support for USSF Engagement programs as well as Assessments for recruiting, hiring, promotions, development, retention, appraisals
- 3.1.12. Competency management oversight and development plans; Mentoring and Coaching subject matter experts (SMEs)
- 3.1.13. Engage with USSF senior leadership to assess academic institutions for suitability for inclusion into the University Partnership Program in accordance with established qualifying criteria
- 3.1.14. Review qualifying criteria at least annually with USSF senior leadership to determine required modifications to the selection criteria
- 3.1.15. Implement and execute the approved method for developing and implementing a university partnership
- 3.1.16. Sustain the university partnership over the duration of the agreement
- 3.1.17. Conduct site visits upon request by university officials to assist in partnership development
- 3.1.18. Formulate an effective communication strategy for each partnership activity
- 3.1.19. Develop and design partnership, internship and mentorship processes and programs

- 3.1.20. Collect and integrate system requirements from across the HQSF Staff, enterprise talent management offices to include the Space Talent Mgt Det at Air Force Personnel Center, Field Command SIs
- 3.1.21. Coordinate system requirements with AF/A1DL regarding all DAF HR system support/space-specific upgrades and modifications, and with BAM TECH (system developer) and/or other system developers
- 3.1.22. Coordinate system requirements with SF/S1D regarding all USSF HR system (digital backbone) support/upgrade/modification and with HQSF system developers
- 3.1.23. Track progress on design/development/delivery of systems and/or capabilities to meet current and emerging mission requirements
- 3.1.24. Interface and perform Space Force strategy and plans-related analysis and support with the Office of the Secretary of Defense, and the offices of the Joint Staff, Department of the Air Force (to include the Secretary of the Air Force and Air Force Staffs), Field Commands, and other joint, Service, and international partners, as required
- 3.1.25. Interface and perform technical and programmatic liaison support with Combatant Commands (COCOMS), Office of the Secretary of Defense (OSD), SAF/SP, SF/IA, and USSF field commands conducting or interfacing with programs, policies, strategies, plans, guidance, and support to global defense posture planning.
- 3.1.26. Interface and perform technical and programmatic liaison support conducting or interfacing with program or system requirements, operations, planning Research, Developmental, Testing, and Evaluation (RDT&E), and system acquisition and sustainment
- 3.1.27. Interface and perform duties to support the Joint Integration and Operational Capability Development Divisions development of Service policy, guidance, oversight, and priorities for the Service's capability development process and ensures Service integration with the Joint Capabilities Integration and Development System (JCIDS)
- 3.1.28. Coordinate action within the applicable division, other divisions, HQ Space Staff and all other relevant stakeholders

## SECTION IV

### 4.0 SERVICE SUMMARY

- 4.1 This SS implements Air Force Instruction (AFI) 63-138, *Acquisition of Services*, and identifies critical success factors for the contract. The SS items are listed in the table below.
- 4.2 Purpose. The SS lists performance objectives for the required services that the Government will surveil. The Government reserves the right to surveil and inspect all services and requirements called for in this PWS and all task orders (TO) PWSs IAW applicable FAR 52.246 clauses to determine whether performance objectives and goals were met. The absence of any contract requirement from the SS shall not detract from its enforceability or

limit the rights or remedies of the Government under any other provision of the contract including the clauses entitled “Inspection of Services” or “Inspection” or “Default” in Section E and Section I of the contract.

4.3 Components. The SS states the performance objective (required service), and threshold (performance standard, accept and reject points (if applicable)) in either a qualitative or quantitative fashion for each critical success factor.

4.4 Quality Assurance Surveillance Plan (QASP). The SS will be used as the baseline to develop the Government QASP. The QASP will identify the audit methods and procedures the Government will use to evaluate Contractor performance. The Government may provide a copy of the QASP and any updates to the Contractor.

<b>Performance Objective</b>	<b>Performance Standard</b>	<b>Performance Threshold</b>
Provide qualified people for ID/IQ and T/O performance  PWS paragraph XXX and subparagraphs	Qualified personnel are in place at performance start, or as specified in the requirement	Performance is acceptable when qualified personnel are in place for ID/IQ and T/O performance with minimal to no delays in performance start, unless previously negotiated by the CO.
Retain key personnel with specified / awarded qualifications  PWS paragraph XXX and subparagraphs	Effectively replaces/substitutes key personnel, both Government-identified and Contractor-identified	Performance is acceptable when: Key personnel vacancies are filled with qualified personnel within 14 calendar days of vacancy, unless approved in writing or otherwise directed in advance by the CO.
Deliverables Management  PWS paragraph XXX and subparagraphs	Develop and submit all required deliverables	Performance is acceptable when: a) 100% of deliverable requirements are met and received on time* AND b) Information is current and accurate *Non-current or inaccurate deliverables (or those with conflicting information) may be considered late

## SECTION V

## 5.0 DELIVERABLES

5.1 Deliverables requirement. Contractor shall provide deliverable(s) in a format mutually agreed upon with the Government. The following vehicle-level deliverables are not expected to change; however, Task Order-level deliverables may be established/modified at the TO-level.

DELIVERABLE		DUE DATE	DELIVERY
Key Executive's Contact List	Vehicle-Level	As updates occur	Email to COR in MS Excel
Program Management Reviews (PMR)	Vehicle-Level	Quarterly, scheduled by the COR	Email slides to COR 2 days before scheduled PMR
Turnover Rate Report (prime and sub)	Vehicle-Level	First Monday of every Month	Email to the COR
Contractor Contact Info	Vehicle-Level	1 Day after award, as updates occur	Email to the COR and CO
OCI Plan (vehicle-level)	Vehicle-Level	10 Days after award, as updates occur	Email to the CO and CS
Quarterly SB Report	Vehicle-Level	Quarterly, 1 <sup>st</sup> Monday of the Quarter or if SBs are added or removed	Email to CO and CS
Quarterly SB Subcontractor Report	Vehicle-Level	Quarterly, 1 <sup>st</sup> Monday of the Quarter	Email to CO and CS. Prime Contractor shall not be on the email
Subcontractor List	Vehicle-Level	Due as subcontractors are added or removed	Email to CO and CS

DELIVERABLE	PWS PARA	DUE DATE	DELIVERY
Monthly Status Report (see Gov't Template)	Task Order Level TBD	10th business day of each month	Email to the COR in Microsoft Word format
Monthly / Technical Meeting Minutes/Reports	Task Order Level TBD	No Later than (NLT) one (1) business days after the meeting	Email to the COR in Microsoft Word format
Kickoff Meeting	Task Order Level TBD	NLT 5 business days after Task Order award	In-person or virtual with Program Manager
Kickoff Meeting Agenda	Task Order Level TBD	NLT 3 calendar days after contract award	Email to the COR in Microsoft Word format



Quality Control Plan	Task Order Level TBD	At Kickoff Meeting and annual revisions 15 calendar days after each OY modification	Email to the COR in Microsoft Word format
Trip Reports	Task Order Level TBD	5 business Days after completion of TDY	Email to the COR in MS Word IAW AFH 33-337 (T&Q)
Deliverables/Ad-Hoc Reports	Task Order Level TBD	As required per task order	Electronic format to Gov. Program Manager, COR, Project Lead
Transition Out Plan	Task Order Level TBD	60 business days before end of period of performance	Electronic format to Gov. Program Manager, COR, Project Lead
Project Management Plan	Task Order Level TBD	15 business days after contract award and monthly thereafter to be delivered with the MSR	Email to the TO COR
OCI Plan	Task Order Level TBD	10 Days after award. Update as required	Email to the CO and CS
Problem Notification Reports	Vehicle & Task Order Level	As soon as possible but NLT 2 business after the issue is discovered **Only required if there are issues to report**	Email to the COR and TO COR

## SECTION VI

### 6.0 LABOR CATEGORIES

#### 6.1 General.

6.1.1 Minimum Requirements. Scope and Ordering Guide Table 1 specifies the required minimum levels of education and experience for Contractor employees for the labor categories and levels listed in Table 1. There may also be a requirement that the individual possess an identified security clearance in addition to the specified requirements listed in Table 1 below.

6.1.2 Application of Specified Labor Categories. The categories listed below are the Government's best estimate of the labor categories that will be required for vehicle and TO

performance throughout the life of the contract. There is no guarantee that requirements will exist for all categories listed during the performance of this contract.

6.1.3 Task Order Requirements. TO PWSs will describe the type of support needed; however, for each task, the Contractor shall propose the labor categories, levels and skill mix deemed most appropriate to accomplish TO requirements, to include vehicle-level oversight.

6.1.3.1 Contractors shall focus on the labor category descriptions and levels in determining the appropriate labor categories, levels and skill mix to propose for meeting TO requirements. The labor categories are purposely broad to allow many types of specific work to be performed within the parameters of each labor category.

6.1.3.2 Contractors shall propose the vehicle-level oversight/management required using the labor categories and levels described in Table 1 below in addition to the TO-specific labor required to directly perform TO requirements. It is expected that the hours for vehicle-level oversight/management will be reflective of the true oversight/management hours required from each labor category/position proposed for that oversight/management, and that the hours for TO-specific performance will be more robust.

6.1.3.3 Contractors shall propose labor category(ies) and associated level(s), for the prime and all subcontractors / teaming partners, deemed appropriate to meet TO requirements. These shall be the labor categories and levels that meet the specifications (to include years of experience) of the TO requirement and not labor categories with parameters that exceed those requirements in order to get to a higher rate. If a Contractor proposes a labor category with higher rates that exceed TO PWS requirements, or hours that seem excessive for a particular TO requirement, the Contractor runs the risk of being determined unreasonable and inconsistent with the TO requirement, and therefore unawardable.

6.1.3.4 The labor rates proposed and awarded at the vehicle-level against the established labor categories (Scope and Ordering Guide Table 1 – Labor Categories and Descriptions) serve as the maximum allowable labor rates (ceiling) for the Prime and all Subcontractors / Teaming Partners for all fixed price type TO contracts. These rates shall be sufficient to accommodate a full-time US employee, at both Government and Contractor sites.

6.1.4 New Labor Categories. The Government reserves the right to create/identify new labor categories during the contract to meet unforeseen mission requirements or as part of a task order proposal request (TOPR). Additionally, if a Contractor determines that a labor category does not exist to meet a TO requirement, the Contractor may propose alternate labor categories and rates, but the new category(ies) and rate(s) must be approved by the Government. It is up to the Government whether the alternately proposed labor category(ies) and rate(s) will be deemed acceptable. Any new labor categories will be negotiated separately and incorporated at the TO level.

6.2 Performance Levels. The following provide general guidelines for each of the established performance levels. These serve as a frame of reference. Contractors shall adhere to the specifications in Table X – Labor Categories and Descriptions.

**Table 1 – Labor Categories and Descriptions**

Category	Description
Security Specialist (SS)	Bachelor's Degree mandatory (Master's Degree preferred) plus 5 – 12 years of experience in Security related field
General Program Manager	Master's Degree plus a minimum of 10 years of experience in Program or Project Management
Junior Technical Specialist	Bachelor's Degree plus 0 – 5 years of experience in an Operations, Engineering, Scientific, Analysis, Policy or Planning field related to Security Specialist
Technical Specialist	Bachelor's Degree plus 5 – 10 years of experience in an Operations, Engineering, Scientific, Analysis, Policy or Planning field
Technical Specialist Level II	Bachelor's Degree plus 10 – 15 years of experience in an Operations, Engineering, Scientific, Analysis, Policy or Planning field
Technical Specialist Level III	Master's Degree plus a minimum of 15 years of experience in an Operations, Engineering, Scientific, Analysis, Policy or Planning field
Senior Technical Specialist	Master's Degree plus a minimum of 15 years of experience in an Operations, Engineering, Scientific, Analysis, Policy/Regulation and/or Planning field
Technical Program Manager	Master's Degree plus a minimum of 20 years of experience in an Operations, Engineering, Scientific, Analysis, Policy, Planning or Program Management field
Technical Staff	Associate Degree mandatory (Bachelor's Degree preferred) plus 5 years (10 years preferred) of experience in office administration, personnel, policy, analysis, MS Office Suite
Technical Staff Level II	Bachelor's Degree mandatory, plus 10 years (15 years preferred) of experience in office administration, personnel, policy, analysis, MS Office Suite
Technical Staff Level III	Bachelor's Degree mandatory, plus 10 years (15 years preferred) of experience in office administration, personnel, policy, analysis, MS Office Suite; prior military Personnel Systems Management (PSM) training/background highly desired and/or background in systems integration/programming

## SECTION VII

## 7.0 GOVERNMENT FURNISHED PROPERTY, EQUIPMENT, MATERIAL, INFORMATION, OR SERVICES

7.1 General Information. The Contractor shall ensure accurate control and accountability of all Government Furnished Property (GFP). Other than the GFP listed below, specific services and property provided to the Contractor shall be identified in each Task Order.

7.2 Documents. Unless otherwise stated in the TO, the Government will furnish or make available to the Contractor any documentation/material deemed necessary to accomplish requirements of the TO.

7.3 Local Area Network (LAN). Unless otherwise stated in the TO, the Contractor shall be provided access to the host base's unclassified computer network and its inherent capabilities including, but not limited to: Internet access, electronic mail, file and print services and dial-in network access. The Contractor shall be aware of and abide by all Government regulations concerning authorized use of the Government's computer network including the restriction against using the network to recruit Government personnel or advertise job openings.

7.4 Workspace/Supplies. Unless otherwise specified in the TO, the Government will provide the Contractor adequate workspace and all office supplies necessary to perform the requirements of the TO. In the event the Contractor must supply Contractor personnel with expendable materials such as clerical supplies and materials, these shall be considered a cost of doing business and shall not be billed as a separate material cost.

## SECTION VIII

### 8.0 GENERAL INFORMATION

#### 8.1 Scheduling.

8.1.1 Duty Hours. The Contractor shall have access to Government facility five days per week, Monday through Friday, eight hours a day, except when the Government facility is closed due to local or national emergencies, administrative closings, or similar Government directed facility closings, unless otherwise approved. Contractor personnel are expected to conform to customer agency normal operating hours; however, the Contractor may be required access to Government facility outside of duty hours based on the customer agency's needs. As a baseline, Contractor personnel shall work 8 hours per day, 40 hours per week. Compensatory time arrangements are permissible for temporary spikes in worktime; but overtime pay is prohibited without COR and CO approval. Federal Holidays shall be observed in accordance with Office of Personnel Management policy. Hours may change based on task order requirements

8.1.2 Core Duty Hours and Base Shutdown/Inclement Weather. Core duty hours are 0800 - 1600, Monday through Friday (excluding federal holidays). The Contractor shall follow guidance of the installation containing their place of performance to determine reporting schedules due to a base closure or inclement weather. The website for guidance regarding status of performance for work to be performed in the National Capital Region (NCR) is <http://www.opm.gov/status/>. If place of performance is outside of the NCR, please work with the assigned COR for policy on inclement weather and base shutdown.

8.1.3 All Hours Access. Due to a potential for unique hours and access required to complete requirements on the contract and support senior executives and programs within the HQSF, an exception is required to allow 24/7 access to rooms occupied by personnel in support of this contract. This access will also require the Contractor to receive a Personal Identification Card (PIC) from Pentagon Force Protection Agency (PFPA), or appropriate security office providing oversight to spaces utilized for direct support of the contract, in order to have the ability to open and secure the Government spaces outside of standard business hours. The Contractor must identify and provide a list to the COR of the Contractor personnel requiring this access and maintain this list if there are any changes or updated personnel. This list must be mapped back to each task order requirement, which will be submitted to and monitored by the COR. All spaces requiring 24/7 access or open/close capability must be requested in writing, with the spaces requesting access to specifically identified, and approved by the USSF Security Branch and the COR.

## 8.2 Kickoff /Orientation Meeting.

8.2.1 Upon award of a task order, the successful task order Contractor shall schedule and coordinate a project kickoff meeting no later than (NLT) five (5) calendar days after task order award at the location approved by the Government. The meeting will provide an introduction between the Contractor and Government personnel involved with the contract. The meeting will provide the opportunity to discuss technical, management, and logistical issues; travel authorization; communication process between Government and Contractor; and reporting procedures. At a minimum, the attendees shall include key Contractor personnel, key Government representatives, and the COR. The Contractor shall provide a kickoff meeting agenda that will include, but not be limited to, the following:

- Introduction of personnel
- Overview of project tasks
- Review of organization (complexity)
- Schedule (shows major tasks, milestones, and deliverables; planned and actual start and completion dates for each)
- Communication Plan/lines of communication overview (between both Contractor and Government)
- Discussion of draft Program Management Plan (PMP)
- Travel notification and processes
- Security requirements (Building access, badges, Common Access Cards (CAC))
- Invoice procedures
- Monthly meeting dates
- Reporting Requirements, e.g., Monthly Status Report (MSR)
- POCs
- Roles and Responsibilities
- Prioritization of Contractor activities
- Any initial deliverables
- Other logistic issues
- Quality Control Plan (QCP)
- Sensitivity and protection of information
- Additional issues of concern (Leave/back-up support)

8.2.2 The Contractor shall provide a draft copy of the agenda NLT 3 calendar days after contract award for review and approval by the COR prior to finalizing. The Government will provide the Contractor with the number of participants for the kickoff meeting and the Contractor shall provide sufficient copies of the presentation for all present.

8.2.3 The kickoff meeting will be held at the location, the date and the time mutually agreed upon by both parties.

### 8.3 Transition-In Plan (If applicable).

8.3.1 The Contractor shall provide a Transition-In Plan at the kickoff meeting, which shall facilitate the accomplishment of a seamless transition between the incumbent Contractor (if applicable) and incoming Contractor. The Contractor shall identify how it will coordinate with the incumbent Contractor and Government personnel to transfer knowledge regarding the following:

- Project management processes
- Points of contact
- Location of technical and project management documentation
- Status of ongoing technical initiatives
- Transition of key personnel
- Schedules and milestones
- Actions required of the Government
- Coordination of IT related programs, issues

8.3.2 The Contractor shall also establish and maintain effective communication with the incumbent Contractor and Government personnel for the period of the transition via regularly scheduled status meetings, per the COR's direction.

### 8.4 Transition-Out Plan (If applicable).

8.4.1 The Contractor shall provide a Transition-Out Plan NLT than 60 business days prior to expiration of the contract. The plan shall facilitate the accomplishment of a seamless transition from the incumbent to an incoming Contractor (if applicable). In addition, the Contractor will continue to accomplish all tasks as outlined in the contract during this period. The Contractor shall identify how it will coordinate with the incoming Contractor and Government personnel to transfer knowledge regarding the following:

- Project management processes
- Points of contact
- Location of technical and project management documentation
- Status of ongoing technical initiatives
- Transition of key personnel
- Schedules and milestones
- Actions required of the Government
- Coordination of IT related programs, issues

8.4.2 The Contractor shall also establish and maintain effective communication with the incoming Contractor and Government personnel for the period of the transition via regularly scheduled status meetings, per the COR's direction.

## 8.5 Quality Control.

8.5.1. Quality Assurance. The Contractor shall utilize knowledge/experience gained through prime's/joint venture partner's current International Organization for Standardization (ISO) 9001 registration/certification to develop, document, implement, maintain, and continuously improve a comprehensive higher-level Quality Management System (QMS) that assures compliance with the most current version of American National Standards Institute (ANSI)/ISO/American Society for Quality (ASQ) 9001 (currently 9001:2015) in execution of the vehicle and each TO contract with a specific focus on the Services Summary and Deliverables. The Contractor shall maintain registration/certification to the most current standard throughout the life of the contract in accordance with IAW ISO guidelines/timelines established for any new standard(s). The Government shall rely on the Contractors' existing quality assurance system as the method to ensure that the requirements of the contract and performance thresholds are met; however, the Government reserves the right to monitor and evaluate the quality of services provided and compliance with the contract terms and conditions at any time.

8.5.2. Quality Control Plan (QCP). The Contractor shall develop and maintain an effective QCP to ensure services are performed IAW this scope and ordering guide, applicable laws and regulations, and best commercial practices. The Contractor shall develop and implement procedures to identify, prevent, and ensure non-recurrence of defective services with special emphasis placed on those services listed in this PWS. The Contractor's QCP is the means by which it assures itself that the work complies with the requirement of the contract. The Contractor shall provide the initial QCP to the Government on the date of or before the kickoff meeting. QCP annual revision is due to the Government NLT 15 calendar days after the start of each option year. QCPs are also required at the task order level.

## 8.6 Emergency Operations/Mission Essential Personnel.

8.6.1. Continuation of Essential Contractor Services During Crisis. All services in this Scope & Ordering Guide HAVE NOT been defined or designated as essential services for performance during crisis IAW DFARs 252.237-7023, "Continuation of Essential Contractor Services."

## 8.7 System for Award Management (formerly CMRA)

8.7.1 The Contractor shall report ALL labor hours (including subcontractor labor hours) required for performance of services provided under this contract via the System for Award Management data collection site. The Contractor is required to completely fill in all required data fields at: <http://www.SAM.gov>. Reporting inputs shall be for the labor executed during the period of performance for each Government fiscal year (FY), which runs 1 October through 30 September. The UIC for AFDW is FF16M0. While inputs may be reported anytime during the FY, all data

shall be reported not later than 31 October of each calendar year. The Contractor may direct questions to the System for Award Management help desk.

8.7.2 Subcontractor Input in System for Award Management: Prime Contractors are responsible to ensure all subcontractor data is reported. Subcontractors will not be able to enter any data into System for Award Management but will enter their information into a Bulk Loader spread sheet available from the System for Award Management helpdesk. Subcontractor shall fill in columns A-C then return it to the System for Award Management helpdesk after it's completed, and a technician team will enter the information into System for Award Management.

## 8.8 Security Instructions.

8.8.1 Physical Security. The Contractor shall safeguard all Government property, documents and controlled forms provided for Contractor use and adhere to the Government property requirements contained in this contract. At the end of each workday, all Government facilities, equipment, and materials shall be secured by a Government POC. Contractors are not allowed to secure Government facilities, equipment, and materials.

8.8.2 Access Control. The Contractor shall establish and implement methods of ensuring that no building access instruments issued by the Government are lost, misplaced or used by unauthorized persons. Access codes shall not be shared with any person(s) outside the organization. The Contractor shall control access to all Government provided lock combinations to preclude unauthorized entry. The Contractor is not authorized to record lock combinations without written approval by the Government COR. Records with written combinations to authorized secure storage containers, secure storage rooms, or certified vaults, shall be marked and safeguarded at the highest classification level as the classified material maintained inside the approved containers.

8.8.2.1 Access to Pentagon. Access to the Pentagon is covered by provisions of Administrative Instruction 30 (AI 30). Permanent Pentagon access is only authorized based on the individual's employment in the Pentagon. Contractors are not given escort privileges and are permitted during business hours only UNLESS their specific contract requests/is approved escort privileges and or 24-hour access. In these cases, the task order COR/Security Manager would send in the PWS/Contract documents to prove justification. Contractors are only given permanent access aligned with their contract end date issued for a minimum of one month and for a maximum of three years, based on length of the contract. NOTE: All contractor applications must be validated by the Security Assistant using applicable documentation i.e., 254, VGSA, PWS, etc. All contractors must be serviced in JPAS by requesting organization. In order to submit both permanent and temporary requests, 75 percent of an individual's duties require access to the Pentagon or delegated facilities. All requests must be processed by the Badging office within 10 business days of Authorizing Official's signature. It is the Security Assistant's and Authorizing Official's responsibility to confirm/validate that an applicant has a legitimate requirement for access to buildings on the Pentagon Reservation and that they meet the 75% requirement.



8.8.3 Pass and Identification Items. The Contractor shall ensure the pass and identification items required for contract performance are obtained for employees and non-Government owned vehicles.

8.8.4 Retrieving Identification Media. The Contractor shall retrieve all identification media, including vehicle passes, from employees who depart for any reason before the contract expires.

8.8.5 Traffic Laws. The Contractor and its employees shall comply with base traffic regulations.

8.8.6 Weapons, Firearms, and Ammunition. Contractor employees are prohibited from possessing weapons, firearms, or ammunition, on themselves or within their Contractor-owned vehicle or privately-owned vehicle while on any military facility.

8.8.7 Communications Security (COMSEC). Contractors may require access to COMSEC information on DoD installations. The Contractor shall not require a COMSEC account. Access shall be controlled by the sponsoring agency. Access to COMSEC material by personnel is restricted to US citizens holding finalized US Government clearances. Such information is not releasable to personnel holding only reciprocal clearances. If it is determined the Contractor is required to access COMSEC information, the necessary training information and courses shall be provided by the COR and shall be completed prior to access to COMSEC information. The DD Form 254 shall give further instructions on safeguarding and managing COMSEC material.

## SECTION IX

### 9.0 OTHER REQUIREMENTS

9.1 Classification. A DD Form 254, Contract Security Classification Specification, applies to this vehicle. Task orders on this vehicle can support up to Top Secret (SCI/SAP). Classification requirements will be established at the task order level.

9.2 Security Agreement. The Contractor shall enter into a long-term security agreement if contract performance is on Government installation for ninety (90) days or more. This agreement shall outline how the Contractor integrates security requirements for contract operations with the AF to ensure effective and economical operation on the installation. Enter a long term VGSA through the host base Information Security Program Manager, when applicable. Provide the information requested by the Notification of Government Security Activity and VGSA Clause, AFFARS 5352.204-9000. Visitor Groups shall safeguard all collateral classified information IAW DoDM 5200.1 Volumes 1-4, Information Security Program; AFI 16-1404, Information Security Program Management; AFI 16-1406, Industrial Security Program Management, and other directives deemed necessary by the servicing Information Protection office. In addition to the items required by AFFARS 5352.204-9000, the VGSA shall outline how the Contractor integrates security requirements for contract operations with the AF to ensure effective and economical operation on the installation, the use of security forms and conducting inspections required by DoDM 5220.22 Volume 2, National Industrial Security Program Industry Security Procedures for Government Activities, and protection of high value preferable property.

9.3 Contractor Identification. All Contractor personnel shall always wear DoD-issued Common Access Card when away from their immediate work area to distinguish themselves from Government employees. When conversing with Government personnel during business meetings, over the telephone or via electronic mail, Contractor personnel shall identify themselves as a contractor to avoid situations arising where sensitive topics might be better discussed solely between Government employees. Contractors shall identify themselves on any attendance sheet or any coordination documents they may review. Electronic mail signature blocks shall identify their company affiliation. Where practicable, contractors occupying collocated space with their Government program customer should identify their workspace area with their name and company affiliation or as a minimum "Contractor" after name.

9.4 Drug, Tobacco, and Alcohol Use Policy. The consumption of alcoholic beverages or illegal drugs by contractor personnel, while on duty, is strictly forbidden. Contractor shall immediately remove any employee who is under the influence of alcohol or drugs.

9.5 Task Order Level Security Requirements. Visit requests, escort privileges, contractor closing procedures/authorizations, procedures for protecting classified during emergencies, and security training (initial and annual) will be established at the task order level.

9.6 Travel.

9.6.1 Local Travel. Local travel to attend meetings or events may be required at no cost to the Government. Travel within the National Capital Region commuting vicinity is considered a cost of doing business and shall not be separately reimbursed.

9.6.2 OCONUS Travel. Prior to travel, the Contractor shall coordinate with, and receive approval from, the COR at least 20 business days prior to trip. Theater Business Clearances shall be obtained, as necessary, prior to travel.

9.6.3 Defense Base Act (DBA) Insurance. All vendors shall ensure traveling contractors have DBA Insurance prior to accepting OCONUS work. This cost should be included in the pricing proposal (only if applicable).

9.6.4 Further guidance for Contractor travel can be found at <https://www.defensetravel.dod.mil/site/faqctr.cfm>.

9.6.5 Trip Reports. Following each trip, the Contractor shall prepare and deliver Trip/After Action Reports to the COR IAW AFH 33-337. The trip report shall be completed in accordance with the agreed upon format with the task order COR. Due with 5 business of TDY.

9.7 Employee Accountability & Turnover.

9.7.1 Staffing of Contractor Personnel. This is a Professional Services Advisory and Assistance Contract. Contractor shall provide a qualified, experienced, and stable workforce, throughout the duration of the contract, and maintain a 20% or less employee turnover rate. Key personnel shall not be vacant for more than 14 calendar days. The Government shall not be billed

for key personnel positions left vacant over 10 calendar days unless the vacancy is due to Government delay and otherwise approved by the CO. This is a performance-based contract; however, turnover affects the Government's ability to focus on the mission when contractors must gain or re-grain building access, computer access, etc. The requirement to keep employee turnover rate at or less than 20% will be based on the number of employees submitted in the accepted proposal.

9.7.2 Key Executive Contact List. Contractors shall maintain and provide a contact list of Key Executive's to the COR on a monthly basis (only if updates required).

9.7.3 List of Employees. The Contractor shall maintain a current listing of employees assigned under each task order. The list shall include the employee's name, social security number and level of security clearance. The list shall be validated and signed by the company Facility Security Officer (FSO) and provided to the Contracting Officer, Program Manager, and Servicing Security Activity. An updated listing shall be provided upon request.

9.7.4 Contractor professionalism. The contractor shall:

- Present a professional appearance and always maintain professional demeanor/conduct
- Conduct their work assignments IAW project schedules
- Function effectively and efficiently during extended periods of high pressure and stress.
- Function as an integral member of a team of highly trained professionals responsible for the safety and security of USSF personnel and resources

9.8 Deliverables/Ad-Hoc Reports. The Contractor shall provide deliverables as specified in the vehicle-level contract and all Task Orders. If a deliverable due date falls on a weekend or holiday, the Contractor shall submit the deliverable on the last workday prior to the due date. The contractor shall provide task-specific reports, informal analyses, papers, opinions, databases, briefings, etc. generated on an as-required (ad-hoc) basis during the performance of this contract and other deliverables as detailed in the Scope and Ordering Guide and all Task Order PWSs.

9.9 Program Management Reviews. Attend quarterly PMRs, as notified by the Government. The CO, PM, and other Government personnel, as appropriate, will meet quarterly with each vendor to review performance. PMRs will be held quarterly. PMRs will cover status and feedback on performance measures, Contractor performance, and any significant events. PMRs are intended to serve as an opportunity for open and frank discussions on the current status of the contract and applicable TOs. The Government will provide advance copies of PMR agendas, seeking Contractor input/discussion items, and will provide meeting minutes for Contractor review and approval prior to making them official. The Contractor shall provide written notice to the PM and COR identifying any areas of nonoccurrence.

9.10 Meeting Minutes. The contractor shall provide detailed meeting minutes as requested and required in the format agreed upon by the contractor and the Government. Meeting minutes are due as specified at the task order level.

9.11 Problem Notification Reports. The contractor shall file a Problem Notification Report (PNR) to notify the Government of schedule delays, assumptions upon which tasks were based, and any other perceived contractual issues. The PNR shall include a plan detailing the proposed resolution. The contractor shall file the PNR as soon as possible, but no later than two business days after the contractor's discovery of the issue(s). These are only required if there are issues to report.

9.12 Monthly Status Reports. The contractor shall provide a written Monthly Status Report (MSR), the TO COR for task order specific performance in electronic format for all task orders issued by the close of business (COB) of the 10th workday after the month of service, documenting task order services provided, issues, and progress. The report will detail contractor activities during the reporting month and plans for the following two months. The report will include a summary of work performed and deliverables completed, current or projected problems and issues and their resolution, an explanation of deviations from the previous month's projections, and any recommendations related to the effort. The report shall detail travel for the month of service. The report shall analyze the current task orders and provide task order accounting information. Monthly status reports are required to be signed by the Contractor and the Task Order COR. A copy of the signed MSR shall be provided to the government team.

### 9.13 Project Management Plan (PMP).

9.13.1 The contractor shall develop and maintain throughout the contract period of performance, PMP with integrated master schedule that shall be used as a foundation for information and resource management planning. The contractor shall deliver the initial PMP to the Government within 15 business days after task order award. The PMP shall include, but not be limited to, the following:

- Status of current and planned tasks and subtasks
- Base schedule overlaid with actual schedules, for each task
- Project Organization
- Project Transition Processes and Schedule
- Work Breakdown Structure (WBS)
- Process Management and Control
- Overall Organizational Structure
- Project Responsibilities to include process flowcharts for all major tasks
- Task dependencies and interrelationships
- Contractor personnel assignments and duration (Staffing Plan)
- Updated Deliverable Schedule (based on solution)
- Deliverables (draft, interim, final, etc.)
- Contingency Plans (where appropriate)
- Contractor travel information
- Quality Control plan
- Risk Management plan

- Subcontract Management (organization of personnel, software and hardware)
- Monitoring mechanisms including Program Metrics
- Automated Tools, Techniques, and Methods

9.13.2 The contractor shall keep the PMP and integrated master schedule updated, keep it accessible electronically at any time, and be prepared to brief any PMP content to the Government at short notice (within 24 hours). The PMP shall be used as a foundation for the Monthly Status Report.

#### 9.14 Miscellaneous.

9.14.1 Freedom of Information Act (FOIA). All official Government records affected by this contract are subject to the provisions of the FOIA (5 U.S.C. 552/DoD 5400.7-R/AF Supplement). Any request received by the Contractor for access/release of information from these records to the public (including Government/Contractor employees acting as private citizens), whether oral or in writing, shall be immediately brought to the attention of the CO for forwarding to the FOIA Manager to ensure proper processing and compliance with the Act.

9.14.2 For Official Use Only (FOUO). The Contractor shall comply with DoD 5400-7-R, Chapter 4, DoD Freedom of Information Act (FOIA) Program requirements. This regulation sets policy and procedures for the disclosure of records to the public and for marking, handling, transmitting, and safeguarding FOUO material.

9.14.3 Privacy Act. Work on this contract may require that personnel have access to information protected by the Privacy Act. Contractor personnel shall adhere to the Privacy Act, Title 5 of the U.S. Code, Section 552a and applicable agency rules and regulations when handling such information.

9.14.4 Records. All records created and received by the Contractor in the performance of this contract shall be maintained and readily accessible. Records shall remain the property of the Government.

9.14.5 Safety Concerns. The Contractor is solely responsible for compliance with OSHA standards for the protection of their employees. The Government is not responsible for ensuring that Contractors comply with “personal” safety requirements that do not present the potential to damage Government resources.

9.14.6 Project Policy. The Contractor shall comply with all industry standards. All work shall be done in accordance with all federal, local, and state laws and regulations.

9.14.7 Inherently Governmental Functions. The Contractor shall not perform inherently Governmental functions, as defined in the Federal Acquisition Regulation (FAR) Subpart 7.5, in relation to this PWS.

9.14.8 Ethics. The Contractor shall not employ any person who is an employee of the US Government if employing that person would create a conflict of interest. Additionally, the Contractor shall not employ any person who is an employee of the Department of Defense, either military or civilian, unless such person seeks and receives approval according to DoDD 5500-7, Joint Ethics Regulation.

9.14.9 Professional Appearance of Workspace. The Contractor shall keep workspace areas neat and orderly and avoid conditions leading to safety violations.

9.14.10 Non-Personal Services. The Government shall not supervise or task Contractor employees in any manner that generates actions of the nature of personal services, or that creates the perception of personal services. It is the responsibility of the Contractor to manage its employees directly and to guard against any actions that are of the nature of personal services or give the perception of personal services to the Government or to Government personnel. If the Contractor feels that any actions constitute, or are perceived to constitute personal services, it is the Contractor's responsibility to notify the CO immediately. Non-personal Contractor services shall not be used to perform work of a policy/decision making or management nature.

9.15 Subcontractor listing. All vendors shall provide a listing of all subcontractors (large, small, and NTSBs). This listing shall be provided to the CO and CS as changes occur.

9.16 Data Rights. In addition to the DFARS data rights clauses, the following applies to all task orders:

The copies of any Contractor generated records, files, documents, data, and work papers, provided to the Government in performance of this task order shall become and remain Government property and shall be maintained and disposed of IAW AFI 33-332, Records Management and Information Governance Program, and other regulations, as applicable. The copies of any Government generated records, files, documents, data, and work papers, provided to the Contractor in performance of this task order, or derivatives thereof, are and shall remain Government property, and shall be returned to the Government at the completion of this contract.

Software licensing terms shall not conflict with Federal law or regulation. In accordance with DFARS 239.7602-1, "DoD shall acquire cloud computing services using commercial terms and conditions that are consistent with Federal law, and an agency's need. Contracting officers shall incorporate any applicable service provider terms and conditions into the contract by attachment or other appropriate mechanism." The Government shall not be bound by any licensing terms or other restrictions on the use, modification, reproduction, release, performance, or disclosure of software not incorporated by attachment or other appropriate mechanism.

## SECTION X

### 10.0 ORGANIZATIONAL CONFLICT OF INTEREST (OCI)

10.1 Organizational Conflict of Interest. Performance on any of the task orders awarded under the contract MAY, by FAR 9.5 definition, be a Conflict of Interest as either Impaired Objectivity or Unfair Competitive Advantage (unequal access to information). Due to the unknown task requests, it is impossible to complete a focused OCI plan at the vehicle-level; however, if vendors either during the TOPR process, during performance of a task order, or at any time become aware of an OCI, they shall immediately inform the Contracting office. This may result in a work stoppage until (if) the OCI can be neutralized or mitigated. If it cannot, the task order will be terminated immediately and re-competed. If a Contractor does not inform the Contracting officer of an OCI that it has been made aware of, the Contracting office may terminate the task order, may remove the vendor as an awardee, or request debarment.

If an OCI is discovered during the TOPR process, provide (in writing) the nature of the OCI and why the OCI is precluding the vendor from proposing. The CO will determine if the OCI is mitigatable or not and provide a response in writing notifying the vendor if they are exempt from proposing or not. If the vendor is exempted from proposing by the CO, it does not count toward the annual “no bid” limit for the vendor. If the vendor is not exempted by the CO, the vendor is required to propose. If the vendor makes the determination not to propose, it will be counted as a “no bid” against the vendors annual “no bid” limit.

Each awardee shall submit a general vehicle-level OCI plan detailing its internal processes to avoid and mitigate OCI's. A tailored OCI plan may be required at the task order level that may require firewalled personnel with tailored NDAs.

AAFARS Clause 5352.209-9000 ALTERNATE III is applicable to all task orders unless otherwise specified by the Contracting Officer:

Assigned contractor personnel will gain access to data that may be perceived as sensitive in the development of future contract actions. The assigned contractor personnel shall refrain from using the information for any purpose other than that for which it was furnished and shall firewall any assigned contractor personnel to support this task order. If the opportunity arises, the assigned contractor personnel shall not participate in any subsequent RFP, RFQ, or, TOPRs resulting from development of new contract actions associated directly to information gained from or work performed on this task order for a period of 24 months after completion of the task order. This does not preclude the successful Contractor (Vendor) from proposing on new opportunities. The successful Contractor (Vendor) shall furnish copies of tailored NDAs to the contracting officer; agreeing to firewall these employees and these employees shall not discuss any information concerning possible upcoming contracting actions with the Contractor (Vendor). These agreements are not intended to protect information which is available to the Government or to the Contractor (Vendor) from other sources and furnished voluntarily without restriction. This is applicable to the Prime and applicable Subcontractors.

## SECTION XI

### 11.0 ORDERING GUIDE - PLACEHOLDER