Performance Work Statement (PWS)

Concept, Development and Management (CDM)

Analytical and Technical (A&T) Services

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CDM Vision Statement: *Discover and incubate innovative solutions to complex national security challenges.*

1 INTRODUCTION

The Secretary of the Air Force, Administrative Assistant's Concepts, Development, and Management Office (SAF/CDM) explores new concepts, develops emerging opportunities, and manages high-priority projects and programs to provide innovative solutions to Air Force and defense-wide challenges. In order to meet current and projected workload requirements, SAF/CDM requires analytical and technical services support. This work may be for services not previously under contract and some may be follow-on work.The analytical and technical services described in this Performance Work Statement (PWS) directly supports SAF/CDMs mission to be the partner choice for innovation, discovery, and opportunity development within the Department of Defense.

1.1 Mission

SAF/CDM's mission is to explore new concepts, develop emerging opportunities, and manage high-priority projects and programs to provide innovative solutions to Air Force and defense-wide challenges.

SAF/CDM uses creative and critical thinking high performance multi-discipline teams that collaborate across functional and organizational boundaries, and develop risk management strategies that integrate the best of government, industry, and academia. SAF/CDM explores new or alternative methods, demonstrates technical feasibility, and supports near-term operational requirements to deliver tangible products or capabilities.

This A&T Services effort will directly support SAF/CDM's mission to be the partner choice for innovation, discovery, and opportunity development within the Department of Defense (DoD).

- SAF/CDMA is the Advanced Analytics & Technology Investment (AA&TI) Directorate which supports the Air Force and DoD missions. CDMA delivers rapid capability development across all mission domains by assessing new approaches and methodologies to advance data analytics, business intelligence, technology investment and immersive intelligence.

- SAF/CDMC is the Cyber & Strategic Enabling (C&SE) Directorate that develops capabilities, concepts and systems for the Air Force, the DoD, and other interagency customers' operational and intelligence warfighting requirements at the tactical, operational and strategic levels. This includes material and non-material development focused on the complete range of offensive (primary) and defensive (secondary) cyber systems, tools, and platforms. C&SE also focuses on other non-traditional concepts, systems, and capabilities that enable Air Force, DoD and other interagency partners with their missions and requirements process.

- SAF/CDMN is the Networks and Architecture Directorate (N&AD) and is responsible for the development, administration, management, and support of a wide-range of information, enterprise-related programs and activities supporting Air Force, DoD, and other interagency requirements. N&AD will concurrently and continuously seek access to emerging technologies and concepts that offer solutions and opportunities that immediately impact support to operations and technology exploration.

1.2 SAF/CDM Focus Areas

SAF/CDM core capabilities have evolved over time – often driven by customer-identified needs or specifically by senior management direction – with unique experience in tradecraft development, operations support, intelligence-related activities, and interagency stewardship. SAF/CDM focus areas generally fall into one of four areas:

- Strategic and Operational Enablers. Establishing mechanisms and relationships to support virtual and physical access to data, people, and locations.

- Advanced Analytics. The state-of-the-art in Data Science, Operations Research and Systems Analysis; the systematic application of advanced algorithms to complex data with high performance computing to obtain immediate actionable insight.

- Technology Development. Research and development (R&D) of new capabilities, applications, or technology enhancements, including sensors, tags, communications, material that support technical operations of intelligence, surveillance, and reconnaissance (ISR) requirements.

- Systems and Architectures. Design, configuration, accreditation and implementation of information management systems and cloud based solutions that support defense and intelligence priorities as well as internal business processes and mission functions, network communications, database management, security accreditation, and workflow management.

2 GENERAL REQUIREMENTS

This section describes the performance requirements of the base contract. In keeping with the nature of this contract, they are outcome focused and requirements are primarily identified as specific outcomes and/or deliverables.

2.1 Non-Personal Services

The Government shall neither supervise contractor employees nor control the method by which the contractor performs the required tasks. Under no circumstances shall the Government assign tasks to, or prepare work schedules for, individual contractor employees. It shall be the responsibility of the contractor to manage its employees and to guard against any actions that are of the nature of personal services, or give the perception of personal services. If the contractor believes that any actions constitute, or are perceived to constitute personal services, it shall be the contractor's responsibility to notify the Procuring Contracting Officer (PCO) immediately.

2.2 Business Relations

The contractor shall successfully integrate and coordinate all activity needed to execute the requirement. The contractor shall manage the timeliness, completeness, and quality of problem identification. The contractor shall provide corrective action plans, proposal submittals, timely identification of issues, and effective management of subcontractors. The contractor shall seek to ensure customer satisfaction and professional and ethical behavior of all contractor personnel.

2.3 Contract Administration and Management

The following subsections specify requirements for contract management, contract administration, and personnel administration. The contractor shall furnish all management, labor, tools, supplies, and materials (except as provided by the Government) necessary to perform the requirements contained herein.

2.3.1 Contract Management

The contractor shall establish clear organizational lines of authority and responsibility to ensure effective management of the resources assigned to the requirement. The contractor must maintain continuity between the support operations at the CDM and the contractor's corporate offices. The contractor is responsible for managing all contractor personnel, including but not limited to supervision; the provision of necessary training to stay current with AF policy and guidance; and the provision of infrastructure to make business travel arrangements.

Contractor personnel, consultants and/or subcontractors shall identify themselves as contractors during meetings, telephone conversations and in electronic messages or correspondence related to this contract. Contractor-occupied facilities (on any Government installation) such as offices, separate rooms, or cubicles shall be clearly identified with contractor-supplied signs, nameplates or other identification, showing that these are work areas for contractor personnel.

2.3.2 Contract Administration

The contractor shall establish processes and assign appropriate resources to effectively administer the requirement. The contractor shall respond to Government requests for contractual actions in a timely fashion. The contractor shall have a single point of contact between the Government and contractor personnel assigned to support contracts or Task Orders (TO). The contractor shall assign work effort and maintain proper and accurate time keeping records of personnel assigned to work on the requirement.

Contractor On-Site Task Order Lead: The TO Lead will serve as the focal point to work with the Contracting Officer Representative (COR). This individual shall have detailed knowledge of the PWS and supporting task orders, and shall be responsible for the day-to-day communications with the COR.

Contractor Program Manager: The Program Manager serves as the focal point between the Government Program office and the company’s management regarding all issues and discrepancies related to the performance of the task orders under the PWS.

2.3.3 Personnel Administration

The contractor shall provide the following management and support as required.

1. The contractor shall provide alternative work spaces for employees during designated Government non-work days or other periods where Government offices are closed due to weather or security conditions.
2. The contractor shall maintain the currency of their employees by providing initial and refresher training as required to meet the PWS requirements.
3. The contractor shall make necessary travel arrangements for employees.

4. The contractor shall provide administrative support to employees in a timely fashion (time keeping, leave processing, pay, unforeseen emergencies).

No requirements under this contract are deemed "mission-essential" in the event of a crisis, as defined by the National Command Authority or Overseas Combatant Commander.

2.4 Subcontract Management

The contractor shall be responsible for any subcontract management necessary to integrate work performed on this requirement and shall be responsible and accountable for subcontractor performance on this requirement. The prime contractor will manage work distribution to ensure there are no Organizational Conflict of Interest (OCI) considerations. Contractors may add subcontractors to their team only after notification to the PCO and COR.

2.5 Contractor Personnel, Disciplines, and Specialties

The contractor shall accomplish the assigned work by employing and utilizing qualified personnel with appropriate combinations of education, training, and experience. The contractor shall match personnel skills to the work or task. The contractor shall ensure the labor categories as defined in the Labor Categories document, labor rates, and man-hours utilized in the performance of each TO issued hereunder will be the minimum necessary to accomplish the task. The contractor shall provide the necessary resources to manage, perform, and administer the contract.

2.6 Location of Services

Accomplishment of the tasks and services contained in this PWS may require work within the National Capital Region (NCR) and Tampa, FL, as well as at various contractor, subcontractor, and Government facilities mainly in the continental United States. There is potential for work execution to be conducted OCONUS at USG or partner locations.

3 SCOPE

3.1 Network & Enterprise Architectures

CDM requires an evolving, adaptive, responsive, cutting-edge, network & enterprise architecture. The contractor shall provide the necessary resources to plan, implement, and manage these network and enterprise architecture tasks:

3.1.1 Advanced Information Delivery and Communications Concepts

The contractor shall have the capability to find and adapt novel network design, implementation and operational concepts to create advanced information delivery and communications systems; explore advanced (simple to sophisticated) algorithms, combinations thereof, and consequences; identify, acquire, characterize, assess, fuse, and curate unique data sets (potentially multidimensional, multi-variable, from complex to simple).

3.1.2 Systems Accreditations

The contractor shall have the capability to build to, adhere to, and evolve within imposed government policy, regulations, instructions and directives; completing all steps required to achieve systems accreditations at various levels, to include: design, design documentation, technical development, developmental and operational testing, and operational documentation (operating manuals, user and administrator manuals, software design description, functional design/description document) through certifications.

3.1.3 *IT and Communications Network Development, Deployment and Management*

The contractor shall have the capability to provide IT and communications network development, deployment and management that support the establishment of capabilities locally, nationally and worldwide. Examples of additional requirements include, but are not limited to acquisition or design, development, application, implementation, and management of: networks and workstations, analytical tools, GIS systems, architectures and equipment for information operations control centers, communications options (e.g., purchase commercial satellite time), local area networks, wide area networks for information backhaul, wired and wireless networks for information sharing.

3.1.4 Analysis and Planning

The contractor shall have the capability to provide support in the analysis and planning associated with executing programmatic work for CDM including evaluation of technical and administrative approaches relative to DoD and AF policy, conduct business process modeling where required, determine novel execution and operating strategy and provide resource requirements.

3.1.5 Open Source, Commercial, and (COTS/GOTS) Software Design and Performance

The contractor shall have the capability to assist in the evaluation of open source, commercial, and government off the shelf (COTS/GOTS) software design and performance to meet DoD functional requirements. The contractor shall conduct discovery, assessment, and integration of relevant open source, commercial-off-the-shelf (COTS) and government-off-the-shelf (GOTS) processes, technologies, and capabilities in advancing innovation in intelligence operations.

3.1.6 New Equipment Technologies Integration and Systems Engineering

The contractor shall have the capability to integrate new equipment technologies into existing system architectures as required by applicable tasks. The contractor shall utilize systems engineering approaches to ensure that time-critical task objectives and system criteria requirements are fulfilled. Emphasis shall be on the demonstration of clear and definable improvements in the performance, Integrated Logistic Support (ILS), reliability, maintainability, and supportability of the item. All efforts shall leverage ongoing Science and Technology (S&T) efforts in consonance with economic and schedule considerations**.**

3.2 Advanced Analytics

The contractor shall perform the advanced analytic tasks identified in individual task orders that fall within the general scope of work described below.

3.2.1 The contractor shall have the capability to provide the necessary resources to plan, implement, and manage these advanced analytic tasks. These tasks shall require the contractor to push the boundaries of the status quo in all aspects of analytics from specific focus to holistic perspectives, single to multi-dimensional, enabling CDM to be a continuous agent of change for the defense enterprise. This is done through rapid identification, application, demonstration of novel technologies, unique methodologies, and advancements in data analytics conducting experimentation, studies, prototyping, software development and integration.

3.2.2 The contractor shall have the capability to conduct collaboration, partnerships, and training internal and external to the organization as instrumental to team success.

3.2.3. The contractor shall have the capability to provide support in the analysis and planning associated with executing programmatic work for CDM including evaluation of technical and administrative approaches relative to JCIDS requirements, and execution of efforts in accordance with both DoD and AF policy. The contractor shall be able to conduct business process modeling, develop JCIDS documentation (including ICDs, CDDs DODAF views), determine novel execution and operating strategies and derive resource requirements.

3.3 Applied Technology and Technology Investments

The contractor shall support the defense and intelligence enterprise so that it maintains its technological edge over the adversary, and maintains situational awareness of emerging and disruptive technological advances. The contractor shall provide the necessary resources to plan, implement, and manage these applied technology and technology investment tasks.

3.3.1 Consulting and Information Support

The contractor shall have the capability to provide consulting and information services focused on emerging and disruptive technology and innovation discovery; applying specialized technical expertise, experience, and awareness of global S&T landscape.

3.3.2 Global Technology Scouting and Technology Research and Assessments

The contractor shall have the capability to conduct global technology scouting and technology research and assessments; applying state-of-the-art information systems and analysis tools to conduct automated technology scouting to identify, and report on, information germane to the DoD Intelligence capabilities or challenges.

3.3.3 Technologies/ Technical Capabilities

The contractor shall have the capability to acquire and/or develop technologies/ technical capabilities, conduct Research, Development, Test, and Evaluation (RDT&E) for applicability/ suitability/ utility to specific defense challenges, associated with Intelligence, data collection, processing, analysis and display.

Representative examples of outcomes include, but are not limited to:

- IT networks
- Sensors and communications integration
- Information fusion center
- Disparate ISR technology (e.g., automated radar and camera) integration and controls
- Integration of specialized sensor systems with aircraft and other platforms
- Common and/or user-defined operational pictures
- Automated sensor correlation and decision support

3.3.4 Professional S&T Research

The contractor shall have the capability to consult professional S&T researchers, and conduct primary & secondary research.

3.3.5 Emerging Technology

The contractor will surveil current emerging COTS technologies for application to the subjects associated with this contract (ISR sensors, ISR/Intelligence data, data fusion, etc.) and identify promising technologies for further study/use. This effort may include attending conferences, exhibitions, training events etc.

3.3.6 Technology Solution Demonstrations

The contractor shall have the capability to explore and conduct enabling technology solution demonstrations against customer challenges through: Assessments, Technology Demonstrations (TD), Capabilities Demonstrations (CD), Evaluations, and Risk Analyses.

- The contractor shall have the capability to support **assessments** of COTS, GOTS and open source software tools, and technologies that address defense and intelligence challenges.
- The contractor shall have the capability to conduct **technology demonstrations** and capabilities demonstrations (which are similar). In both cases, JCIDS requirements may not have been validated so there are no performance requirements to meet. Both demonstrations examine technologies to provide the partner or customer an unbiased opinion on what a system's capabilities are.
- The contractor shall have the capability to provide **evaluation** support directly to partners or customers who want to conduct their own assessment, but who may need assistance with assessment planning, execution, data analysis and report writing.
- The contractor shall have the capability to conduct an **analysis of alternatives (AoAs)** as an analytical comparison of potential solutions related to a system, process, or requirements, of interest to the partner or customer.
- The contractor shall have the capability to conduct **risk analyses** (broadly defined to include risk assessment of probability and severity, characterization, communication and mitigation approaches, management options, and policy support) as part of project risk management activity - the process of identifying, assessing, and mitigating risks arising from operational factors and making decisions that balance

risk cost with mission benefits. Risk analysis deliverables could include: risk matrices, recommendations, reports, briefs, and advanced visualization presentations.

3.4 Concepts and Analysis

3.4.1 New Concepts and Capabilities

The contractor shall have the capability to identify, acquire or develop, apply, assess, and transition emerging technologies (e.g., quantum computing and simulators, artificial intelligence algorithms, edge computing, Internet of Things, etc.); explore new concepts and capabilities to support R&D of new capabilities to derive insight and generate intelligence, with a near term, emphasis on automatically exploiting massive amounts of multi-variate, dynamic/static, multi-sourced, multi-dimensional, multi-formatted, multi-level security, and complex data.

3.5 Research and Development (R&D)

The contractor shall perform those R&D tasks identified in individual task orders that fall within the general scope of work described below. The contractor shall provide the necessary resources to plan, implement, and manage these R&D tasks.

3.5.1 IT Based Research Environment

CDM requires an evolving, adaptive, responsive, cutting-edge, ubiquitous research and development infrastructure. The contractor shall have the capability to build and continuously evolve a state of the art information technology (IT)-based research environment which will enable designing, developing, assessing, testing and deploying advanced analytics, computation, modeling and simulation or invested technologies that support organization-wide communications, analytic, and computing needs, to include the following areas:

- Wide ranges of hardware and software categories
- Numerous operating systems
- Cloud and software-defined environments
- Specific functional capabilities, e.g., geospatial information systems (GIS), augmented and virtual reality systems, human-IT interactive interfaces (volumetric displays, holography, touch/ gesture, multi-dimensional visualization display systems)
- Data connectivity and communications networks for transmission of data to and from remote or communications infrastructure undeveloped areas

3.5.2 Research, Development, Test and Evaluation

The contractor shall have the capability to conduct the totality of RDT&E efforts against real world DoD/IC challenges within a wide range of topics spanning tactical, operational, to strategic scopes across all warfighting domains, along the full spectrum of technology-enabled, advanced analytic innovation, creation, and deployment activities.

- Conduct RDT&E of commercial, financial, business, and trade (international and national) data and tools relevant to improving commercially-enabled intelligence

(CEI) to advance the art and tradecraft of intelligence across the Defense and Intelligence Enterprise.

- Conduct research on, analyses of, development of, and recommend innovation across organizational structures, business process reengineering, human capital, and organizational change management, or policy/procedures to support USG in leading change, developing complex and novel cross-functional strategies.

- Conduct research across a spectrum of topics, requiring to collaborate with community or external information experts (e.g., Federal and Defense librarians, Special Libraries Association, Association of Independent Information Professionals, commercial information aggregators), and rapidly find optimal sources of publicly available information relevant to a variety of intelligence challenges and assigned project topics.

3.5.3 Modeling and Simulation

The contractor shall have the capability to develop various models to approximate variable conditions dictated by project requirements from simple to complex, linear to nonlinear, static to dynamic, explicit to implicit, deterministic to probabilistic, discrete to continuous, agent-based system, complex adaptive system, or other, as appropriate to the context. The contractor must explore and apply models across various problem sets, adapt accordingly to best fit control data, and assess effectiveness against real data. Modeling activity deliverables could include: reports, briefs, designs and requirements documents, all internally and externally developed algorithms and code, sources of externally-developed algorithms and code, all purchased algorithms and code, scripts, advanced visualization presentations, and documented detailed descriptions of each model and how it was applied with results.

3.5.4 Visualization

The contractor shall have the capability to apply the science of analytical reasoning facilitated by visual interactive interfaces in solving problems whose size, complexity, and need for closely coupled human and machine analysis may make them otherwise intractable and not well suited to traditional interpretation. Activities include:

- Develop unique, artistic, multi-dimensional and multi-faceted visually stimulating output that enhances understanding of complex problems, problem sets, data set characteristics or properties, and research or project results.
- Employ both static and dynamic media formats, in novel or existing Intelligence Community formats and methods for presentation, and convert between formats to accommodate CDM customer project requirements.
- Integrate techniques from information visualization with techniques from computational transformation and analysis of data in the process of advanced data exploitation R&D.
- Deliver notional and proof of concept data visualization solutions and partial solutions in a variety of electronic or hard copy formats.
- Integrate new computational and theory-based tools with innovative interactive techniques and visual representations to enable human-information discourse.

3.5.5 Multi-Disciplined Research Team

The contractor shall have the capability to establish an integrated team of multi-disciplined, highly skilled, varied-profession-experienced individuals with an understanding of DoD/Intelligence Community (IC) strategies, operations, and tactics to advance the state of knowledge/art in Defense Intelligence/Analysis and Operations.

The type of team capabilities/expertise/experiences needed are included in the list of topics below. The contractor shall address them as efficiently as possible to form a highly-capable, integrated, cohesive team of talented individuals that span the following:

- Academic research/bibliometrics/scientometrics/informetrics
- Advanced artistic and technical visualization expertise in developing graphics/ dynamic presentations
- Collaboration-facilitating tools, technologies, techniques, and processes
- Competitive intelligence market research/ business intelligence
- Data science and data characterization technologies
- Application of emerging technological advances toward human intelligence capabilities (e.g., machine learning, neural networks, artificial intelligence)
- Defense intelligence all source analysis
- Finance/business operations and forensics (start-up to international financial analysis)
- Geospatial analytics with expertise in advanced tools
- Human intelligence/ counterintelligence operations
- Information and library science
- Intelligence community databases and tools
- Interagency task force/ operations, research, analysis, intelligence
- Knowledge and understanding of us government (USG) intelligence and security policies and practices
- Military - broad range of field operations (tactical to strategic (combatant command, major command))
- Military - broad range of intelligence operations (tactical to strategic)
- Military operations planning and management
- Proactive, responsive foreign materiel acquisition support
- Operations research/ systems engineering and analysis
- Oral presentations to the senior command or executive level
- Other intelligence community (non-defense) analytic expertise
- RDT&E design/ project planning
- Social media characteristics, types, analytics, tools expertise
- Structured analytic techniques
- Team and project management
- Technology assessments (developmental and operational test & evaluation)
- Text exploitation and analytics with expertise in advanced tools
- Visual analytics with expertise in advanced tools
- Writing to the senior command or executive level
- Mathematics modeling; data and knowledge management, quality control; and transition support

3.5.6 Cyber Capabilities

The contractor shall have the capability to develop cyber capabilities to meet AF Offensive Cyber Operations mission requirements in support of multi-domain superiority across the 5 AF core mission areas: 1) air and space superiority; (2) intelligence, surveillance, and reconnaissance (ISR); (3) rapid global mobility; (4) global strike; and (5) command and control. Through these core missions, the Air Force provides Global Vigilance, Global Reach, and Global Power for America. The contractor shall utilize a unique blend of technology focused capability to enable the achievement of COCOM mission objectives across all phases of combat. Develop systems & platform architecture to conduct scalable, secure Offensive Cyber Capabilities.

3.5.7 Information Knowledge Management

The contractor shall have the capability to support knowledge management networks as well as provide training to network users. The contractor shall have the capability to provide information Knowledge Management and communicate directly with stakeholders on all matters related to knowledge management, business process re-engineering, and training and management strategies to utilize effectively the IT environment to accomplish business objectives. The contractor shall examine government-provided knowledge and data strategies and make recommendations for improvements to existing frameworks, methodologies, and processes. The contractor shall develop IT-based analytical tools to enable collecting, monitoring, measuring and reporting organizational performance and effectiveness information. The contractor shall coordinate closely with the SAF/CDM Enterprise IT team to ensure optimal information access, retrieval, classification, storage, and tracking conditions are met.

3.6 Cross-Functional Solutions to Complex National Security Challenges

The contractor shall have the capability to support broad idea conceptualization in the defense, intelligence, operations, acquisition, scientific, technical, economic, and policy domains to develop potential cross-functional solutions to complex national security challenges through synchronization, coordination, and collaboration with the various Department of Defense (DoD), Intelligence Community (IC), Interagency, International and commercial participants. The purpose of this effort is to support CDM requirements with the identification and prioritization of investment opportunities through supplemental requirements analysis and experiential operational collaboration and interface.

3.7 Subject Matter Expertise

The contractor shall support CDM with senior subject matter expertise and advice on a wide range of defense, intelligence, operations, acquisition, scientific, technical, economic, and policy issues.

The Subject Matter Experts (SME)'s shall be able to perform the following functions:

- Develop strategies to address potential solutions to highly complex problems
- Develop and document requirements from a project’s inception to conclusion for extremely complex programs

- Provide strategic advice, technical guidance and expertise to program and project staff. Provide detailed analysis, evaluation and recommendations for improvements, optimization, and/or maintenance efforts for specified mission critical challenges/issues
- Support establishment of goals and plans that meet project objectives, define studies and lead surveys to collect and analyze data to provide advice and recommend solutions or courses of action in order to implement program decisions
- Assist with defense and intelligence enterprise activities to address unconventional challenges by developing complementary public/private cooperation ideas
- Formulate and apply mathematical modeling and other optimizing methods to develop and interpret information that assists management with decision-making, policy formulation, or other managerial functions. Collect and analyze data and develop decision support software, service, or products. Develop and supply optimal time, cost, or logistics networks for program evaluation, review, or implementation.
- Research, design, develop, test, or supervise the manufacturing and installation of electrical equipment, components, or systems for commercial, industrial, military, or scientific use.
- Research, design, develop, or test electronic components and systems for commercial, industrial, military, or scientific use employing knowledge of electronic theory and materials properties. Design electronic circuits and components for use in fields such as telecommunications, aerospace guidance and propulsion control, acoustics, or instruments and controls
- Conduct organizational assessments and mission analysis, and then provide draft plans and CONOPS related to these functions. Duties and responsibilities include advice on formulating policies, managing daily operations, and planning the use of materials and human resources, of a diverse and general nature
- Conduct research, prepare reports, or formulate plans to address economic problems related to the production and distribution of goods and services or monetary and fiscal policy. Collect and process economic and statistical data using sampling techniques and econometric methods

4 SPECIAL REQUIREMENTS

4.1 Security and Safety

This section describes the security and safety for this effort. The following sub-sections provide details of various considerations on this effort.

4.1.1 Security

DD Forms 254: Overarching security requirements and contractor access to classified information shall be as specified in the basic DD Form 254, which will be further identified in the DD Form 254 for each TO, as required. All contractor personnel with access to unclassified information systems, including e-mail, shall have at a minimum a favorable National Agency Check (NAC).

Theater/Country Clearances: The contractor shall obtain special theater and/or country clearances and comply with theater/country specific requirements for applicable OCONUS work, as directed by the Government. The DoD 4500.54-E and DoD Foreign Clearance Guide states the requirements for travel to specific countries.

DoDM 5400.07, Freedom of Information Act Program: The contractor shall use AFI 61-204 and DoDM 5400.07, when developing, reviewing, or assisting the U.S Government and other supporting contractors, to identify any "sensitive media that should not be placed into the Public Domain (e.g., Classified, For Official Use Only), as well as ensuring applicable Distribution Statement, Handling and Destruction Notice, Warning Statement (for technical information with Space/Military Application under the International Traffic Arms Regulation (ITAR) or the Export Arms Regulation for dual-use technologies), along with the Expanded Exemption Statement are applied.

Non-Disclosure Agreements (NDA): The contractor shall require all employees, prime and subcontracted, sign a NDA prior to starting work. Copies of signed NDAs shall be submitted to the PCO and COR.

Foreign Ownership, Control, or Influence (FOCI): Foreign contractor participation is excluded at the prime and subcontractor level, unless authorized through a current approved National Interest Determination (NID). It is solely the responsibility of the contractor to obtain necessary certification from the U.S. Department of State and to comply with the federal laws and regulations. Questions must be directed to the U.S. Department of State's Directorate of Defense Trade Controls and not the Air Force Project Engineer, Contracting Office, or Air Force Foreign Disclosure Office.

The contractor shall disclose any FOCI for the purpose of initial or continued facility clearance eligibility. A Standard Form 328 Certificate Pertaining to Foreign Interests shall be submitted to the Government cognizant security office specified in each DD Form 254.

4.1.2 Safety

Contractor Compliance: The contractor and its subcontractors shall comply with the Occupational Safety and Health Act of 1970 (OSHA), PL 91-596 and the Environmental, Safety, and Occupational Health (ESOH), as described in DODD 4715.1E. These requirements shall be incorporated into the contractor's safety and health program. The DoD participates in the OSHA Voluntary Protection Program (VPP). Contractor personnel performing services on a DoD installation shall participate in the local VPP.

Mishap Notification and Investigation: The contractor and its subcontractors (if applicable) shall promptly report pertinent facts regarding mishaps involving Government property damage or injury to Government personnel and to cooperate in any resulting safety investigation. The contractor shall notify (via telephone) the cognizant contracting officer, the contracting officer's representative, and/or other applicable members within four (4) hours of all mishaps or incidents. The Government person notified by the contractor will in-turn notify the Safety office. Contractor notifications made after duty hours shall be reported to the appropriate installation Command Post. If requested by the cognizant contracting officer, the contracting officer's representative, and/or the cognizant program manager, the contractor shall immediately secure the mishap scene/damaged property and impound pertinent maintenance and training records until released by the investigating safety office. If the Government investigates the mishap, the contractor and the subcontractors shall cooperate fully and assist the Government personnel until the investigation is completed.

4.2 Government Furnished Materials

The Government will make available the following as required to support any on-site effort:

1. Office supplies
2. Office space, office equipment (e.g. computers), and network access
3. Government documentation as needed
4. Access to facilities and systems

All materials will remain the property of the Government and the contractor shall return them to the Government upon request or at the end of the TO period of performance. Any equipment such as laptops or phones provided to Contractor personnel by the Government shall be returned at the termination of the engagement or at another time mutually agreeable to both parties.

4.3 Environmental Requirements

In performing work under this contract, the contractor shall be knowledgeable of and comply with all applicable Federal, State, and Local laws, regulations, and requirements regarding environmental protection. In the event environmental laws/regulations change during the term of this contract, the contractor is required to comply as such laws come into effect. If there is an increase or decrease in cost because of the damage, the contractor shall inform the COR and PCO pursuant to notice requirements and negotiate a modification to the contract.

4.4 Quality

This section describes the Quality Control components for this effort. The following sub-sections provide details of various considerations on this effort.

4.4.1 Quality Control

The contractor shall develop a Quality Control Plan (QCP) for each TO and maintain an effective quality control program 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 by which he assures himself that his work complies with the requirement of the contract.

A finalized QCP will be accepted by the Government at the time of the award of each TO. The CO may notify the contractor of required modifications to the plan during the period of performance. The contractor then shall coordinate suggested modifications and obtain acceptance of the plan by the PCO. Any modifications to the program during the period of performance shall be provided to the PCO for review no later than 10 working days prior to effective date of the change. The QCP shall be subject to the Government's review and approval. The Government may find the QCP "unacceptable" whenever the contractor's procedures do not accomplish quality performance objective(s). The contractor shall revise the QCP within 10 working days from receipt of notice that QCP is found "unacceptable."

4.4.2 Quality Assurance Surveillance Plan (QASP)

The Government shall monitor the contractor's performance under each TO in accordance with the Government's QASP.

The Government will evaluate performance of the services listed in the services summary (SS) table below to determine if it meets the performance thresholds. CORs will follow the methods of surveillance specified in the Government's Quality Assurance Surveillance Plans (QASPs) record surveillance observations, and when the proper level of performance is not met, the CO will issue a Corrective Action Request (CAR). When the Government makes an observation that indicates defective performance, the COR will require the Contractor representative to initial the observation(s). The contractor initialing the observation does not necessarily constitute concurrence with the observation, only acknowledgment that they have been made aware of the defective performance. A QASP will be developed for each individual task order. Each task order will establish performance objectives and measures in the order-level PWS. Performance evaluations made pursuant to this section will contribute to the Government's CPARS evaluations.

SERVICE SUMMARY TABLE

PERFORMANCE OBJECTIVE	PWS	PERFORMANCE MEASURE
Customer Satisfaction	All Sections	Contractor receives less than 2 formal customer complaints / corrective action requests during the ordering period in effect (received at either the TO or IDIQ contract level). Contractor successfully resolves complaints within 14 days of receipt 100% of the time.
IDIQ Contract-Level Management Requirements	2.3	Effectively accomplishes the A&T MAC IDIQ contract level management and minimum requirements stated in PWS paragraph 2.3
Reporting Requirements	6.1	All reports are submitted on the date specified 95% of the time.
Security and Safety Requirements	4.1	All security and safety requirements are met 100% of the time.
Small Business Subcontracting Requirements	Small Business Subcontracting Plan	Contractor meets or exceeds the goals established in its approved Small Business Subcontracting Plan (applicable to non-Small Business prime Contractors only)

4.5 Organizational and Consultant Conflicts of Interest (OCI)

OCIs may arise under circumstances outside of the operations of the SAF/CDM contracts. Such OCIs must be identified by either the Government or the Contractor. The Contractor agrees that if, at any time, the Contractor identifies a potential or actual OCI, the Contractor shall make full disclosure in writing to the PCO. This disclosure shall include a description of the OCI and the action(s) the Contractor has taken, if any, to avoid, mitigate, or neutralize the OCI. The PCO may require the Contractor to prepare an OCI risk mitigation plan to avoid, mitigate, or neutralize the potential or actual OCI.

4.6 Period of Performance for Contract and TOs

The maximum potential ordering period of the basic IDIQ contract, if all options are exercised, is nine years (five-year base ordering period with two two-year optional ordering periods) from the

effective date of the contract award, and may be extended for a period of up to six additional months pursuant to the Option to Extend Service clause (FAR 52.217-8). TOs may be issued during the ordering period of this contract and shall be completed within the timeframe stated in the order. A task order period of performance may not extend more than 12 months past the end date of the overall IDIQ contract ordering period. The Government has no obligation to issue any orders beyond the minimum order guarantee to each awardee. A TO may include a period of performance up to but not exceeding a total of 60 months in duration. TOs may have base and option periods.

4.7 Travel and Other Direct Costs (ODCs)

4.7.1 Travel. Cost Reimbursable travel shall not include a profit or fee bearing cost element: Contractor employees may have occasion under this contract to travel from their regular duty locations to a temporary duty location. Transportation, per diem, and lodging expenses required in the performance of temporary duty shall be reimbursed on a cost reimbursable basis to the Contractor in accordance with FAR 31.205-46 and the DoD Joint Travel Regulations (JTR), excluding profit/fee. Reimbursement for travel shall be limited to those expenses specifically authorized by the above-referenced regulations. Cost estimates shall be based on number of trips, personnel, and location per individual TO. Unless the Government specifies otherwise, the Contractor should use this cost estimate in its overall price proposal. The Per Diem rates are posted on: http://www.defensetravel.dod.mil/site/perdiem.cfm.

All travel must be approved by the COR prior to purchase of tickets and actual travel commencement, unless specifically directed at the Task Order level.

4.7.2 Other Direct Costs - Materials, Equipment, and Supplies. Cost Reimbursable material can include a profit or fee bearing cost element. Equipment meeting the definition in FAR 45.101 and charged directly to the contract shall not include a profit or fee cost element, as specified in FAR 15.404-4(c)(3). All materials, equipment, and supplies shall be approved in accordance with FAR 52.244-2 and the Contractor must provide to the appropriate approving official adequate detail of proposed purchases for requirements.

4.8 Minimum Task Order Proposal Submittals

Awardees must participate actively in the A&T MAC vehicle by submitting at least one TO proposal per year in response to the RFPs released. Exceptions to this requirement may be made by the Contracting Officer if the Contractor is able to provide a justifiable rationale for why it was not possible to meet this requirement. A “year” will be measured from the contract award date through one year thereafter, and each year subsequent to that period.

4.9 Small Business Participation Goals

For large businesses only, work in good faith to meet or exceed the small business subcontracting goal of 10% as established in the Contractor’s Small Business Subcontracting Plan as a percentage of dollars obligated. In evaluating small business subcontracting achievements, the Government will measure subcontracting performance on an annual basis (based on Fiscal Year to align with the Governments Annual Execution Reports and the Contractors eSRS submission) on all combined TOs awarded to the subject Contractor as a percentage of total dollars obligated during the evaluation period (Fiscal Year) and on a total

cumulative basis. The Government will obtain data from the Contractor's eSRS reports (CDRL A002) and the Monthly Contract Cost Tracking Report deliverable (CDRL A001). The data will be assessed by the Government and the results will be reflected in an annual assessment using the Contractor Performance Assessment Reporting System (CPARS).

4.10 On Ramps

The Government reserves the unilateral right to reopen competition or "On-Ramp" additional Contractors at any time during the term of the contract. The Government may choose to On-Ramp any number of new awardees when the Contracting Officer determines it is in the Government's best interest to do so in order to enhance the competitive environment of TO solicitations under the originally awarded IDIQ contracts.

This may be due to any reason, including the lack of robust competition for TOs or a shrinking of original effective IDIQ awardees under this solicitation.

When an On-Ramp is used, the Government will advertise the reopening of the competition on www.FedBizOpps.gov, and awardees shall meet the criteria established in the initial A&T MAC solicitation. The evaluation and selection of awardees for any On-Ramp will be based upon substantially the same evaluation and award criteria used for the A&T MAC initial basic contract awards. The anticipated number of awards will be announced in the reopening announcement posted to FedBizOpps. Any new awardees will compete with any existing or remaining Contractors for all task orders.

The reopened solicitation may contain additional or updated clauses that were revised since the initial solicitation. In the event an "On-Ramp" is used, Contractors with existing contracts within the A&T MAC will be notified of any clause additions or updates which will be incorporated via a bilateral modification.

Any additions due to On-Ramps will be co-terminus with the existing term and not impact the contract maximum ordering ceiling and the ordering period for new awardees and will not exceed the overall maximum term of the original ID/IQ contract, including options (i.e., will not extend past the dates established at initial award).

The Government will not consider unsolicited proposals.

4.11 Off Ramps

The Government reserves the unilateral right to Off-Ramp non-performing Contractors. Contractors that are Off-Ramped will not be eligible to compete for new TOs, but will be required to continue performing active task orders until the period of performance of such orders ends. The Off-Ramp process under an IDIQ contract encompasses several methods by which the Government may exercise its right to remove a Contractor. Examples of non-performance, includes, but is not limited to: 1) A Contractor does not meet minimum requirements for participating in TO competitions as described in PWS paragraph 4.8; or 2) Unsatisfactory CPARS rating(s).

The Off-Ramp methods include, but are not limited to:

(1) Contracting Officer determines that exercising an Option is not in the Government's best interest, therefore the Government would allow the Contractor's contract term to expire.
(2) Debarment, suspension, or ineligibility as defined in FAR Subpart 9.405-1, 9.405-2
(3) Termination as defined in FAR Part 49.402, 49.403 and proscribed in FAR 49.5.

4.12 Cross Teaming

4.12.1 Cross-teaming. A teaming arrangement in which prime Contractors participate as a subcontractor/team member with another Prime or team member/subcontractor and/or subcontracts/teams with more than one prime Contractor. Contractors may, for example, compete as the Prime for one team and a subcontractor for another team. FAR Subpart 9.6 notes that Contractor team arrangements can benefit the Government by enhancing capabilities, performance, cost, and delivery factors. These arrangements can provide significant business benefits to the teaming partners, such as enhanced system and subsystem capabilities, a more substantial and relevant past performance record and greater diversity, and ability to meet small business preferences and goals. It is the Government's policy to recognize the integrity and validity of Contractor team arrangements and to not restrict the market provided the arrangements are identified and company relationships are fully disclosed in an offer, or for arrangements entered into after the submission of an offer, before the arrangements become effective.

4.12.2 Joint-Ventures (JV); as described in FAR 4.102(d), will be allowed under this acquisition. A JV shall state if they are incorporated or unincorporated, populated or unpopulated and be recognized by law in the state where it is created and be acceptable when applicable as an appropriate legal entity by the Small Business Administration (SBA). The Government views JVs the same as a Prime awardee.

4.12.3 Mentor/Protégé (MP) relationships; will be allowed under this acquisition, as outlined DFARS 219.71 and Appendix I, Policy and Procedures for the DoD Pilot Mentor-Protégé Program.

4.12.4 The Government may request procedures as referenced in FAR 42.12, Novation and Change-of-Name Agreements, be implemented and may suspend a Prime Contractor team or individual subcontractor from the contract team until all contract administration procedures are completed.

4.12.5 Post-award management of teaming, subcontracting, JV and MP agreements. See Clause 52.244-2 – Subcontracts, that is incorporated by full text in this contract. The Government will recognize on this acquisition the Contractors approved purchasing system for subcontracting.

4.13 Documentation and Data Rights

Specific data rights will be addressed in each TO as required (CDRL A008), which may include specialized reports.

4.13.1 If at any time documentation with other than unlimited rights is proposed for delivery under this contract, the Contracting Officer reserves the right to negotiate the minimum technical data rights required under this contract.

4.13.2 CDRLs may include a Data Accession List (DAL) that may in turn include rights in Commercial Technical Data (TD), Commercial Computer Software (CD), and Commercial Computer Software Documentation (CSD). A secure Integrated Data Environment (IDE) for hosting all technical data and computer software used or produced in the performance of a TO shall be used when developing Open System Architecture (OSA) and corresponding components.

4.13.3 TO's may include, but are not limited to, the following:

4.13.3.1 Delivery of all software and hardware developed, modified, enhanced, assembled, or acquired to the Government.

4.13.3.2 Delivery of all software developed to the Government in the form of source and object code.

4.13.3.3 Delivery of all software in a maintainable and modifiable format with no reliance on any non-delivered computer program or documentation.

4.13.3.4 Making arrangements for licensing and maintenance agreements for all software and hardware purchased or licensed to be transferred to the Government.

4.13.3.5 Designing and develop all computer software using an approved language. The language selected shall consider system interface, interoperability, communications functions, human interface, and requirements for security, safety, and reliability. Design the software to make use of existing software and for subsequent reuse to the maximum feasible extent.

5 COMPETITION AND ORDERING PROCESS

5.1 Competition Selection Process for TOs

All Contractors awarded a contract will be given a fair opportunity to compete for Task Orders issued, unless the order is exempt from fair opportunity competition in accordance with FAR 16.505(b) and DFARS 216.505. A Contractor that changes its size status to small business during the ordering period of this contract, as a result of the re-representation process described at FAR 19.301-3 will be permitted to complete performance on TOs already awarded to it (including exercise of TO options not yet exercised) and will be permitted to propose on additional task order proposal requests (TOPRs), unless the Contractor is removed under the Off-Ramp procedures detailed in Section 4.

5.2 General Order Process for TOs

The ordering process for TOs is documented in the Ordering Guide in Section J. This Guide may be unilaterally updated by the A&T PMO over the life of the contract as needed. In case of any conflict between the Ordering Guide and the contract PWS, the PWS shall take precedence. Updated procedures will be distributed to the A&T MAC Contractors.

5.3 Authorized Ordering Offices

The following Ordering Offices may solicit, award and administer orders against this contract. This list is subject to change. Currently the only ordering office is SAF/CMD-PK. All authority to issue orders against this contract will be delegated by SAF/CDMD-PK:

a. Ordering Office and Contracting Office for the A&T MAC: SAF/CDMD-PK

5.4 Individual Task Order Clauses

Individual TOs may require unique clauses (e.g., Prohibition on Contracting with the Enemy in the United States Central Command Theater of Operations, intellectual property clauses, etc.) that are not contained in the basic IDIQ contract. These will be included in the TO at the discretion of the Ordering Officer, as long as they do not conflict with the clauses and other terms in the basic IDIQ contract. In the event of any inconsistency between the contract and any TO order, the contract shall take precedence.

6 DELIVERABLES

The contractor shall provide deliverables as described in subsequent task orders. Deliverables shall be specified by the government. Format and delivery schedule for deliverables shall be outlined in CDRLs and/or other means as described in each TO.

Deliverables are defined in terms of I-Initial, R-Revision and A-Annual.

Initial - Create or initiate a first-time deliverable for which no previous version or draft exists. The contractor may need to obtain pertinent program information to create the deliverable.

Revision - A version of an outcome or deliverable which currently exists and the contractor uses that version to update, revise, and/or reformat it periodically for currency, accuracy (e.g. monthly, quarterly or annual updates). Revision is not to be confused with the necessary rework of an initial deliverable based on reviews or changes required for a finalized deliverable.

Annual - Used when an outcome is produced on a very frequent recurring basis such as daily or several times throughout the week. Annual is used when quantifying the amount of desired outcomes is not feasible due to the variability and because evaluating each individual outcome is too cumbersome and does not add any more value than evaluating the task as a whole.

Potential deliverables may include: documented detailed descriptions of item assessed (technical and operating specifications IAW DoDAF 2.02 or most current version) and how the assessment was accomplished (that may include one or more parameters, such as: approach, requirements, data characterization, metrics, conditions, participation, schedule, duration, constraints and limitations, and other parameters as per government-provided or contractor-generated project plan templates), assessment objectives, results and recommendations as appropriate.

6.1 Deliverables and Reporting Requirements

Deliverables (to include technical reports and briefings) issued under this contract shall contain the following acknowledgments: "This research was supported and monitored by the

SAF/CDM". Further, it shall have a disclaimer to the effect that the report is the contractor's opinion based on information furnished to them and does not necessarily represent the opinion of any Government agency.

6.1.1 Inspection Point:

The TO COR will be the point for final inspection and acceptance by the Government for all special tasks, data, and reports called for during the contract period. For each task levied on the contractor, the designated task technical manager will be responsible for the evaluation and acceptance of all products resulting from an assigned task.

6.1.2 Review

All work shall be subject to review by the COR. The work shall be in accordance with CDM policy as identified in TOs, regulations, instructions, or subsequent superseding documentation; or as conveyed to contractor personnel by the CDM COR through the contractor's Program Manager.

6.1.3 Reports

6.1.3.1 The contractor shall deliver the draft/final reports to the task technical manager in one hardcopy and/or one softcopy format (determined in each TO) in the CDM currently installed versions of Microsoft Office. If another format is required, it will be specified in each individual TO.

6.1.3.2 The Contractor shall continually monitor the cost and performance of applicable TOs awarded under this contract. The Contractor shall immediately notify the CO of any problems noted. The Contractor shall provide any additional cost and schedule information as requested by the CO to support TO performance. The Contractor shall provide this information in the Monthly Contract Cost Tracking Report (CDRL A001).

6.1.4 Recommendations/Corrections

The COR will have 10 workdays to review the draft deliverables and make comments. The contractor shall then have ten (10) workdays to make all recommended corrections/changes. The final report shall be delivered to the technical manager and/or COR who will have ten (10) workdays for final review prior to acceptance or provide documented reasons for non-acceptance. When the Government fails to complete the review within the time specified the deliverable will become acceptable by default.

6.1.5 Deficiencies

The COR will have the right to reject or require correction of any deficiencies found in the deliverables that are contrary to the information contained in the contractor's accepted proposal. In the event of rejection of any deliverable, the contractor shall be notified in writing by the COR of the specific reasons why the deliverable is being rejected. The contractor shall have ten (10) workdays to correct the rejected deliverable and return it.

6.1.6 Contract-Level Deliverables

6.1.6.1 Monthly Contract Cost Tracking Report (CDRL A001). This report is a roll-up of all the Contractor's TOs and shall provide cumulative totals for each TO.

6.1.6.2 Electronic Subcontract Reporting System (eSRS) (large businesses only) (CDRL A002). The Contractor shall submit electronic individual subcontract plan reports as required pursuant to FAR Clause 52.219-9, Alternate II, Jan 2017.

6.1.7 TO-Specific Deliverables

6.1.7.1 TO Post-Award Orientation Slides (CDRL A003). Covers requirements, roles/responsibilities, and cost/schedule/performance.

6.1.7.2 Program Management Plan (CDRL A004). Create and maintain a Project Management Plan per task order. The Project Management Plan shall describe, as a minimum, the resources necessary to accomplish the task order PWS, an implementation strategy, and a milestone chart.

6.1.7.3 Monthly Status Report (MSR) (CDRL A005). The Monthly Status Report will report on TO cost, schedule, and performance against PWS requirements, providing information at the TO level.

6.1.7.4 Final Technical Report (FTR) (CDRL A006). For each TO, the Contractor shall provide detailed technical reports to include task background, objectives, assumptions, specific data collected, analyses conducted, conclusions and recommendations.

6.1.7.5 Contract Manpower Reporting (CMR) (CDRL A007). The Contractor is required to completely fill in all required data fields at http://www.ecmra.mil. Reporting will be at the task order level and must be reported according to the Requiring Activity of the order.

6.1.7.6 Specialized Reports and Data Rights (CDRL A008). The Government may require additional CDRL(s) on a given TO. For each task order, the PWS will identify the specialize reports required for the associated project. Reporting requirements will be in accordance with the associated DID unless waived by the government or otherwise specified in Task Order. These CDRLs may include specialized reports or a Data Accession List (DAL) that may in turn include rights in Commercial Technical Data (TD), Commercial Computer Software (CD), and Commercial Computer Software Documentation (CSD).

> **6.1.7.6.1 Intelligence Oversight Plan**: Work on task orders under this PWS may require personnel performing intelligence related functions to have access to US Persons information. Personnel must adhere to Executive Order 12333, as amended, DoD Manual 5240.01, DoDD 5148.13, and DoD 5240.1-R, as amended (Proc 11-13), Air Force Instruction 14-104, and other DoD Intelligence issuances and training requirements. When contractor personnel perform intelligence related functions and have access to US Persons information the contractor must submit to the COR/PM a plan for compliance with intelligence oversight requirements.