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PERFORMANCE WORK STATEMENT (PWS)

Title: Military Health System Strategic (MHS) Strategic Communications Office Operational Support.

Requiring Activity Name: Military Health System (MHS) Strategic Communications Office, within Director, Defense Health Agency (DHA), Health Affairs (HA), Falls Church, Virginia 22042

1. GENERAL: This is a non-personnel services contract to provide MHS Strategic Communications Office Operational Support. The Government shall not exercise any supervision or control over the contract service providers performing the services herein. Such contract service providers shall be accountable solely to the Contractor who, in turn is responsible to the Government.

1.1 Description of Services/Introduction: The contractor shall provide all personnel, equipment, supplies, facilities, transportation, tools, materials, supervision, and other items and non-personal services necessary to perform MHS Strategic Communications Office Operational Support as defined in this Performance Work Statement except for those items specified as government furnished property and services. The contractor shall perform to the standards in this contract.

1.2 Background: The Military Health System (MHS) is committed to quality health services for military personnel, retirees and families; and to excellence in medical research and in medical education and training. The goals of the MHS are to increase military medical readiness, improve population health, enhance the individual's health care experience and manage the cost of care. The goals of MHS Strategic Communications are to educate and inform the various audiences, and to personalize the MHS for its users. Excellence in communications is key to enabling central strategic coordination and congruence of tactical peripheral execution across the MHS.

1.3 Objectives: The MHS Strategic Communications Office requires contractor support to successfully perform its mission as the focal point for MHS internal and external communications. MHS Strategic Communications Office supports the central coordination of strategic communications for the various offices of senior MHS leadership to ensure that there is "one message with many voices". It also provides leadership for the four communications working groups (Web, Media, Content and Outreach) to integrate tactical planning and peripheral execution across the MHS. The MHS Partnership for Health requires service members and their families, military leaders of all types, and medical providers and planners to all are focused on patient-centered health care. The role of MHS Strategic Communications Office is instrumental in accomplishing this responsibility and in informing the public, the media and the Congress about these programs. The contractor shall facilitate accomplishment of this mission by providing personnel who are skilled and capable communicators to prepare content; support social media communications; support planning and performing outreach events, including conferences; support strategic communications planning; and facilitate communications coordination across multiple organizations. Considerable latitude in this task statement is needed in order to be responsive to new initiatives and new requirements for communications products and activities to respond to new demands.

1.4 Scope: The award provides for operational support to the MHS Strategic Communications Office, within Director, Defense Health Agency (DHA), Health Affairs (HA), Falls Church, Virginia, 22042.

1.5 Period of Performance: The period of performance shall be for one (1) Base Period of 6 months and two (2) 12-month option years. The Period of Performance reads as follows:

Base Period including 10-day Transitioning in Period
Option Year I
Option Year II including 5-day Transitioning out Period

1.6 General Information

1.6.1 Quality Control: The contractor shall develop 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, and document those findings in a Monthly Progress Report (MPR). The contractor's quality control program is the means by which he assures himself that his work complies with the requirement of the contract. The Government will review Monthly Progress Reports and will attend regular task performance review meetings with the Contractor to survey quality of products and services.

1.6.2 Quality Assurance Surveillance Plan (QASP): The Government intends to utilize a Quality Assurance Surveillance Plan (QASP) to monitor the quality of the Contractor's performance. The oversight provided for in the order and in the QASP will help to ensure that service levels reach and maintain the required levels throughout the contract term. Further, the QASP provides the COR with a proactive way to avoid unacceptable or deficient performance, and provides verifiable input for the required Past Performance Information Assessments. The QASP will be finalized immediately following award and a copy provided to the Contractor after award. The QASP is a living document and may be updated by the Government as necessary.

1.6.3 Recognized Holidays: The contractor is not required to perform services for the Government on the following recognized holidays:

New Year's Day
Martin Luther King Jr.'s Birthday
President's Day
Memorial Day
Independence Day

Labor Day
Columbus Day
Veteran's Day
Thanksgiving Day
Christmas Day

1.6.4 Hours of Operation: The contractor is responsible for conducting business, between the hours of 0600 and 1800 Monday thru Friday except Federal holidays or when the Government facility is closed due to local or national emergencies, administrative closings, or similar Government directed facility closings. For other than firm fixed price contracts, the contractor will not be reimbursed when the government facility is closed for the above reasons. The Contractor must at all times maintain an adequate workforce for the uninterrupted performance of all tasks defined within this PWS when the Government facility is not closed for the above reasons. When hiring personnel, the Contractor shall keep in mind that the stability and continuity of the workforce are essential.

1.6.5 Place of Performance: The Contractor shall perform primary activity at the Defense Health Headquarters (DHHQ), 7700 Arlington Blvd., Falls Church, VA, 20042. The contractor may have personnel perform additional tasks at a contractor's offsite facility conveniently located near the Office of MHS Strategic Communications in the Northern Virginia / DC Metropolitan area, within a 25 mile radius of the DHHQ.

The Government will provide access to Government controlled facilities, equipment, and materials for daily business use of staff called for under this order. This shall include office space, desk, telephone, chair, computer, shared printer, and requisite consumable materials.

The Contractor will be provided keys or codes for access to the Government facility. These keys and codes shall be controlled, tracked, and protected. Upon termination of the period of performance, all keys and/or access badges to the Government facility shall be turned in to the COR/Security manager.

1.6.6 Type of Contract: The government will award a FFP

1.6.7 Security Requirements: The Contractor shall establish appropriate administrative, technical, and physical safeguards to protect any and all Government data, to ensure the confidentiality, integrity, and availability of government data. As a minimum, this shall include provisions for personnel security, electronic security and physical security as listed in the sections that follow:

1.6.7.1 Health Insurance Portability and Accountability Act (HIPAA): The contractor shall comply with the Health Insurance Portability and Accountability Act of 1996 (HIPAA) (P.L. 104-191) requirements, specifically the administrative simplification provisions of the law and the associated rules and regulations published by the Secretary, Health and Human Services (HHS) and the published Defense Health Agency (DHA) implementation directions. This includes the Standards for Electronic Transactions, the Standards for Privacy of Individually Identifiable Health Information and the Security Standards. It is expected that the contractor shall comply with all HIPAA-related rules and regulations as they are published and as DHA requirements are defined (including identifiers for providers, employers, health plans, and individuals, and standards for claims attachment transactions).

1.6.7.2 Personnel Security: The contractor shall comply with DoD Directive 8500.1, "Information Assurance (IA)," DoD Instruction 8500.2, "Information Assurance (IA) Implementation," DoD Directive 5400.11, "DoD Privacy Program," DOD 6025.18-R, "DoD Health Information Privacy Regulation," and DOD 5200.2-R, "Personnel Security Program Requirements."

Contractor responsibilities for ensuring personnel security include, but are not limited to, meeting the following requirements:

Follow the DHA Privacy Office guidelines for submittal of Automated Data Processor/Information Technology (ADP/IT) security clearances and ensure all contractor personnel are designated as ADP/IT-I, ADP/IT-II, or ADP/IT-III where their duties meet the criteria of the position sensitivity designations. Contact the DHA Privacy Office for guidance on the appropriate ADP/IT levels for personnel on the contract. The DHA Privacy Office procedures for personnel security are listed on the following website:

<http://www.tricare.osd.mil/tmaprivacy/personnel-security.cfm>

Initiate, maintain, and document personnel security investigations appropriate to the individual's responsibilities and required access to Military Health System (MHS) Sensitive Information (SI).

Immediately report to the DHA Privacy Office and deny access to any automated information system (AIS), network, or MHS SI information if a contractor employee filling a sensitive position receives an unfavorable adjudication, if information that would result in an unfavorable adjudication becomes available, or if directed to do so by the appropriate government representative for security reasons.

Ensure that all contractor personnel receive information assurance (IA) training before being granted access to DOD AISs/networks, and/or MHS SI information.

1.6.7.3 Electronic Security: Contractor Information Systems (IS)/networks that are involved in the operation of systems in support of the DoD Military Health System shall operate in accordance with controlling laws, regulations, and DOD policy.

Certification & Accreditation (C&A) requirements apply to all DOD and contractor's IS/networks that receive process, display, and store or transmit DOD information. The contractor shall comply with the C&A process for safeguarding SI. Certification is the determination of the appropriate level of protection required for IS/networks. Certification also includes a comprehensive evaluation of the technical and non-technical security features and countermeasures required for each system/network.

Accreditation is the formal approval by the government to operate the contractor's IS/networks in a particular security mode using a prescribed set of safeguards at an acceptable level of risk. In addition, accreditation allows IS/networks to operate within the given operational environment with stated interconnections; and with appropriate level of protection for the specified period.

The contractor shall comply with C&A requirements, as specified by the government that meet appropriate DoD Information Assurance requirements. The C&A requirements shall be met before the contractor's system is authorized to access DOD data or interconnect with any DoD IS/network that receives, processes, stores, displays or transmits DoD data. The contractor shall initiate the C&A process by providing the Contracting Officer, within 60 days following contract award, the required documentation necessary to receive an Approval to Operate (ATO). The contractor shall make their IS/networks available for testing, and initiate the C&A testing four months (120 days) in advance of accessing DoD data or interconnecting with DoD IS/networks. The contractor shall ensure the proper contractor support staff is available to participate in all phases of the C&A process. They include, but are not limited to:

- Attending and supporting C&A meetings with the government
- Supporting/conducting the vulnerability mitigation process
- Supporting the C&A Team during system security testing

Contractors must confirm that their IS/networks are locked down prior to initiating testing.

- Confirmation of system lock down shall be agreed upon during the definition of the C&A boundary and be signed and documented as part of the System Security Authorization Agreement (SSAA)
- Locking down the system means that there shall be no changes made to the configuration of the system (within the C&A boundary) during the C&A process

Any re-configuration or change in the system during the C&A testing process will require a re-baselining of the system and documentation of system changes.

Vulnerabilities that have been identified by the government as "must-fix" issues during C&A process must be mitigated according to the timeline identified by the Government Representative. C&A Checklists are provided for complying DoD C&A requirements. Reference material and C&A tools may be obtained at:

http://www.tricare.osd.mil/tmis_new/ia.htm.

A request for a waiver to the C&A requirements may be submitted for temporary testing and other usual circumstances. A waiver request must be submitted, in writing, to the Designated Approving Authority (DAA). The request must include mitigation strategies that ensure adequate protection measures and security controls are in place (for example: air gapping a testing network).

Information Assurance Vulnerability Management (IAVM). The contractor shall implement an information assurance vulnerability management program. The DOD IAVM program provides electronic security protections

against known threats and vulnerabilities. The IAVM program requires the registration of AIS system assets, which then allows for the timely dissemination of critical vulnerability information. It also assists in the documentation and tracking of compliance, providing increased electronic security to MHS systems. As part of the program, the contractor shall provide a primary and secondary point of contact in the Vulnerability Management System (VMS) and to the MHS Information Assurance Vulnerability Alert (IAVA) Monitor. The point of contact shall provide, upon receipt of a vulnerability message, an acknowledgment of receipt via the VMS. The contractor shall thoroughly test all mitigations for the vulnerability, and upon applying the mitigation to the system, report compliance in the VMS. Receipt and compliance messages to the government shall occur within the stipulated time window, as stated in the vulnerability message or in the VMS.

The contractor shall ensure AIS assets that are under development are registered in the VMS and have all applicable electronic patches installed for the system (1) when the system is delivered to the Government, or (2) if the AIS assets are used to store or process Government data prior to delivery (such as when being used in testing and development).

Guidance regarding the requirement for IAVM is contained in the DOD Information Assurance Vulnerability Alert (IAVA) December 30, 1999 memorandum and Chairman of the Joint Chiefs of Staff Manual (CJCSM) 6510.01 (Appendix A to Enclosure B) provides additional reference information. Implementation is addressed in the Defense Information Systems Agency (DISA) IAVA Process Handbook, Version 2.1, June 11, 2002. An asset is defined as any hardware device, such as a router, firewall, server, or an operating system image accessed by more than one user. Primary servers and the workstations that they support are assets that must be registered in the VMS. The DISA VMS web enabled application is used to disseminate IAVAs, Information Assurance Vulnerability Bulletins (IAVBs), and Information Assurance Technical Advisories down to the System Administrator (SA) and applicable personnel throughout the chain of command.

The contractor shall maintain any development environments in accordance with DHA Information Assurance IA best practices and operational requirements. During product development for the government, the contractor shall ensure that all IA mitigation strategies have been applied to the development environment prior to any Government data being loaded onto any assets or software for testing or delivery.

A mitigation strategy include security updates, service packs, and changes to operating procedures as physical and cyber vulnerabilities are detected. Operating system, routers, servers, development platforms and the application being delivered to the government shall be in compliance with all known applicable Department of Defense Computer Emergency Response Team (DoD-CERT) Alert, Bulletin, and Technical Advisory Notices published during the past 36 months.

Disposing of Electronic Media. Vendors shall follow the DOD standards, procedures, and use approved products to dispose of unclassified hard drives and other electronic media, as appropriate, in accordance with DOD Memorandum "Disposition of Unclassified Computer Hard Drives," June 4, 2001. Vendors are required to also follow DoD guidance on sanitization of other internal and external media components in DODI 8500.2 "Information Assurance (IA) Implementation," 6 Feb 2003 (see PECS-1 in enclosure 4 Attachment 5) and DoD 5220.22-M "Industrial Security Program Operating Manual (NISPOM)," (Chapter 8).

Ports Protocols and Services. Vendors shall follow all current DOD and Defense Information Systems Agency (DISA) standards and requirements for acceptable Ports, Protocols, and Services. Any requests for exception to using the current DISA Ports, Protocols, and Services standards requires an request for exception sent through the Program Manager to the DAA.

Public Key Infrastructure and Encryption. Vendors shall follow the DOD standards, policies, and procedures related to the use of Public Key Infrastructure (PKI) certificates and biometrics for positive authentication. Where interoperable PKI is required for the exchange of unclassified information between DOD and its vendors and contractors, industry partners shall obtain all necessary certificates. Vendors must turn over to the Government all

encryption keys for deployed systems, backdoor algorithms, and procedures for their use in remote support. The Vendor must provide a written report detailing all of the above, prior to task order expiration, regardless of modifications or extensions.

1.6.7.4 Information Systems (IS)/Networks Physical Security: The contractor shall employ physical security safeguards for IS/Networks involved in processing or storage of Government Data to prevent the unauthorized access, disclosure, modification, destruction, use, etc., and to otherwise protect the confidentiality and ensure use conforms with DoD regulations. In addition, the contractor will support a Physical Security Audit performed by the Government of the contractor's internal information management infrastructure. The MHS Physical Security Audit Matrix is available at:

http://www.tricare.osd.mil/tmis_new/Policy/PSA_Matrix_%20012304%200930%20clean%20version.xls. The contractor shall correct any deficiencies identified by the Government of the contractor's physical security posture. The contractor shall be required to follow all requirements in the MHS Information Assurance Policy. New MHS policies will be posted to the following website: http://www.tricare.osd.mil/tmis_new/IA.htm.

1.6.7.5 Special Requirements for Protected Health Information: Whenever a contract is awarded that requires the vendor to collect, use, copy, access or store Protected Health Information (PHI) in commercial office space, the contractors must:

(1) Notify the DHA Privacy Office and ensure the COR is notified of the process and provided copy of the approval notice.

(2) Sign a Data Use Agreement (DUA). If access and/or extraction of PHI is required from a DoD AIS for any reason, the contractor must request and receive an approval of the DUA prior to accessing, extracting, copying, or storing information to or from any DoD AIS. The DUA must be approved by the DHA Privacy Officer, TRICARE Management Activity, before PHI may be used by the contractor as stated above. The contractor shall only request access to the minimum amount of data required to achieve the objectives outlined and specified in the DUA. Once a DUA is approved, the contractor must fully comply with all terms and conditions stated therein. The DUA is a separate contract with its own terms and conditions. The contractor shall only retain the data for the minimum amount of time required to achieve the objectives outlined and specified in the DUA. DUAs are active at a maximum, for one year, and at the expiration of which the contractor must renew it or submit a Certificate of Data Destruction to the DHA Privacy Office.

Comply with all HIPAA requirements.

Follow all DUA and DOD requirements for secure disposal, destruction, and/or sanitization of all equipment that contained PHI.

The contractor shall ensure that data which contains PHI is continuously protected from unauthorized access, use, modification, or disclosure. The contractor shall comply with all previously stated requirements for HIPAA, Personnel Security, Electronic Security, and Physical Security.

1.6.8 Special Qualifications: (N/A)

1.6.9 Post Award Conference/Periodic Progress Meetings: The Contractor agrees to attend any post award conference convened by the contracting activity or contract administration office in accordance with Federal Acquisition Regulation Subpart 42.5. The contracting officer, Contracting Officers Representative (COR), and other Government personnel, as appropriate, may meet periodically with the contractor to review the contractor's performance. At these meetings the contracting officer will apprise the contractor of how the government views the contractor's performance and the contractor will apprise the Government of problems, if any, being experienced.

Appropriate action shall be taken to resolve outstanding issues. These meetings shall be at no additional cost to the government.

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

1.6.11 Key Personnel: The follow personnel are considered key personnel by the government: Contract Program Manager, Director of Communications Senior Communications Advisor, Senior Communications Plans and Operations Leader, and Senior Communications Writer. The contractor shall provide a PMP certified Contract Program Manager who shall be responsible for the performance of the work, and for submitting a Program Management Plan (**Deliverable 11**). The contractor shall provide a Senior Communications advisor with former military and public affairs experience at the executive level, to serve as the primary advisor to the Director. The contractor shall provide a Senior Communications Plans and Operations Leader with extensive communications planning and operational experience, including media relations operations. The contractor shall provide a Senior Communications Writer with military experience and detailed knowledge of the Military Health System.

Contract Program Manager

- Program Management Professional (PMP certified)
- Bachelor's Degree required. Master's Degree desired
- Department of Defense PM management experience preferred
- Ability to work with multiple government managers and other contract leaders desired

Senior Communications Advisor

- Former Military and Public Affairs experience at the senior executive level is required
- Defense Information School graduate desired
- Extensive and proven experience in strategic communications planning and media relations experience required within the Department of Defense
- Minimum of a bachelor's degree. Masters degree or higher preferable
- Proven experience in managing multiple projects, tasks and missions

NOTE: Failure to meet criteria for this position may result in a non-responsive determination and Offeror's quote shall not be considered for award.

Senior Communications Plans and Operations Leader

- Minimum of a bachelor's degree. Masters preferred.
- Extensive and proven strategic communications planning experience with identified measured results accomplished
- Integrated strategic communications plans, operations, media relations and strategic outreach experience
- Must possess the ability and experience in writing and coordinating Public Affairs Guidance
- Must have excellent and proven oral and written communications experience

- Must have the ability to manage and execute multiple strategic communications plans simultaneously

Senior Communications Writer.

- Must have experience in writing for senior leaders in the department of Defense. Experience in the Military Health System highly desirable
- Experience in writing speeches and senior level OP-ED's, news articles, senior leader messages for executive leadership
- Minimum of a bachelor's degree.
- Extensive writing experience for senior leaders.
- Knowledge of the operations and organization of the Department of Defense Military Health System required
- Prior military experience at the senior level desired.

1.6.12 Identification of Contractor Employees: All contract personnel attending meetings, answering Government telephones, and working in other situations where their contractor status is not obvious to third parties are required to identify themselves as such to avoid creating an impression in the minds of members of the public that they are Government officials. They must also ensure that all documents or reports produced by contractors are suitably marked as contractor products or that contractor participation is appropriately disclosed. Contractor personnel will wear government furnished identification badges while performing duties within government facilities.

Contractor personnel may be required to attend meetings or otherwise communicate with Government and/or other contract representatives to meet the requirements of this order. Contractor personnel make their contractor status known during introductions.

Contractor personnel, while performing in a contractor capacity, are prohibited from using their retired or reserve component military rank or title in all written or verbal communications associated with the contracts in which they provide services under.

1.6.13 Contractor Travel: Arrangements for and costs of all travel, transportation, meals, lodging, and incidentals are the responsibility of the Contractor. Travel costs shall be incurred and billed in accordance with FAR Part 31. Costs for these expenses will be reviewed, certified and approved by the COR, prior to travel, utilizing the DHA Travel request form. All travel and transportation shall utilize commercial sources and carriers provided the method used for the appropriate geographical area results in reasonable charges to the government. The Government will not pay for business class or first-class travel. Lodging and meals shall be reimbursed in accordance with regulations defined in FAR PART 31.

Travel is one trip per month for 2 individuals for a total of 2 days per trip. Local travel will be one local trip per week for 2 individuals.

From	To	Round Trip (Y/N)	# of Trips	# of People	# of Days
Government Office Falls Church, VA	San Diego, CA	Y	2	2	2
Government Office Falls Church, VA	San Antonio, TX	Y	2	2	2

1.6.14 Other Direct Costs (ODCs): NA

1.6.15 Data Rights: The Government has unlimited rights to all documents/material produced under this contract. All documents and materials, to include the source codes of any software, produced under this contract shall be Government owned and are the property of the Government with all rights and privileges of ownership/copyright belonging exclusively to the Government. These documents and materials may not be used or sold by the

contractor without written permission from the Contracting Officer. All materials supplied to the Government shall be the sole property of the Government and may not be used for any other purpose. This right does not abrogate any other Government rights.

1.6.16 Organizational Conflict of Interest: Contractor and subcontractor personnel performing work under this contract may receive, have access to or participate in the development of proprietary or source selection information (e.g., cost or pricing information, budget information or analyses, specifications or work statements, etc.) or perform evaluation services which may create a current or subsequent Organizational Conflict of Interests (OCI) as defined in FAR Subpart 9.5. The Contractor shall notify the Contracting Officer immediately whenever it becomes aware that such access or participation may result in any actual or potential OCI and shall promptly submit a plan to the Contracting Officer to avoid or mitigate any such OCI. The Contractor's mitigation plan will be determined to be acceptable solely at the discretion of the Contracting Officer and in the event the Contracting Officer unilaterally determines that any such OCI cannot be satisfactorily avoided or mitigated, the Contracting Officer may effect other remedies as he or she deems necessary, including prohibiting the Contractor from participation in subsequent contracted requirements which may be affected by the OCI. (See OCI attachment in Section J.)

1.6.17 PHASE IN /PHASE OUT PERIOD: To minimize any decreases in productivity and to prevent possible negative impacts on additional services, the Contractor shall have personnel on board, during the 10 day phase in/phase out periods. During the phase in period, the Contractor shall become familiar with performance requirements in order to commence full performance of services on the contract start date.

1.6.17.1 Transition In: In accordance, with this task order, the Contractor shall provide a draft plan for 10 days of incoming transition from contract to contract. The Contractor shall coordinate with the Government in planning and implementing a complete transition to the Contractor's support model. The Contractor shall collaborate with the Government to develop and deliver an Incoming Transition Plan (**Deliverable 9**). The Government shall also designate a transition period for the incoming Contractor to coordinate and work with the incumbent Contractor. This transition plan shall include, but is not limited to:

- Coordination with Government representatives,
- Review, evaluation and transition of current support services,
- Transition of historic data to new contractor system,
- Government-approved training and certification process,
- Transfer of hardware warranties and software licenses (if applicable),
- Transfer of all necessary business and/or technical documentation,
- Transfer of compiled and uncompiled source code, to include all versions, maintenance updates and patches (if applicable),
- Orientation phase and program to introduce Government personnel, programs, and users to the Contractor's team, tools, methodologies, and business processes,
- Distribution of Contractor purchased Government owned assets, including facilities, equipment, furniture, phone lines, computer equipment, etc.,
- Transfer of Government Furnished Equipment (GFE) and Government Furnished Information (GFI), and GFE inventory management assistance,
- Applicable DHA briefing and personnel in-processing procedures,
- Coordinate with the Government to account for government keys, ID/access cards, and security codes.

1.6.17.2 Transition Out: In accordance with this task order, the Contractor shall provide a plan (**Deliverable 10**) for 10 work days of outgoing transition for transitioning work from an active task order to a follow-on contract/order or Government entity. This transition may be to a Government entity, another Contractor or to the

incumbent contractor under a new contract/order. In accordance with the Government-approved plan, the Contractor shall assist the Government in planning and implementing a complete transition from this Contract and/or orders issued under this Contract to a successful provider. This shall include formal coordination with Government staff and successor staff and management. It shall also include delivery of copies of existing policies and procedures, and delivery of required metrics and statistics. This transition plan shall include, but is not limited to:

- Review, evaluation and transition of current support services,
- Transition of historic data to new contractor system,
- Government-approved training and certification process,
- Transfer of hardware warranties and software licenses (if applicable),
- Transfer of all necessary business and/or technical documentation,
- Transfer of compiled and uncompiled source code, to include all versions, maintenance updates and patches (if applicable),
- Orientation phase and program to introduce Government personnel, programs, and users to the Contractor's team, tools, methodologies, and business processes,
- Disposition of Contractor purchased Government owned assets, including facilities, equipment, furniture, phone lines, computer equipment, etc.,
- Transfer of Government Furnished Equipment (GFE) and Government Furnished Information (GFI), and GFE inventory management assistance.
- Applicable DHA debriefing and personnel out-processing procedures.
- Turn-in of all government keys, ID/access cards, and security codes.

1.6.18 Contractor Personnel Performance/Replacement: Substitutions of proposed Key Personnel shall not be allowed for a period of six months after award, except under extreme circumstances. Any substitution or replacement Key Personnel shall have qualification equal to or greater than the individuals proposed. For temporary and/or permanent replacement of Key Personnel, the Contractor shall provide a resume for each individual to the COR. Resumes shall be provided at least two weeks (or as mutually agreed upon) prior to making any personnel changes. The Government reserves the right to pre-approve any replacement or substitution of Key Personnel. Contractor personnel must submit necessary information to be issued a clearance prior to reporting for performance.

1.6.19 Non-Personal Services: This award identifies services that are strictly non-personal in nature.

1.6.20 Severable / Non-Severable Services: This award identifies services that are severable in nature.

1.6.21 Inherently Governmental Functions: This award has been reviewed and contains no services that are inherently governmental functions.

1.6.22 Acquisition Functions Closely Associated with Inherently Governmental Functions: Not Applicable for this Task.

PART 2 DEFINITIONS & ACRONYMS

2. **DEFINITIONS AND ACRONYMS:**

2.1. DEFINITIONS:

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

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

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

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

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

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

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

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

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

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

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

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

2.1.12. WORK WEEK. Monday through Friday, unless specified otherwise.

2.2. ACRONYMS:

ACOR	Alternate Contracting Officer's Representative
CFR	Code of Federal Regulations
CONUS	Continental United States (excludes Alaska and Hawaii)
CO	Contracting Officer
COR	Contracting Officer Representative
COTR	Contracting Officer's Technical Representative

COTS	Commercial-Off-the-Shelf
DD254	Department of Defense Contract Security Requirement List
DFARS	Defense Federal Acquisition Regulation Supplement
DMDC	Defense Manpower Data Center
DOD	Department of Defense
FAR	Federal Acquisition Regulation
HCO	Healthcare Operations
HIPAA	Health Insurance Portability and Accountability Act of 1996
HIT	Health Information Technology
MSM	Multi-Service Market
OCI	Organizational Conflict of Interest
OCONUS	Outside Continental United States (includes Alaska and Hawaii)
ODC	Other Direct Costs
PIPO	Phase In/Phase Out
POC	Point of Contact
PRS	Performance Requirements Summary
PWS	Performance Work Statement
QA	Quality Assurance
QAP	Quality Assurance Program
QASP	Quality Assurance Surveillance Plan
QC	Quality Control
QCP	Quality Control Program
TE	Technical Exhibit

PART 3

GOVERNMENT FURNISHED PROPERTY, EQUIPMENT, AND SERVICES

3. Government Furnished Equipment/Information/Property/Services:

3.1 The Government will provide the equipment/information/property shown in the attached listing of Government Furnished Equipment/Information/Property.

All GFE shall be reported as stated in the Monthly Progress Report Section 1.6.1.

Description	Quantity
Laptop computer with DHA network access	As needed onsite and offsite

3.2 The Contractor shall maintain a detailed inventory accounting system for Government Furnished Equipment/Material or Contractor-Acquired-Government Owned Property (CAP). The inventory accounting system must specify, as a minimum: product description (make, model), Government tag number, date of receipt, name of recipient, location of receipt, current location, purchase cost (if CAP), and contract/order number under which the equipment is being used.

3.3 The Contractor shall either: a) attach an update inventory report to each Monthly Progress Report, or b) certify that the inventory has been updated and is available for Government review. In either case the Contractor's inventory listing must be available for Government review within one business day of COR request.

PART 4

CONTRACTOR FURNISHED ITEMS AND SERVICES

4. CONTRACTOR FURNISHED ITEMS AND RESPONSIBILITIES:

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

Estimated supplies equipment, and facilities are as follows:

Description	Quantity
Video supplies	As needed
Video equipment	As needed
Specialized video computer	As needed
Photography supplies	As needed
Software as appropriate to complete products	As needed
Supplies for development and delivery of creative products	As needed
Blackberrys for Key Personnel with License to connect to DHA network	4

Description	Quantity
Office supplies	As needed
Conference Support	As needed
Fee for External Awards Processing	As needed
Supplies for development and delivery of creative products	As needed
Monthly fees for Blackberrys with License to connect to DHA network	4

4.2 ECMRA: Enterprise-wide Contractor Manpower Reporting Application, Policy Alert 13-38 dated 13 May 2013, DPAP Memorandum dated 28 November 2012 and Policy Alert 13-59 dated 14 Aug 2013.

CONTRACTOR MANPOWER REPORTING FOR CONTRACT PERFORMANCE WORK STATEMENTS and Related Background Information

The contractor shall report ALL contractor labor hours (including subcontractor labor hours) required for performance of services provided under this contract for the [NAMED COMPONENT] via a secure data collection site. The contractor is required to completely fill in all required data fields using the following web address: <http://www.ecmra.mil/>

Reporting inputs will be for the labor executed during the period of performance during each Government fiscal year (FY), which runs October 1 through September 30. While inputs may be reported any time during the FY, all data shall be reported no later than October 31 of each calendar year, beginning with 2013. Contractors may direct questions to the help desk at help desk at: <http://www.ecmra.mil>

**PART 5
SPECIFIC TASKS**

5.2 Specific Tasks:

5.2.1. Strategic Communications Planning and Operations Management. The Contractor shall effectively integrate the research, planning, execution and evaluation of all Military Health System public affairs and communications programs across multiple media and disciplines to a wide variety of target audiences. The strategic communications team manages communications planning through an account management system. Contractors will be assigned to specific accounts within the Military Health System and the Defense Health Agency. The

communications planning team serves as the nerve center for the communications mission. The contractor shall provide program level communications support and develop strategic communications plans to include, but not limited to, analyzing the information environment, describing current and upcoming phases of communications initiatives and identifying and developing objectives, strategies, tactics and communications metrics. The contractor shall coordinate and conduct all security review and compliance with section 508 of the Individuals with Disabilities Act requirements as appropriate.

The contractor shall provide strategic communications draft plans including all coordination requirements (**Deliverable 14**). Upon approval of the draft plan, the contractor will provide a final plan for execution and evaluation. The contractor shall be prepared to adjust plans progressing from development through execution and evaluation based on the Government direction. Plans will follow the communications planning model identified by the Director of Communications, Military Health System and follow all approved business processes. The Contractor shall coordinate actions within the Military Health System and provide support as required to the MHS Director of Communications. Contractor shall also provide meeting summaries after meeting engagements as assigned.

5.2.1.1. Communications Account Management. The contractor shall provide the following skilled individuals to the specific accounts listed below:

- **Senior Communications Planner.** Individual is responsible for organizing, directing and coordinating all communications plans within the MHS Strategic Communications Plans and Operations team. This individual reports directly to the Chief of Plans. Specific projects include:
 - Managing and coordinating monthly military medical themes and developing plans that incorporate all aspects of the Military Health System (**Deliverable 15**). Sample themes include Warrior Care Month, Heart Health Month and Men's or Women's Health Awareness Month. Contractor will develop a proposed list of primary and secondary themes annually and provide them to the Director of Strategic Communications for approval. Plans will follow a process timeline orchestrated by the client.
 - The contractor will develop a 12 month calendar/ matrix focused on National Themes with a focus on health information and education (**Deliverable 16**). The matrix will identify the National Theme, the OSD monthly theme, the military service monthly themes and focused Military Health System themes to cover a wide range of stories and ideas. Examples include February as Heart Health Month and October as Breast Cancer Awareness Month. Contractor will work with all elements of the strategic communications team to brainstorm the plan and develop concepts for execution. The plan must cross level with activities and events throughout the enterprise. Focus should include both internal and external media and outreach engagement. The matrix should be submitted NLT 1 September annually for vetting with multiple sources and approval by senior leaders.
 - Maintaining the plans and operations leadership chart and project matrix
 - Providing guidance and strategic counsel to all communications planners.
 - Serves as back-up to existing accounts or primary for additional accounts added to the Defense Health Agency and supporting organizations.
 - Additional sample accounts could include the Military Health System re-organization, the Presidential Executive Order for Mental Health, the Affordable Care Act and Suicide Prevention.
 - Serve as the support planner for DoD/ VA interface to include the Health Executive Council, the Benefits Executive Council and the Joint Executive Council as they impact the Military Health System.
- **Health Information Technology Account.** Contractor is responsible for providing communications account support to the Director, Health Information Technology Division of the Defense Health Agency. Contractor must have a working knowledge of technology, information systems and communications support for health IT related missions and functions. Account manager will be responsible for executing the tasks listed in section 5.2.1.2 below.

- **Military Medical Readiness, Global Health and Public Health Account.** Contractor is responsible for providing communications account management support to the Chief of the Public Health Division and the Chief of the Medical Readiness Division. Knowledge of global health operations and military medical readiness are key for this account manager. Account manager will be responsible for executing the tasks listed in section 5.2.1.2 below.
- **Operation Live Well.** This program is tied directly to the White House National Prevention Strategy with a focus on meeting one of the Military Health System goals of developing a culture of moving from a system of healthcare to a system of health. While a strategic outreach mission, all the communications research, planning, execution and evaluation functions are incorporated into this account manager's portfolio. Manager sits on the Operation Live Well Strategic Work Group, the Population Health Advisory Board, the MHS Innovation Council and may be asked to work with other DoD and federal partners for collaboration and coordination. This account manager will be one of the two individuals on the strategic outreach communications team. Account manager will be responsible for executing the tasks listed in section 5.2.1.2 below.
- **Healthcare Operations, Multi Service Markets and Specialty Areas of Interest.** This account manager will serve as the senior communications plans liaison with the Healthcare Operations Directorate. In addition, this account manager will assist with the communications planning for the six large Multi Service markets and two specialty markets that exist within the Military Health System. Those markets are based on locations with a large concentration of service members and their families. The locations are San Antonio, Texas, Tidewater, Virginia, Tacoma, Washington, Colorado Springs, Colorado, the National Capital Region and the island of Hawaii. Two smaller markets are located at Fort Bragg, North Carolina and San Diego, California. Account manager will be responsible for executing the tasks listed in section 5.2.1.2 below.

5.2.1.2. Communications Account Manager Tasks. Contractors must have the knowledge, skills and abilities to effectively and timely manage specific accounts. Tasks for each account manager include but are not limited to:

- Provide technical and functional expertise to the government account manager. Attend all senior leader meetings that require communications support. Submit meeting summaries. Identify communications targets of opportunity for media engagement, internal communications, strategic outreach and social media postings. Exercise creativity in ways to communicate a wide variety of stories. **(Deliverable 17)**
- Research, develop, write and evaluate strategic communications plans based on specific target events or activities. Coordinate strategies and tactics. Develop milestones, deliverables and timelines. Provide updates on communications plans status.
- Support conferences, town hall meetings, strategic off sites, road shows and leadership engagements for the senior government account manager.
- Write and staff senior leader talking points, public affairs guidance, strategic communications plans and annexes IAW the Communications Planning Guide.
- Interface with subject matter experts for response to media inquiries, long lead media pieces for print and broadcast, media training and other communications targets of engagement to effectively and timely communicate their messages.
- Lead brainstorming sessions with key subject matter experts and communications team leaders.
- Develop key messages for senior leaders using pre-designed templates.
- Conduct In Progress Reviews (IPR's) and senior leader briefings to provide status updates.
- Work with the government account lead to create a brand for their organization as it fits with the overall MHS mission. Maintain the accounts specific web presence with current and pertinent information.
- Translate complex health policy and management issues into policy memos, action steps, senior leader talking points and other forms of communication that can be used by senior leaders, stakeholders, and the MHS workforce.

5.2.1.3. Additional Specific Missions and Tasks for the Communications Plans Team. It is the responsibility of the senior contract communications planner to take responsibility for these projects.

- **Long Term Strategic Communications Plan.** The senior planner is responsible for the research, design, development and analysis of a five year strategic communications plan for the HA/DHA that is reviewed and updated annually to encompass the broad mission of the MHS and plan ahead crisis Annexes to prepare for potential issues that could arise, for example preparing for a massive breach of protected patient information (**Deliverable 18**).
- **Maintain and Sustain a Resource Library (Deliverable 19).** The senior planner is responsible for maintaining an up to date resource management library that includes the following products by account and communications plan: (1) the strategic communications plan, (2) public affairs guidance (3) list of questions and answers on specific focus areas (4) copies of all media related to that specific subject (5) photos, video, audio releases or other supporting media, (6) other information as appropriate. A report will be filed monthly on the status and update of the library data base.
- **Crisis Communications Plans (Deliverable 20).** When a military medical crisis occurs, the team will pull together key individuals to immediately brainstorm the right strategy to support the crisis of the moment. When identifying communications planners, the contractor should identify individuals who have experience in crisis communications planning and execution.
- **Support to Military Health System Specialty Councils.** Planners will be identified to become members of specific councils as they are developed or to support ones that currently exist.
- **Manage GAO and Similar Public Reports.** Maintain a data base of all GAO reports and similar ones such as the Institute of Medicine and DoD Inspector General Reports. Track the reports and be prepared to develop communications plans to support possible media, congressional or governmental interest.
- **Conduct analysis of the National Defense Authorization Act.** Review the NDAA in conjunction with communications and legislative liaison leadership to ensure a communications plan exists to support areas that impact the Military Health System (**Deliverable 21**).
- **Oversee Metrics for Assessing Communications Impact.** Communications plans should include appropriate metrics impact. The senior planner will ensure all plans and products have appropriate measurement in place and will ensure the metrics are captured and assessed during execution.
- **Perform other duties as assigned.**

5.2.2. Media Relations.

The contractor is responsible for supporting HA/TMA Strategic Communications in the management of media relations for HA/TMA. Media relations experts will be incorporated with the government led media relations team to provide technical advice on the conduct of media relations operation. The media relations support should be both reactive in the form of a response to a media inquiry as well as a proactive action to get the story out to a wide range of audiences and influencers.

5.2.2.1. Media Analysis, Assessment and Evaluation. The contractor shall identify, collect and publish required on demand/ ad hoc, daily, weekly and monthly media reports based on open source traditional, social media and blog reporting on the Military Health System and the Defense Health Agency as well as areas of special interest to senior MHS leaders (**Deliverable 22**).

- The contractor shall use software/ subscription services required for support of media data collection, analysis, assessment and evaluation across the Military Health System. Such services may include but are not limited to Lexis-Nexis, Google, VOCUS, TVEYES, Nielsen entertainment audience monitoring, Technorati, Critical mention or similar systems.
- The contractor shall be prepared to provide media analysis on a short notice basis. Additionally, the contractor shall provide media clippings and media analysis services to the Director of Communications and the Media Relations team as requested. The contractor will maintain necessary licensing internally in order to complete tasks.
- The Contractor shall provide media analysis, media marketing, media assessment through the use of better business processes, various means of product capabilities and competitive arenas all cleared through the COR.

- The contractor sources for media monitoring and data collection shall include, but are not limited to, the following sources of information by priority for processing, analyzing and measuring: US Newspapers and Magazines, US Wire Services, US broadcast networks, Global Wire Services, Online Social Media, Blogs, Consumer and Medical Publications, Trade Publications and Business Publications.
- The Contractor shall collect, analyze and evaluate information, establish and maintain/ oversee databases and prepare reports to support mission requirements. All data, analysis and reports must be transferable to Microsoft Office Suite programs. Contractor shall archive data and reports. Contractor shall work with the Director of Communications to determine what products are appropriate and maintain them on the internal portal for access by other organizations as determined by the Director of Communications. Contractor shall provide strategic level analysis to support the development, coordination, integration, synchronization and implementation and assessment of internal and external communications plans. Contractor must receive approval and concurrence from government personnel on all products prior to their execution. Products include reports, summary lists, comparisons and stories. Metrics shall include the following as a minimum:
 - Volume of Coverage
 - Including mapping graphics
 - Types of coverage
 - Traditional media such as newswires, newspapers, broadcast
 - Social media including social networks, blogosphere and internet sites
 - Audience research and analytics
 - Tonality of coverage
 - Including analysis of content, context, accuracy and characterization
 - Message preparation and key issues analysis based on the topic

5.2.2.2 Media Relations Operations. The contractor shall provide the required support to the following media relations tasks and tactics.

- Coordinate with OSD Public Affairs for awareness and approval of all reactive (calls, e-mails, etc. from members of the news media) and proactive media engagements for all HA/TMA or MHS related issues. Reports will follow the Director of Communications guidelines.
- Determine the responsible and knowledgeable Military Health System Chief Functional Officer or Subject matter Expert to provide response or statement to the media and provide coordination until the media response is completed.
- Prepare SMEs and conduct or coordinate media interviews through an aggressive media training program. Develop and update a media training briefing and concept of operation for formal media training within the MHS (**Deliverable 23**).
- Determine media interest and proposed story line. Determine if the reporter is positive, balanced, or negative. Provide recommendations to interviewee and leadership on value of interview versus written response to query.
 - Develop talking points, research answers and provide to interviewee.
 - Prep interviewee using pre-brief, training or “murder board” as needed.
 - Participate in interview, guide Q&As according to rules of engagement previously established between reporter and HA/TMA. Record Q&A and collect any questions to be answered at a later date.
- Follow-up with reporter to answer any remaining questions. Provide summary of interview to Director of Communications and OSD/PA, as required.
- Provide a daily media report of current media stories impacting the Military Health System and distribute the report to key leaders NLT 0650 hrs. daily. (**Deliverable 24**)
- Provide end of day daily summary of all media activity impacting the Military Health System and distribute to key leaders NLT 1600 hrs. daily. (**Deliverable 24 – same as above**)
- Provide summary of media engagements to the account manager at the Office of the Assistant Secretary of Defense for Public Affairs daily NLT 1700 hrs. (**Deliverable 25**)
- Provide weekly roll-up of media engagements for submission to the Assistant Secretary of Defense for Health Affairs NLT 1400 hrs. every Friday.

- Proactively coordinate development of press releases, press kits, FAQ's, talking points, messages and communications plans for new programs as well as sensitive issues and areas of interest (**Deliverable 26**).
- Prepare SME's for media events and conduct or coordinate media interviews through an aggressive media training program. (**Deliverable 27**)
- Ensure Director, MHS Strategic Communications is briefed on direct media queries.
- Translate complex health policy and management issues into policy memos, action steps, senior leader talking points and other forms of communication that can be used by senior leaders, stakeholders, and the MHS workforce.
- Perform other duties as assigned.

5.2.2.3. News Desk Operations. Contractor shall provide support to manage and operate the Military Health System news center. This includes collecting, reviewing and distributing news products (press releases, photos with captions, social media communications, broadcast products) to multiple venues for placement in internal and external sources. Pitches story ideas to media outlets. Develops professional relationships with media leaders. Identifies editorial boards and looks for opportunities to pitch and place story ideas. In some ways, the contractor works as an assignments editor. Maintain a media map of story ideas and placements (**Deliverable 28**). Collects story ideas and products for other sources (communications account managers, sister service medical public affairs offices, and other sources both within DoD and external sources (VA, Health and Human Services, for example).

5.2.2.4. Social Media Operations. The contractor will develop a comprehensive social media program for the MHS. This program will include coordinating Health Affairs, Defense Health Agency and Military Health System messages on a consolidated web site (**Deliverable 29**). Other tasks include the following:

- Conduct a thorough communications audit of current social media program, platforms and marketing to ensure the social media program is current, creative, effective and reaches target audiences. Report of the communications audit should be presented orally and in writing NLT 90 days after the award of the contract. An audit will be conducted annually after initial report is submitted (**Deliverable 30**).
- Development and management of MHS current accounts on Facebook, Twitter, YouTube, Pinterest, etc. and propose others as new platforms emerge.
- Development of messages and content for YouTube, Facebook, Pinterest, etc.
- Participation in appropriate group forums inside and outside the MHS (3 times a month)
- Identify the bloggers focused the Military Health System (Social Bookmarking)
- Promotions of the official MHS web site Health.Mil to ensure any new events are represented on Line using social media to create awareness of the website.
- Education of target audiences about the MHS mission/accomplishments using social media providing factual information to users.
- Develop social marketing plans for health promotion that include appropriate measurement matrix to assess impact.
- Perform other duties as assigned.

5.2.4. Senior Leader Communications Team. This team is responsible for writing speeches, crafting messages, recording and analyzing senior executive meeting minutes or notes and developing strategic medical presentations and briefings for the Assistant Secretary of Defense for Health Affairs, the Principal Deputy Assistant Secretary of Defense for Health Affairs, the Director of the Defense Health Agency and other senior leaders to include the Director of the National Capital Region, the Director of Health Care Operations and the four Deputy Assistant Secretaries of Defense for Health Affairs. This team will also craft generic speeches for high level activities such as commemorations, special events and major significant activities within the Military Health System. This team must have current knowledge of the United States Military Medical and the Military Health System operations and activities and have supported these activities with communications products. The contractor is required to provide recent examples of work directly related to the Military Health Care System. The contractor must be prepared to submit a minimum of three sample teams or companies within one week of the award of the contract for client approval. Samples of products, the principal presenter and the desired audience must be submitted with the products for client approval. These are critical positions on the strategic communications team as these individuals

will have almost daily interaction with these senior leaders. Many times they will be required to act as independent agents reporting directly to the Director of Communications for the Military Health System. Specific areas of concentration will be involvement with the Military Health System Transition team and the Defense Health Agency reorganization, the development of the communications products to support the Multi-Service Market's, the Military Medical Innovations Council, the Military Deputies Action Group (MDAG), the Military Health Policy Action Council and other similar senior leader engagements. Candidates without this level of recent experience will not be considered for this team. Other products include senior leader messages, news pitches for leaders to support external speaking engagements and other similar support functions. The requirement is for two FTE's. This team will be aligned inside the Senior Leader Engagement and Strategic Outreach team in the Office of Strategic Communications.

5.2.4.1 Senior Leader Communications tasks also include:

- Preparing leadership messages for holidays, special events and other occasions as requested.
- Covering notes and assessments of critical senior leader meetings and engagements
- Coordinating media for senior leader external and internal speaking engagements
- Support to the DoD/ VA Joint Strategic Plan
- Management of the Military Health System Governance and the follow on actions with the establishment and growth of the Defense Health Agency throughout the Initial Operating Concept (1 October 2013) through Full Operating Concept (October 2015)
- Writing senior leader notes
- Preparing senior leader speeches, senior leader talking points and PowerPoint briefings to support senior leader engagement (**Deliverable 31**).
- Maintain a roster of senior leader engagement activities and provide weekly summary report (**Deliverable 32**).

5.2.5. Director of Communications Senior Communications Advisor. The contractor shall provide senior strategic communications level support for the Director Military Health System Strategic Communications to facilitate and provide strategic coordination between that office and the Military Health System Chief Functional Officers, the HA/DHA leadership, and other senior officials within the MHS. This position will function like a Chief of Staff and will support oversight of both strategic and tactical communications planning, tracking of project implementation and completion, assistance in management of special events, and integration of communications functions across Military Health System. Former Military and Public Affairs experience at the senior executive level is required

This is a critical and key position within the Communications Directorate. The contractor will submit the names of three potential candidates for the position of Senior Communications Advisor. The Director MHS Strategic Communications reserves the right to interview candidates since this position is the most critical member of the communications contract team.

5.2.5.1 Administrative Support. The contractor will provide the appropriate administrative support to meet the needs of the organization and to serve as the administrative assistant to the Director of Communications and senior government communications personnel. Specific tasks include processing time and attendance sheets, maintaining daily, weekly and monthly calendars, coordinating travel through the Defense Travel System, preparing briefing books, read ahead packets and other communications materials to support eh communications director and higher headquarters (**Deliverable 33**). This individual will collect and process the weekly synchronization matrix report for the Health Affairs Front office (**Deliverable 34**). In addition, the administrative assistant will maintain the Director's suspense management system, keep track of all reports internal and for higher headquarters, and prepare meeting agenda documents as well as provide meeting minutes for key leadership meetings (**Deliverable 35**). This individual will be managed by the Senior Communications Advisor. Individual must have a detailed working knowledge of all Microsoft Office based products to include and not limited to excel, PowerPoint, and word.

5.2.6. Communications Content Management. The contractor shall provide the staff support with appropriate skills and expertise to plan, develop and produce content related to MHS activities that will educate and inform internal and external audiences. This content support group will be comprised of writers, both general and technical, who will work with the MHS CFOs to identify the communications requirements for the top priority mission critical tasking's which meet the MHS strategic initiatives. The content developed will meet the approval of the subject matter expert on the specific topic and will be used across the MHS strategic communications outputs for strategic planning, media, web and outreach/external events. The contractor support for content shall include, but not be limited, to the following:

- Engage and outreach to MHS component organizations and their sub-directorates, MHS staff offices and programs for requirements gathering, coordinating activities, informing strategies and key decisions.
- Provide support to ensure content accuracy and functionality of navigation and links.
- Support the update of content to be transferred from other sites.
- Updates as needed to the consolidated MHS public-facing web sites (**Deliverable 36**)
- Develop, select, edit, format and publish articles, blogs, and MHS-related information for all appropriate distribution channels regardless of medium.
- Development of Key Issue Papers for topics that relate to the top priority mission issues for each of the CFOs (**Deliverable 37**)
- Rapid adaptation of developed content to respond to media stories or concerns with op-ed letters for use in public statements by MHS leadership
- Providing developed content to support communications products used in support of national health campaigns or for specific MHS campaigns
- Using developed content to draft response to Congressional letters directed to MHS relating to the content issue
- Execute end-user functionality analysis, review content of component organizations and their sub-directorates, staff offices and programs, focus group interviews, information architecture design, visual design templates to evaluate and analyze the current state of HA web presence.
- Provide oversight of content as needed for the consolidated MHS public-facing web sites.
- Direct and manage the development, review and approval of content posted to the official MHS websites and (social media).
- Determine, with leadership approval, what information is posted to the MHS public-facing websites and how it will be accessible.
- Determine the most appropriate location for content based on target audience and type of information.

5.2.7. Strategic Outreach Communications Support. The contractor shall provide expert support capability for MHS Strategic Communications to conduct an integrated outreach communications program designed to proactively educate and inform all MHS stakeholders. Using monthly national health themes as one planning factor and a campaign-style approach, this effort will drive proactive outreach, leveraging the functional components of MHS. The outreach support will foster relationships with MHS entities, partners, veteran service organizations, military service organizations, federal agencies, congressional committees and members and the general public to further the MHS mission. This work will be done in coordination with efforts in communications plans, media relations, content and web support.

5.2.7.1 Outreach Tasks. Specific tasks for the outreach team will include but will not be limited to:

- Utilize monthly national health themes and provide educational campaigns on the Health topics and healthy living to services members and their families. Support the plans team in developing outreach targets of opportunity for speaking engagements or outreach activities.
- Develop and manage a Speakers Bureau for the Military Health System. Write a concept of operation for a directorate wide military speaker's bureau with appropriate guidelines and procedures. Produce should be delivered within 45 days of award of the contract. Concept should include targets of opportunity for senior leaders to engage with targeted audiences (**Deliverable 38**).

- Develop an 18 month planning calendar with targeted events which will enable the MHS to leverage communications outreach opportunities (**Deliverable 39**)
- Coordinate monthly meetings with Military Service Organizations and Veterans Service Organizations to include all briefings, logistics and communications support.
- Support special projects for the directorate to include, but not limited to, updates of hallway photos for the Assistant Secretary of Defense for Health Affairs, wall displays that communicate key themes and messages and maintaining the history of the Military Health System.
- Perform other tasks as assigned.

5.2.7.2 Special Event Management. While there are no formal conferences scheduled due to sequestration, there will be strategic outreach events to coordinate and plan. These will be determined based on opportunity and availability such as hosting a Twilight Tattoo with the United States Army Military District of Washington or the Marine parade at the United States Marine Barracks at 8th and Eye Street. The contractor shall be able to plan, organize and manage special events on an as needed basis (**Deliverable 40**).

The contractor shall plan to support a one day Strategic Communications Training seminar inside the Defense Health headquarters facility (**Deliverable 41**). Specific tasks for this annual event include but are not limited to:

- Make all arrangements to secure training space
- Develop the agenda with MHS STRATCOM leadership
- Coordinate for all guest speakers, presentations and logistics for outside visitors/ speakers
- Develop invitation list and send/track invitees.
- Product After Action report within 5 days after the completion of the event.

5.2.8 Health.Mil Web Technical Support. The contractor shall provide web content management support for health.mil (internet and extranet components) to ensure content accuracy, adherence to style guides, adherence to submission guidelines, and functionality of navigation and links. The contractor is responsible for the content for pages managed by the Strategic Communications team as well as insuring component pages have consistent look and feel and are recognizable as part of the MHS brand while adhering to all applicable federal laws, Department of Defense regulations and instructions governing websites and public affairs requirements. The web site uses Site Core Content Management System and requires extensive experience in using the system. The work will be done using in coordination with the DHA Health Information Technology technical office supporting the website engineering, functionality, and consolidation of any additional organizations that may in the future become part of health.mil. The contractor web content support will include, but not be limited to, the following:

- Coordination with other HA/DHA designated web masters and Chief Functional Officers to ensure MHS and HA/DHA messages are integrated and the “owner” of the content is responsible for currency, accuracy and links between sites are established and maintained (**Deliverable 42**)
- Provide support for the development and promotion of a Military Health System comprehensive web strategy to include the following elements:
 - Consistent look and feel for consolidated, public-facing HA/DHA web sites
 - Development and dissemination for all operating procedures and style guides
 - Support to ensure content accuracy, adherence to style guides, adherence to submission guidelines, and functionality of navigation and links.
 - Obtain new design requirements from key constituencies and users, draft wireframes, design mock-ups, and create final draft templates, which will be shared with the technical team under Health Information Technology for engineering and development. (Design requirements will be determined through appropriate research such as focus groups, website surveys, and analytics)
 - In conjunction with the leaders of the Strategic Communications Division evolve and/or develop core standards for branding and navigation.
 - Coordinate Web projects across departments working with multiple subject matter experts with little or no website experience. Ability to collaborate across all levels of the agency to ensure new

and existing content follows the site architecture and takes advantage of the content management system capabilities.

- Assist and mentor content contributors from MHS partner organizations to incorporate new web content into the existing and developing health.mil architecture, employing web management best practices.
- Oversee all web content, including multiple topic pages, reference center items, training events, calendars, and other web tools on the existing external site, and developing internal site.
- Ensure all external-facing material meets requirements of DoD policy and federal laws. Identify defects and work with content owners to resolve issues quickly.
- Respond quickly to requests within the content management system workflow to review content for appropriateness for external audiences.
- Coordinate emerging requests and provide sound recommendations to government client on how best to present new content using existing site architecture.
- Identify areas needing improvement on the site and provide recommendations.
- Support review of content for appropriateness for public distribution and audience focus and compliance with Public Law 105-220, 1998 HR, Section 508 Electronic and Information Technology
- Develop an aggressive marketing communications plan to grow the audience for the Health.mil website. Audiences should increase on a monthly basis based on aggressive marketing from this team. Marketing plan should be submitted within 60 days of the award of the contract (**Deliverable 43**).
- Perform other duties as assigned by the Director of Communications, Military Health System.

5.2.9 Marketing Communications. Contractor will be prepared to create strategic marketing communications campaigns with associated creative material. This is not a standard operation and funds for the marketing creative and these plans will be included in Other Direct Costs. Contractor will demonstrate their ability to develop marketing campaigns to support various projects and themes. One example of a targeted marketing communications campaign the Military Health System would create would involve smoking cessation for the 9.6 million Military Health System beneficiaries. Contractor must have past practice in developing creative marketing campaigns with metrics of proven success.

5.2.10 Video Production Support. The contractor will provide video production support on an as needed basis. This includes the script development, video production, lighting, editing, video graphics, music and any other elements of developing short or long range video productions. Video production, on an as needed basis, will be included in Other Direct Costs. Contractor must be able to demonstrate their knowledge of complete and total video production operations from script to completion in their proposal.

PART 6 OTHER TERMS, CONDITIONS, AND PROVISIONS

6.0 Other Terms, Conditions, and Provisions

6.1 Non-Disclosure Agreement

The Contractor shall ensure that the Non-Disclosure/Non-Use Agreement (Attachment to PWS) (**Deliverable 1**) is signed by all staff assigned to or performing on this Task order before performing any work, including all subcontractors and consultants. The Non-Disclosure/Non-Use Agreement shall be cosigned by a corporate official (Contractor Task Manager or higher). The Contractor shall also ensure that all staff understand and adhere to the terms of the non-disclosure statement, protecting the procurement sensitive information of the Government and the proprietary information of other Contractors. Assignment of staff who have not executed this statement or failure to adhere to this statement shall constitute default on the part of the Contractor.

6.2.1 Monthly Progress Report (MPR)

The Contractor shall ensure that a MPR (**Deliverable 2**) is submitted outlining the expenditures, billings, progress, status, and any problems/ issues encountered in the performance of this task, in accordance with the format (See Attachment 2).

The MPR shall include the cost report for labor hours expended, by labor category, for each task and sub-task. For Cost Reporting, see format at:

<http://tricare.mil/tma/ams/downloads/CostReportFormatTAARMS.xls>, and template completion instructions at <http://tricare.mil/tma/ams/downloads/TAARMSCostReportInstructions.doc>.

6.2.2 Subcontractor Expenditures Plan

The Contractor shall prepare and deliver a Subcontract Expenditures Report (**Deliverable 3**) that discloses actual subcontract expenditures by company name, business size standard (i.e. Woman Owned Business, Veteran Owned Business, etc.), and other socioeconomic programs (i.e. Indian Incentive Program, Historically Black Colleges and Universities and Minority Institutions, etc.).

6.2.3 Program Management Plan

The Contractor shall develop Program Management Plan (**Deliverable 11**) that shall require Government approval. The PMP will initially be submitted with the offeror's proposal and will be updated upon award. It will be used to manage, track and evaluate the Contractor's performance. The Program Management Plan shall consist of control policies and procedures in accordance with standard industry practices for project administration, execution and tracking.

The Program Management Plan shall include the following:

- Identification of milestones where Government information/activity is required and timeline dependencies for subsequent Contractor activities;
- An Integrated Master Management Plan (IMMP) describing the Contractor's overall management approaches, policies and procedures including suggested project metrics;
- A detailed staffing plan to include graphical depiction of the contract organization chart;
- A listing of Holidays identified and work schedule for all Federal Holidays to include how the direction will provided to the personnel assigned on the contract;
- Policy for telecommuting and inclement weather schedule; and,
- Details description of how employee time is tracked.
- A telephone and email list of Contractor points of Contact for: Program Manager, Project Manager, CPARs Representative, Facility Security Manager, and WAF(Billing) Processing Officer.

6.2.4 Quality Control Plan

The Contractor shall prepare and adhere to a Quality Control Plan (QCP) (**Deliverable 12**). The QCP will initially be submitted with the offeror's proposal and will be updated upon award. The QCP shall document how the Contractor will meet and comply with the quality standards established in this statement of work. At a minimum, the QCP must include a self-inspection plan, an internal staffing plan, and an outline of the procedures that the

Contractor will use to maintain quality, timeliness, responsiveness, customer satisfaction, and any other requirements set forth in this solicitation.

6.2.5 Contingency Operations Plan

The Contractor shall prepare and submit a Contingency Operations Plan (**Deliverable 13**) to the Government. The Contingency Operations Plan shall be due ten (10) calendar days after the award of the order, and will be updated on a quarterly basis to include Pandemic Influenza. The Contingency Operations Plan shall document Contractor plans and procedures to maintain TMA support during an emergency. The Contingency Operations Plan shall include the following:

- A description of the Contractor's emergency management procedures and policy
- A description of how the Contractor will account for their employees during an emergency
- Planned temporary work locations or alternate facilities
- How the Contractor will communicate with TMA during emergencies
- A list of primary and alternate Contractor points of contact, each with primary and alternate:
 - Telephone numbers
 - E-mail addresses
- Procedures for protecting Government furnished equipment (if any)
- Procedures for safeguarding sensitive and/or classified Government information (if applicable)

6.3 Enterprise Architecture (EA)

Not Applicable to this Task

6.4 Protection of Information

6.4.1 Dissemination of Information/Publishing

There shall be no dissemination or publication, except within and between the Contractor and any subcontractors or specified Integrated Product/Process Team (IPT) members who have a need to know, of information developed under this order or contained in the reports to be furnished pursuant to this order without prior written approval of the DHA TM or the Contracting Officer. DHA approval for publication will require provisions which protect the intellectual property and patent rights of both DHA and the Contractor.

6.4.3 Personally Identifiable Information (PII) and Protected Health Information (PHI)

This contract does not have requirements that should afford the contractor to access to PII or PHI.

6.4.4 Business Associates

In accordance with DoD 6025.18-R "Department of Defense Health Information Privacy Regulation," January 24, 2003, the Contractor meets the definition of Business Associate. Therefore, a Business Associate Agreement is required to comply with both the Health Insurance Portability and Accountability Act (HIPAA) Privacy and

Security regulations. This clause serves as that agreement whereby the Contractor agrees to abide by all applicable HIPAA Privacy and Security requirements regarding health information as defined in this clause, and in DoD 6025.18-R and DoD 8580.02-R, as amended. Additional requirements will be addressed when implemented.

(a) **Definitions.** As used in this clause generally refer to the Code of Federal Regulations (CFR) definition unless a more specific provision exists in DoD 6025.18-R or DoD 8580.02-R.

Individual has the same meaning as the term “individual” in 45 CFR 160.103 and shall include a person who qualifies as a personal representative in accordance with 45 CFR 164.502(g).

Privacy Rule means the Standards for Privacy of Individually Identifiable Health Information at 45 CFR part 160 and part 164, subparts A and E.

Protected Health Information has the same meaning as the term “protected health information” in 45 CFR 160.103, limited to the information created or received by the Contractor from or on behalf of the Government pursuant to the Contract.

Electronic Protected Health Information has the same meaning as the term “electronic protected health information” in 45 CFR 160.103.

Required by Law has the same meaning as the term “required by law” in 45 CFR 164.103.

Secretary means the Secretary of the Department of Health and Human Services or his/her designee.

Security Rule means the Health Insurance Reform: Security Standards at 45 CFR part 160, 162 and part 164, subpart C.

Terms used, but not otherwise defined, in this Clause shall have the same meaning as those terms in 45 CFR 160.103, 160.502, 164.103, 164.304, and 164.501.

(b) The Contractor shall not use or further disclose Protected Health Information other than as permitted or required by the Contract or as Required by Law.

(c) The Contractor shall use appropriate safeguards to prevent use or disclosure of the Protected Health Information other than as provided for by this Contract.

(d) The Contractor agrees to use administrative, physical, and technical safeguards that reasonably and appropriately protect the confidentiality, integrity, and availability of the electronic protected health information that it creates, receives, maintains, or transmits in the execution of this Contract.

(e) The Contractor shall, at their own expense, take action to mitigate, to the extent practicable, any harmful effect that is known to the Contractor of a use or disclosure of Protected Health Information by the Contractor in

violation of the requirements of this Clause. These mitigation actions will include as a minimum those listed in the DHA Breach Notification Standard Operating Procedure (SOP), which is available at:

<http://www.tricare.mil/tmaprivacy/breach.cfm>

(f) The Contractor shall report to the Government any security incident involving protected health information of which it becomes aware.

(g) The Contractor shall report to the Government any use or disclosure of the Protected Health Information not provided for by this Contract of which the Contractor becomes aware.

(h) The Contractor shall ensure that any agent, including a subcontractor, to whom it provides Protected Health Information received from, or created or received by the Contractor, on behalf of the Government, agrees to the same restrictions and conditions that apply through this Contract to the Contractor with respect to such information.

(i) The Contractor shall ensure that any agent, including a subcontractor, to whom it provides electronic Protected Health Information, agrees to implement reasonable and appropriate safeguards to protect it.

(j) The Contractor shall provide access, at the request of the Government, and in the time and manner reasonably designated by the Government to Protected Health Information in a Designated Record Set, to the Government or, as directed by the Government, to an Individual in order to meet the requirements under 45 CFR 164.524.

(k) The Contractor shall make any amendment(s) to Protected Health Information in a Designated Record Set that the Government directs or agrees to pursuant to 45 CFR 164.526 at the request of the Government, and in the time and manner reasonably designated by the Government.

(l) The Contractor shall make internal practices, books, and records relating to the use and disclosure of Protected Health Information received from, or created or received by the Contractor, on behalf of the Government, available to the Government, or at the request of the Government to the Secretary, in a time and manner reasonably designated by the Government or the Secretary, for purposes of the Secretary determining the Government's compliance with the Privacy Rule.

(m) The Contractor shall document such disclosures of Protected Health Information and information related to such disclosures as would be required for the Government to respond to a request by an Individual for an accounting of disclosures of Protected Health Information in accordance with 45 CFR 164.528.

(n) The Contractor shall provide to the Government or an Individual, in time and manner reasonably designated by the Government, information collected in accordance with this Clause of the Contract, to permit the Government to respond to a request by an Individual for an accounting of disclosures of Protected Health Information in accordance with 45 CFR 164.528.

General Use and Disclosure Provisions

Except as otherwise limited in this Clause, the Contractor may use or disclose Protected Health Information on behalf of, or to provide services to, the Government for treatment, payment, or healthcare operations purposes, in accordance with the specific use and disclosure provisions below, if such use or disclosure of Protected Health Information would not violate the HIPAA Privacy Rule, the HIPAA Security Rule, DoD 6025.18-R or DoD 8580.02-R if done by the Government.

Specific Use and Disclosure Provisions

(a) Except as otherwise limited in this Clause, the Contractor may use Protected Health Information for the proper management and administration of the Contractor or to carry out the legal responsibilities of the Contractor.

(b) Except as otherwise limited in this Clause, the Contractor may disclose Protected Health Information for the proper management and administration of the Contractor, provided that disclosures are required by law, or the Contractor obtains reasonable assurances from the person to whom the information is disclosed that it will remain confidential and used or further disclosed only as required by law or for the purpose for which it was disclosed to the person, and the person notifies the Contractor of any instances of which it is aware in which the confidentiality of the information has been breached.

(c) Except as otherwise limited in this Clause, the Contractor may use Protected Health Information to provide Data Aggregation services to the Government as permitted by 45 CFR 164.504(e)(2)(i)(B).

(d) Contractor may use Protected Health Information to report violations of law to appropriate Federal and State authorities, consistent with 45 CFR 164.502(j)(1).

Obligations of the Government

Provisions for the Government to Inform the Contractor of Privacy Practices and Restrictions

(a) The Government shall provide the Contractor with the notice of privacy practices that the Government produces in accordance with 45 CFR 164.520.

(b) The Government shall provide the Contractor with any changes in, or revocation of, permission by Individual to use or disclose Protected Health Information, if such changes affect the Contractor's permitted or required uses and disclosures.

(c) The Government shall notify the Contractor of any restriction to the use or disclosure of Protected Health Information that the Government has agreed to in accordance with 45 CFR 164.522.

Permissible Requests by the Government

The Government shall not request the Contractor to use or disclose Protected Health Information in any manner that would not be permissible under the HIPAA Privacy Rule, the HIPAA Security Rule, or any applicable Government regulations (including without limitation, DoD 6025.18-R and DoD 8580.02-R) if done by the Government, except for providing Data Aggregation services to the Government and for management and administrative activities of the Contractor as otherwise permitted by this clause.

Termination

(a) Termination. A breach by the Contractor of this clause, may subject the Contractor to termination under any applicable default or termination provision of this Contract.

(b) Effect of Termination.

(1) If this contract has records management requirements, the records subject to the Clause should be handled in accordance with the records management requirements. If this contract does not have records management requirements, the records should be handled in accordance with paragraphs (2) and (3) below

(2) If this contract does not have records management requirements, except as provided in paragraph (3) of this section, upon termination of this Contract, for any reason, the Contractor shall return or destroy all Protected Health Information received from the Government, or created or received by the Contractor on behalf of the Government. This provision shall apply to Protected Health Information that is in the possession of subcontractors or agents of the Contractor. The Contractor shall retain no copies of the Protected Health Information.

(3) If this contract does not have records management provisions and the Contractor determines that returning or destroying the Protected Health Information is infeasible, the Contractor shall provide to the Government notification of the conditions that make return or destruction infeasible. Upon mutual agreement of the Government and the Contractor that return or destruction of Protected Health Information is infeasible, the Contractor shall extend the protections of this Contract to such Protected Health Information and limit further uses and disclosures of such Protected Health Information to those purposes that make the return or destruction infeasible, for so long as the Contractor maintains such Protected Health Information.

Miscellaneous

(a) Regulatory References. A reference in this Clause to a section in DoD 6025.18-R, DoD 8580.02-R, Privacy Rule or Security Rule means the section currently in effect or as amended, and for which compliance is required.

(b) Survival. The respective rights and obligations of **Business Associate** under the "Effect of Termination" provision of this Clause shall survive the termination of this Contract.

(c) Interpretation. Any ambiguity in this Clause shall be resolved in favor of a meaning that permits the Government to comply with DoD 6025.18-R, DoD 8580.02-R, the HIPAA Privacy Rule or the HIPAA Security Rule.

6.4.6 Public Key Infrastructure Authentication and Encryption.

Contractors shall follow the DoD standards, policies, and procedures related to the use of Public Key Infrastructure (PKI) certificates and biometrics for positive authentication including authentication to DoD private web servers or applications. Where interoperable PKI is required for the exchange of unclassified information, including the encryption of e-mail containing sensitive information, between DoD and its Contractors, industry partners shall obtain all necessary certificates if they are not eligible for a DoD Common Access Card. (refer to <http://iase.disa.mil/pki/eca/> and <http://www.cac.mil/>)

6.5 Access Requirements

6.5.1 Contractor access to HA/DHA Network/DoD Systems

The Contractor will require access to the HA/DHA Network/DoD Systems to perform work under this task. See Attachment 8 for instructions.

6.5.2 Contractor access to classified information:

Not Applicable to this Task.

6.5.3 Contractor access to Planning Programming, Budgeting, and Execution (PPBE) Documents and Data

Not Applicable to this Task.

6.6 Data Rights

The Government will retain rights to all data produced in the course of developing, deploying, training, using and supporting DHA or other federal agencies that utilize this order.

6.7 Section 508 Requirement

The Contractor shall comply with Section 508 of the Rehabilitation Act of 1973 (29 U.S.C. 794d). Specifically, the procurement, development, maintenance, or integration of electronic and information technology (EIT) under this contract must comply with the applicable accessibility standards issued by the Architectural and Transportation Barriers Compliance Board at [CFR part 1194](#).

6.8 Other Special Considerations

Not Applicable for this Task

TECHNICAL EXHIBIT 1

Performance Requirements Summary Matrix

The contractor service requirements are summarized into performance objectives that relate directly to mission essential items. The performance threshold briefly describes the minimum acceptable levels of service required for each requirement. These thresholds are critical to mission success. By monitoring the Contractor, the COR will determine whether the performance levels set forth in the order have been attained. Performance standards are specified in the following Performance Requirements Summary Matrix in the Standard and Acceptable Quality Level columns.

Task	Indicator	Standard	Acceptable Quality Level	Method of Surveillance	Incentive
1. Provide Expert knowledge of the Military Health System and the Defense Health Agency ensuring understanding of the complexity of the organization and the depth of areas of medical responsibility.	Ability to identify sources of information and obtain details and current status of te numerous medical programs and their SMEs	Timely submission of POCs and information to MHS Dir of Strategy Comm.	No more than 1 inaccurate POC or program per month	Completed products based on guidance from the Director of Strategic Communications and input from contractor	Exercise of Option period and Past Performance. Non-performance to standard may result in: 10% withholding from task amount, or issued CDR, or re-performance of task, or termination
2. Provide expert knowledge, research skills, writing skills and planning skills in the development of targeted strategic communications plans for the Military Health System.	Ability to analyze data, develop the communications plan to meet the desired outcomes, demonstrate creativity and innovation in strategy and tactics and track timelines effectively.	Timely completion of plans with innovation and effective management of the action timelines.	No more than one missed action per approved time line per plan. Plans will not miss assigned suspense dates.	Completed products and leadership briefings based on guidance and input from the Director of Strategic Communications	Exercise of Option period and Past Performance. Non-performance to standard may result in: 10% withholding from task amount, or issued CDR, or re-performance of task, or termination
3. Provide Expert knowledge of web content development and management	Timely and accurate updates to website on a daily basis	Daily updates to blogs and news stories with daily written report.	No more than 1 late or inaccurate posting per month	Review of website	Exercise of Option period and Past Performance. Non-performance to standard may result in: 10% withholding from task amount, or issued CDR, or re-performance of task, or termination
4. Provide timely notification on items requiring Government Action	The Contractor shall report events and/or products where Government information is required	No more than 1 report may be later than the specified time period	No more than 1 report (or 8%) of the reports to the appropriate Government contact may be later than the specified time period	Review operational logs, databases, or metrics	Exercise of Option period and Past Performance. Non-performance to standard may result in: 10% withholding from task amount, or issued CDR, or re-performance of task, or termination

Task	Indicator	Standard	Acceptable Quality Level	Method of Surveillance	Incentive
5. Provide Expert knowledge of Social Media operations, use, marketing, implementation and quality and consistent improvement of organizational social media program.	Contractor to create and develop multiple social media products including but not limited to videos, podcasts, blogs and social website updates.	Daily products posted to website and proof of monthly increased traffic to MHS website	No more than 1 late social media product posting per month	Review of websites	Exercise of Option period and Past Performance. Non-performance to standard may result in: 10% withholding from task amount, or issued CDR, or re-performance of task, or termination
6. Provide Expert knowledge about strategic and mass communications	Use of AP style guide, active writing techniques, exceptional grammar, expert counsel on communications opns.	Number of re-writes per quarter	No more than 2 re-writes per quarter	Review of finished products	Exercise of Option period and Past Performance. Non-performance to standard may result in: 10% withholding from task amount, or issued CDR, or re-performance of task, or termination
7. Monthly Reports	Completed in a timely Manner	11 out of 12 on time	1 Late in a year	Monthly check of submissions	Exercise of Option period and Past Performance. Non-performance to standard may result in: 10% withholding from task amount, or issued CDR, or re-performance of task, or termination

Task	Indicator	Standard	Acceptable Quality Level	Method of Surveillance	Incentive
8. Provide expert knowledge of media relations operations to include production of daily media reports, immediate contact with Subject Matter Experts to answer Media Inquiries, Analysis of media trends on issues and ability to pitch news stories to a wide variety of media outlets and venues.	Contractor to submit daily MHS News summaries NLT 0650 hrs. each morning and NLT 1600 hrs each afternoon on business days. Immediate coordination with Subject Matter Experts on media inquiries received	Media reports submitted on time and accurately as directed by the Director of Strategic Communications.	No more than 1 late media report per month. No more than 1 late media RTQ per month	Daily receipt of reports. Daily feedback on media issues. Tracking mechanisms for ongoing media inquiries.	Exercise of Option period and Past Performance. Non-performance to standard may result in: 10% withholding from task amount, or issued CDR, or re-performance of task, or termination
9. Provide expert knowledge of Strategic Outreach communications in support of the MHS mission to include special events, MSO and VSO engagement programs and conduct of a MHS speaker's bureau.	Contractor to develop an outreach plan to tell the MHS story to various audiences. Contractor to develop a speaker's bureau program and prepare outreach program to MSO/VSO audiences.	Contractor to identify a minimum of one target outreach event monthly and manage speakers program for leaders.	No more than one missed suspense per month on outreach issues as tasked by the Dir. Strategic Communications	Weekly senior leader In Progress Reviews, meetings, briefings and reports.	Exercise of Option period and Past Performance. Non-performance to standard may result in: 10% withholding from task amount, or issued CDR, or re-performance of task, or termination
10. Provide expert knowledge of senior leader communications plans to include speechwriting, developing a senior leader media engagement strategy and preparing briefings for senior leader communications missions.	Contractor to have knowledge of the Military Health System and senior leader styles in order to effectively develop products to support leader missions. Contractor will develop targeted speeches and briefings to the right audiences. Contractor must be able to target selected media engagements for senior leaders.	Speeches and briefings completed and approved on time and with accuracy.	No more than 1 late or inaccurate speech or briefing per month.	Weekly feedback at senior leader communications meetings and updates in the MHS Strategic Communications suspense management system.	Exercise of Option period and Past Performance. Non-performance to standard may result in: 10% withholding from task amount, or issued CDR, or re-performance of task, or termination

Performance Evaluation Process

The Contractor Performance Assessment Reporting System (CPARS) has been adopted by the Defense Health Agency to electronically capture assessment data and manage the evaluation process. CPARS is used to assess a contractor's performance and provide a record, both positive and negative, on a given contract during a specific period of time. The CPARS process is designed with a series of checks and balances to facilitate the objective and consistent evaluation of contractor performance. Both government and contractor program management perspectives are captured on the CPAR form and together make a complete CPAR. Once the Assessing Official completes the proposed assessment for the period of performance, the CPARS is released to the appropriate

TECHNICAL EXHIBIT 2
DELIVERABLES SCHEDULE

Deliverable/Delivery Schedule

A summary of deliverables follows. Copies are to be provided to the Government officials indicated in electronic file (E), and/or hard copy (H).

Item	PWS Ref	Title	Dist	E	H	Initial	Subsequent
Deliverable 1	6.1 Attachment 1	Non-Disclosure Agreement	COR AM		1 1	Signed statements are due, from each employee assigned, <i>prior to</i> performing ANY work on this task.	
Deliverable 2		Monthly Progress Report	COR AM PM	1 1 1	1 1 1	NLT 45 DACA	NLT 15 th of each month
Deliverable 3		Subcontract Expenditures Report	CS AM COR	1 1 1	1 1 1	NLT 90 DACA	Quarterly thereafter. A final submission reflecting all expenditures on this order is due within 5 days of completion of the order.
Deliverable 4		Not required for this task.	COR AM	1 1	1 0	Not required for this task.	N/A
Deliverable 5		Not required for this task.	COR AM	1 1	1 0	Not required for this task.	N/A
Deliverable 6		Not required for this task.	COR AM	1 1	1 0	Not required for this task.	N/A
Deliverable 7		Not required for this task.	COR AM	1 1	1 0	Not required for this task.	N/A
Deliverable 8		Not required for this task.	COR AM	1 1	1 0	Not required for this task.	N/A
Deliverable 9	1.6.17.1	Incoming Transition Plan	COR AM	1 1	1 0	With Proposal	
Deliverable 10	1.6.17.2	Outgoing Transition Plan	COR AM PM	1 1 1	1 1 1	30 Days Prior to End of Period of Performance	
Deliverable 11	6.2.3	Program Management Plan	COR AM PM	1 1 1	1 1 1	With proposal	NLT 15 DACA
Deliverable 12	6.2.4	Quality Control Plan	COR AM PM	1 1 1	1 1 1	With proposal	NLT 30 DACA

Item	PWS Ref	Title	Dist	E	H	Initial	Subsequent
Deliverable 13	6.2.5	Contingency Operations Plan	COR AM PM	1 1 1	1 1 1	NLT 10 DACA	Updated quarterly
Deliverable 14	5.2.1	Develop Operational Strategic Communications Plans	COR PM	1 1 1	1 1 1	NLT 5 business days after assignment	NLT 5 business days after draft approval from Director of Communications
Deliverable 15	5.2.1.1	Develop monthly themed communications plans	COR PM	1 1 1	1 1 1	Draft plans need to be presented and briefed NLT 3 months before execution.	Final plan needs to be submitted NLT 5 business days after draft plan is approved by Director of Communications.
Deliverable 16	5.2.1.1	Provide 12 month calendar theme plan matrix	COR PM	1 1	1 1	Submitted NLT 1 Sep. annually	Updated as required
Deliverable 17	5.2.1.2	Provide meeting summary documents after designated meetings	COR PM	1 1	1 1	As required	Updated as required
Deliverable 18	5.2.1.3	Long Range Strategic Communications Plan	COR PM	1 1	1 1	As assigned to the contractor by the Director of Communications	Updated annually with quarterly reviews of status
Deliverable 19	5.2.1.3	Maintain and sustain a MHS Resource Library	COR PM	1 1	1 1	Provide review of current status within 30 days of award of contract	Provide monthly update on resource library status
Deliverable 20	5.2.1.3	Develop crisis communications plans	COR PM	1 1	1 1	As Required	Updated as required
Deliverable 21	5.2.1.3	Provide NDAA review document annually for communications support	COR PM	1 1	1 1	As Required annually in budget season	Updated as required
Deliverable 22	5.2.2.1	Provide media analysis of targeted subjects of interest	COR PM	1 1	1 1	As Required by Director of Communications	Updated as required
Deliverable 23	5.2.2.2	Develop a media training briefing/ program	COR PM	1 1	1 1	Provide within 60 days of award of contract	Updated as required
Deliverable 24	5.2.2.2	Two daily media story reports and distribute to key MHS leaders	COR PM	1 1	1 1	The first NLT 0650 hrs. and the second NLT 1600 hrs. daily	Updated as required
Deliverable 25	5.2.2.2	Provide daily summary of media activity to HA/TMA strategic comms and OSD/PA	COR PM	1 1	1 1	NLT 1700 hrs. daily as required	Updated as required
Deliverable 26	5.2.2.2	Develop press releases, press kits, FAQs, talking points, messages, in support of comm plans	COR PM	1 1	1 1	As required	As required
Deliverable 27	5.2.2.2	Prepare SMEs for media	COR	1	1	As required	As required

Item	PWS Ref	Title	Dist	E	H	Initial	Subsequent
		events and coordinate interviews	PM	1	1		
Deliverable 28	5.2.2.3	Develop a media map of media pitch ideas	COR PM	1 1	1 1	As Required	Updated as required
Deliverable 29	5.2.2.4	Coordinating HA/DHA and MHS messages on consolidated web sites	COR PM	1 1	1 1	As Required	Updated as required
Deliverable 30	5.22.4	Conduct communications audit of current social media program and provide report to Dir, Communications	COR PM	1 1	1 1	Provide report, analysis and recommendations within 90 days of award of contract	Updated as required
Deliverable 31	5.2.4.1	Provide speeches, monthly senior leader messages, talking points and senior leader briefings	COR PM	1 1	1 1	As Required	As required
Deliverable 32	5.2.4.1	Maintain a roster of leader engagements	COR PM	1 1	1 1	Submitted weekly	Updated as required
Deliverable 33	2.2.5.1	Conduct administrative tasks including management of the Director's calendar, preparing read ahead packages and other tasks as assigned. Record notes/ summaries in communications meetings and provide summary w/in 24 hours of meeting	COR PM	1 1	1 1	As Required	As required and directed
Deliverable 34	2.2.5.1	Provide weekly synchronization matrix for HA leaders	COR PM	1 1	1 1	As Required	Updated weekly
Deliverable 35	2.2.5.1	Maintain and update the Director's Suspense Management System	COR PM	1 1	1 1	As required by the Director	As required by the Director
Deliverable 36	5.2.6	Update websites with content as appropriate	COR PM	1 1	1 1	As required	As required
Deliverable 37	5.2.6	Develop key issue papers on topical subjects	COR PM	1 1	1 1	As Required	Updated as required
Deliverable 38	5.2.7.1	Write a speakers bureau concept of operation	COR PM	1 1	1 1	Submit within 45 days of contract award	Update as required
Deliverable 39	5.2.7.1	Develop an 18 month outreach calendar	COR PM	1 1	1 1	Submit monthly	Update monthly
Deliverable 40	5.2.7.2	Conduct and plan at least one annual special event	COR PM	1 1	1 1	As required	As required
Deliverable 41	5.2.7.2	Conduct one annual	COR	1	1	As required	As required

Item	PWS Ref	Title	Dist	E	H	Initial	Subsequent
		training event	PM	1	1		
Deliverable 42	5.2.8	Coordinate for integrated messages on web sites	COR PM	1 1	1 1	As required	As required
Deliverable 43	5.2.8	Provide marketing communications plan for health.mil	COR PM	1 1	1 1	Submit NLT 45 days after award of the contract	Provide monthly briefings on progress status

Delivery Address

All deliverables shall be submitted to the COR designated in the COR appointment letter.

Method of Delivery

Bound Hardcopies and Electronic copies shall be delivered using Microsoft Office suite of tools (for example, MS WORD, MS EXCEL, MS POWERPOINT, MS PROJECT, or MS ACCESS format), unless otherwise specified by the COR. Electronic submission shall be made via email and hardcopies shall be delivered to the COR in the agreed upon process.

Shipping

The Contractor shall use the U.S. Postal Service standard delivery for delivery of materials, equipment, or required hardcopy documents. The COR must approve all exceptions to this requirement.

Government Acceptance Period

The COR will have ten (10) workdays to review draft deliverables and make comments. The Contractor shall have five (5) workdays to make corrections. Upon receipt of the final deliverables, the COR will have two (2) workdays for final review prior to acceptance or providing documented reasons for non-acceptance. Should the Government fail to complete the review within the review period the deliverable will become acceptable by default, unless prior to the expiration of the ten (10) work days the Government notifies the Contractor in writing to the contrary. The final submission should be deemed approved if the Government has not rejected it in 30 days.

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 a rejected deliverable, the Contractor will be notified in writing by the COR of the specific reasons for rejection. The Contractor shall have five (5) workdays to correct the rejected deliverable and return it per delivery instructions.