PERFORMANCE WORK STATEMENT

FOR

TECHNICAL ADVISORY & ASSISTANCE SERVICES (A&AS)

AT

United States Space Force (USSF)
Headquarters, Space Force
Test and Evaluation (SF/TE) Directorate

20 May 2026
DRAFT

Contents

SECTION I 4
1.0 DESCRIPTION OF SERVICES 4
1.1 General. 4
1.1.1 Scope. 4
1.2 Background. 4
SECTION II 6
2.1 - Technical Support 6
2.1.1 - (RESERVED) Test & Evaluation Plans & Policy SME (L4) 6
2.1.2 - Test Resource Management Center (TRMC) Technical SME (L4) 6
2.1.3 – Program Oversight SME (L4) 7
2.1.4 – (RESERVED) Foreign Materiel Program Support (L3) 7
2.1.5 – Foreign Materiel Program Support SME (L4) 7
2.1.6 – (RESERVED) Systems Engineering and Integration Support (L3) 8
2.1.7 – Ad Hoc/Surge Technical Support 8
2.2 – Organization Support 8
2.2.1 – Space Policy SME (L4) 8
2.2.2 - Executive Analyst Support Services (L4) 8
2.2.3 - Financial Management (FM)/ Planning, Programming, Budgeting and Execution (PPBE) Support SME (L4) 9
2.2.4 – (RESERVED) Program Security Officer Support (L3) 9
2.2.5 - TRMC Financial Management Support Specialist (L3) 10
2.2.6 – Strategy SME (L4) 10
2.2.7 – Ad Hoc/Surge Organization Support 10
2.3 - Program and Business Management Functions 10
2.3.1 – Program Management 11
2.3.2 – Financial Management and Business Operations 11
2.4 - Experience and Qualifications 11
SECTION III 13
3.0 SERVICE SUMMARY 13
SECTION IV 15
4.0 DELIVERABLES 15
SECTION V 16
5.0 GOVERNMENT FURNISHED PROPERTY, EQUIPMENT, MATERIAL, INFORMATION, OR SERVICES 16

5.1 Government Furnished Property, Equipment, Material, Information, or Services. 16
SECTION VI 17
6.0 GENERAL INFORMATION 17
6.1 Scheduling Concerns. 17
6.2 Kickoff Meeting/Orientation Meeting 18
6.3 Transition-In Plan 19
6.4 Transition-Out Plan 20
6.5 Quality Control. 21
6.6 Emergency Operations/Mission Essential Personnel. 22
6.8 Security Instructions 23
6.9 Travel 25
6.10 Employee Accountability & Turnover 26
SECTION VII 33
APPENDIX 1 33
1.0 DEFINITIONS, ABBREVIATIONS, AND ACRONYMS 33
2.0 ACRONYMS 33

SECTION I

1.0 DESCRIPTION OF SERVICES

1.1 General. This Performance Work Statement (PWS) defines objectives for advice, assistance, financial management and policy support and strategic planning activities. These activities will be conducted in coordination and cooperation with the U.S. Space Force's Headquarters Staff Directorate for Test and Evaluation (SF/TE) and other stakeholder agencies. The scope of this contract includes all management, technical and administrative personnel, equipment, and services necessary to accomplish the activities as assigned by SF/TE.

The Contractor shall perform studies, analyses, document preparation and review, assessments, cost analyses (including trade studies), and comparative logistics/cost trade-offs of specific problems or areas of emphasis. These efforts shall support SF/TE strategic planning and business activities across the entire Planning, Programming, Budgeting, and Execution (PPBE) cycle.

For the purposes of this PWS, the terms "Department of Defense" (DoD) and "Department of War" (DoW) may be used interchangeably. References to the "Department of War" align with current directives at the time this PWS was drafted and shall be interpreted as synonymous with the Department of Defense (DoD) in the context of this document and the scope of work described herein.

1.1.1 Scope.

The Contractor will deliver Advisory and Assistance Services (A&AS). The scope of work also includes the identification, recruitment, and provision of personnel who meet the specific qualifications and experience requirements for each task area, as outlined in the PWS, to support the United States Space Force (USSF) and Department of Defense/War (DoD/DoW) space, cyber, and digital range capabilities. The Contractor shall ensure compliance with programmatic and security requirements and provide program management oversight to ensure effective execution of all tasks.

The Contractor shall provide technical, organizational, program, and business management support for tasks defined in this PWS. Personnel provided must possess the required skills, experience, and clearances to execute functional duties independently or under the oversight of senior personnel. Additionally, the Contractor shall provide surge or ad-hoc support, as requested by the Contracting Officer and incorporated via contract modification. All Contractor activities shall comply with applicable policies, procedures, and security requirements outlined in this PWS.

Due to the dynamic nature of transformations, modifications to increase the level of support are highly likely. The Contractor should be prepared to increase support based on the needs of the Government.

1.2 Background. The Contractor shall provide professional and qualified A&AS support, including, but not limited to, Planning, Programming, Budgeting, and Execution (PPBE),

financial management, engineering analysis, and security to the efforts overseen by SF/TE. To meet current and projected workload requirements, SF/TE must augment its organic (military and civil service) capabilities with A&AS support. The Contractor shall support the full range of scientific, engineering, and technical assistance support services as necessary to support SF/TE.

SECTION II

2.1 - Technical Support

The Contractor shall provide required technical support that focuses on providing specialized technical expertise and engineering services to advance the development, integration, and operation of space, digital, and cyber systems for the U.S. Space Force, including foreign materiel acquisition and testing to support threat-based testing and evaluation. The Contractor will also deliver ad hoc/surge support for special projects and surges as required. These efforts aim to ensure the effective planning, testing, deployment, and operational readiness of cutting-edge space and military systems, while enabling interoperability, mission success, and alignment with strategic objectives.

2.1.1 - (RESERVED) Test & Evaluation Plans & Policy SME (L4)

The Contractor shall identify, assess, and support plans and policies in support of Headquarters, Space Force Test & Evaluation Office (SF/TE) initiatives. Specifically, the Contractor will establish partnerships and relationships to provide strategic advice to SF/TE's leadership staff in support of the Space Force's professional test workforce development, integrated test activities, and National Space Test & Training Complex's (NSTTC) acquisition and operational efforts. The Contractor shall interact and coordinate with multiple space-centric organization across the Department of Defense and Intelligence Communities. Essential duties and responsibilities include: reviewing and assessing DoD test-centric policies and provide recommendations to SF/TE leadership; reviewing and assessing Test Evaluation Master Plans (TEMP); initiating, supervising, and/or developing requirements from a project's inception to conclusion for complex to extremely complex programs; providing detailed analysis, evaluation and recommendations for improvements, optimization development, and/or maintenance efforts for client-specific or mission critical challenges/issues; establishing strategic relationships within DoD and IC to anticipate problem areas and generating or soliciting field inputs to craft Space Force test and evaluation policy.

2.1.2 - Test Resource Management Center (TRMC) Technical SME (L4)

The TRMC Subject Matter Expert (SME) serves as the principal advisor on all matters related to the Department of Defense's Test Resource Management Center (TRMC) within the U.S. Space Force Test and Evaluation (T&E) directorate. This position provides expert guidance on TRMC's mission areas, including infrastructure oversight of the Major Range and Test Facility Base (MRTFB), technology development initiatives, cybersecurity testing through the National Cyber Range Complex (NCRC), and key programs such as the Central T&E Investment Program (CTEIP), T&E Science & Technology (T&E/S&T), and Joint Mission Environment Test Capability (JMETC). The SME is responsible for interpreting TRMC policies, advising leadership on strategic alignment and resource integration, and ensuring Space Force T&E activities leverage TRMC capabilities to address test gaps and advance mission objectives. By fostering collaboration between Space Force and TRMC stakeholders, the SME ensures the effective development, modernization, and sustainment of test infrastructure and capabilities critical to delivering reliable, combat-ready space systems for the warfighter.

2.1.3 – Program Oversight SME (L4)

The Program Oversight SME serves as a key technical authority within the U.S. Space Force Test and Evaluation (T&E) enterprise, providing expert oversight and guidance across the full spectrum of integrated testing activities. The SME is responsible for independently assessing, verifying, and validating space capabilities, ensuring that test programs align with USSF's mission to deliver combat-credible weapon systems and tactics at speed. This role requires deep knowledge of space systems, operational test methodologies, and the Operational Test and Training Infrastructure, including digital, cyber, and live test environments. The SME collaborates with cross-functional teams to drive data-informed decisions, supports realistic threat replication through rigorous red-team and cyber testing, and delivers objective, operational-level analysis to inform leadership and warfighters. The SME ensures that delivered systems meet operational requirements and are ready for deployment in contested and dynamic environments, directly supporting the Space Force's mission to maintain technological and tactical superiority.

2.1.4 – (RESERVED) Foreign Materiel Program Support (L3)

The Contractor shall assess, identify, and acquire Foreign Material across all Domains (e.g., Cyber, Air, Sea) in support of all Space Force Field Commands and the National Space Test & Training Complex (NSTTC). Contractor personnel shall interact and coordinate with the Intelligence Communities across the U.S. and Department of Defense. In addition, the Contractor will establish partnerships and relationships to enable the acquisition, testing, and disposition of foreign material and provide strategic advice to the Headquarters, Space Force Test & Evaluation Office (SF/TE) leadership staff. Essential duties and responsibilities include: initiating, supervising, and/or developing requirements from a project's inception to conclusion for complex to extremely complex programs; providing strategic advice, technical guidance, and expertise to test range program and staff; providing detailed analysis, evaluation and recommendations for improvements, optimization development, and/or maintenance efforts for client-specific or mission critical challenges/issues. .

2.1.5 – Foreign Materiel Program Support SME (L4)

The Contractor shall identify, assess, and manage requirements of foreign materiel across all domains in support of the Headquarters, Space Force Test & Evaluation Office's (SF/TE) Foreign Materiel Program (FMP), in coordination with the National Space Intelligence Center (NSIC), and the National Air and Space Intelligence Center (NASIC). Contractor shall interact and coordinate with the intelligence community across the U.S. and Department of Defense. Contractor will coordinate and manage foreign materiel projects in support of USSF's FMP. In addition, the Contractor will establish partnerships and relationships to enable the acquisition, testing, and disposition of foreign materiel. Essential duties and responsibilities include: initiating, supervising, and/or developing requirements from a project's inception to conclusion for complex to extremely complex programs; providing strategic advice, technical guidance, and expertise to test range program and staff; providing detailed analysis, evaluation and recommendations for improvements, optimization development, and/or maintenance efforts for client-specific or mission critical challenges/issues. .

2.1.6 – (RESERVED) Systems Engineering and Integration Support (L3)

The Contractor shall provide feasibility Studies and Concept Exploration, Design Reference Mission Engineering, CONOPs development, Requirements development, Interface Control Document development, Verification Plan Development, System Validation Activities, Operations Support, Change Management, and Analysis Support. In addition, the Contractor shall assess, align, and integrate all programmatic, PPB&E, and technical efforts within the NSTTC IPO.

2.1.7 – Ad Hoc/Surge Technical Support

The Contractor shall provide expert technical support for surges or ad hoc/surge or special projects, as requested by the Contracting Officer and added via modification.

2.2 – Organization Support

The Contractor shall provide comprehensive organizational support to enable the efficient execution of daily operations and strategic initiatives within SF/TE. This support shall enhance organizational effectiveness by facilitating seamless coordination, communication, and integration across multiple functions and departments. The Contractor shall assist in managing administrative, operational, and programmatic activities, ensuring compliance with applicable regulations, policies, and procedures. Additionally, the Contractor shall provide expertise to support financial management, security operations, acquisition processes, and program protection efforts. By optimizing processes and supporting leadership and staff, the Contractor shall contribute to the successful implementation of SF/TE's mission objectives while fostering collaboration with internal and external stakeholders.

2.2.1 – Space Policy SME (L4)

The Contractor shall review, analyze, and formulate technical concepts and methodologies on new tests and projects, including Analysis of Alternatives, Test and Evaluation Master Plans, Requirements Documents, Acquisition Strategies, Live Fire Strategies, Cyber Resiliency plans, and other applicable documentation. Responsibilities include reviewing test planning, design, concepts, and resources for specific programs, performing operational analysis on test concepts, and analyzing and synthesizing T&E requirements to provide alternatives and recommendations for government decision makers. The Contractor shall facilitate and document meetings on T&E strategy, planning, funding, and policy, including agenda development, meeting minutes, and action item tracking, while identifying and drafting revisions to policies and regulatory documents for AF/TE approval. Additional duties include preparing and maintaining project planning documentation and presentation materials, establishing and maintaining computer databases to support SF/TE program management, and conducting technical reviews of Joint Test and Evaluation program documents.

2.2.2 - Executive Analyst Support Services (L4)

The Contractor shall provide Senior-level analysis and business advice for stand-up support and on special or high-interest actions or procedures to Senior Leaders. The Contractor shall serve as the primary facilitator for USSF Test and Evaluation activities and collaborative efforts. The

Contractor will provide strategic guidance and oversee the implementation of initiatives. Essential duties and responsibilities include, but are not limited to: assist the Government Leadership Team in strategic and programmatic communications from program plan through execution; direct support to the three divisions in USSF/TE, Policy and Programs (SF/TEP), Resources and Infrastructure (SF/TER), and Special Projects (SF/TEZ); lead, facilitate, and coordinate efforts to organize the space test enterprise to implement strategies and oversee tasks through implementation to completion; prepare packages, briefings, documents, or any other material that must be staffed through senior government staff members and leaders and/or coordination with other organizations as necessary; foster collaboration among various USSF Field Commands as well as the Department of Air Force Test and Evaluation Directorate (DAF/TE) and Office of Secretary of Defense (OSD) organizations.

2.2.3 - Financial Management (FM)/Planning, Programming, Budgeting and Execution (PPBE) Support SME (L4)

The Contractor shall assist in managing the PPBE process by providing staff support, analyzing program funding across all PPBE phases and other budget exercises, and researching and analyzing program funding and execution trends. Duties include identifying issues, recommending solutions, and advice on acquisition management of the SAP portfolio. The Contractor shall have a strong background in DoD and DAF accounting as well as experience with classified accounting systems and processes. The Contractor shall assist in performing complex financial analysis of budgets and schedules needed to meet contractual/project requirements for assigned programs and oversight of the entire Space Force Test Enterprise. The Contractor shall help coordinate, negotiate, and resolve financial compliance issues with various governmental agencies to ensure accurate interpretation and application of regulations, policies, and guidance. The Contractor shall support coordination on interdepartmental development of program plans and interfaces with customers and other stakeholders as required. The Contractor shall assist in the formulation of SF/TE organizational strategies, tactics, and budget/action plans.

2.2.4 – (RESERVED) Security/Classification Manager (L3)

The Contractor shall provide security support and establish and maintain the security of the contract and including information protection levels up to and including TOP SECRET Special Access Required (SAR) and TOP SECRET Sensitive Compartmented Information (SCI). Assigned Contractor personnel shall mark all information in accordance with security classification guidance made available within their work areas. Provides wide range of security consulting, training, and facilities management services. Supports integration and management activities through the life cycle of the project or program. Develops comprehensive, “total” solutions to threat and/or vulnerability--related problems and their impact on systems, organizations, or facilities. Performs threat reduction measures, crisis management, consequence management, and training. Performs security, threat, vulnerability, interoperability, and capability assessments including anti-terrorism scenario modeling and simulations. Identifies and implements security measures including plans, policies, and procedures; risk management planning; physical and cyber security; mechanical, structural, and architectural reviews, and business continuity planning. Supports training activities with emphasis on monitoring and measuring performance, implementing lessons learned, enforcing standards, and test scenarios.

2.2.5 - TRMC Financial Management/Planning, Programming, Budgeting and Execution (PPBE) Support SME (L4)

The Contractor shall assist in managing the PPBE process for TRMC-related efforts by providing staff support, analyzing program funding across all PPBE phases and other budget exercises, and researching and analyzing program funding and execution trends. Duties include identifying issues, recommending solutions, and advice on acquisition management of the SAP portfolio. The Contractor shall have a strong background in DoD and DAF accounting as well as experience with classified accounting systems and processes. The Contractor shall assist in performing complex financial analysis of budgets and schedules needed to meet contractual/project requirements for assigned programs and oversight of TRMC efforts across the entire Space Force and DoD Test Enterprise. The Contractor shall help coordinate, negotiate, and resolve financial compliance issues with various governmental agencies to ensure accurate interpretation and application of regulations, policies, and guidance. The Contractor shall support coordination on interdepartmental development of program plans and interfaces with customers and other stakeholders as required. The Contractor shall assist in the formulation of SF/TE organizational strategies, tactics, and budget/action plans with respect to TRMC efforts.

2.2.6 – Strategy SME (L4)

The Contractor shall provide senior-level analysis, business advice, and strategic guidance to the USSF Test and Evaluation (USSF/TE) organization, supporting the planning, direction, and coordination of operations across multiple departments and locations. Responsibilities include formulating policies, managing programs, integrating requirements, and executing corporate processes while establishing partnerships to advise leadership and facilitate collaboration with Space organizations across the Department of Defense and Intelligence Communities. The Contractor will serve as the primary facilitator for USSF/TE activities, lead and oversee the implementation of initiatives, and support the divisions of Policy and Programs, Resources and Infrastructure, and Special Projects. Additional duties include providing independent assessments and recommendations for Space Force and Mission Partner architectures, developing requirements for complex programs, delivering technical guidance to Test Range programs and staff, ensuring accurate and timely financial processes, preparing materials for senior staff, and advocating for USSF Test and Evaluation objectives by aligning diverse teams and initiatives toward common goals.

2.2.7 – Ad Hoc/Surge Organization Support

The Contractor shall provide expert organizational support for surges or ad hoc/surge or special projects, as requested by the PCO and added via modification.

2.3 - Program and Business Management Functions

The Contractor shall provide robust program and business management support to ensure seamless execution, oversight, and alignment of all SF/TE A&AS requirements within organizational objectives. The Contractor is expected to establish and maintain effective management frameworks, implement process improvements, and drive efficiencies to optimize performance and resource utilization. This shall include proactive monitoring, risk identification, and mitigation strategies, as well as clear and consistent communication with Government stakeholders to support informed decision-making. The Contractor’s performance shall result in enhanced program

oversight, improved financial management, and streamlined operations, enabling the Government to effectively prioritize resources, address challenges, and achieve mission success within established timelines and budgets.

2.3.1 – Program Management

The Contractor shall provide a single Program Manager (PM) to administer all SF/TE A&AS requirements. The Contractor shall prepare for and brief the status of program management, risk management, accomplishments, issues, and upcoming events for all SF/TE A&AS tasks within this PWS at the Program Management Review (PMR) meeting. Provide a weekly activity report to SF/TE, in Contractor format, via email.

2.3.2 – Financial Management and Business Operations

The Contractor shall provide cost/schedule planning and control, contract and subcontract management, Configuration Management (CM) and Data Management (DM), security and administrative support. Implement efficiencies, process improvements, cost reduction initiatives throughout the period of performance. Maintain a list of estimates and impacts for Government use in funding prioritization. Provide timely notice of variances to the Government in order to reprioritize requirements to stay within specified contractual obligations and negotiated dollar thresholds.

2.4 - Experience and Qualifications

The Contractor shall provide highly skilled and experienced personnel capable of performing all tasks identified in this Performance Work Statement (PWS). The Contractor shall provide personnel at proficiency level identified in the PWS, which include Junior, Journeyman, Senior, and Subject Matter Expert (SME) levels. Personnel qualifications are based on years of experience, education, and eligibility for DoD Top Secret/SCI clearance, as described with the standards outlined below unless otherwise specified in each subsection.

Junior (L1)

Personnel in the Junior labor category have a minimum of three (3) years of relevant Department of Defense (DoD) work experience with no less than nine (9) months of experience in a Special Access Program (SAP) and/or Sensitive Compartmented Information (SCI) environment and a Bachelor of Arts/Bachelor of Science (BA/BS) degree. Personnel in the Junior labor category are responsible for assisting more senior personnel.

Journeyman (L2)

Personnel in the Journeyman labor category have a minimum of five (5) years of relevant Department of Defense (DoD) work experience with no less than two (2) years of experience in a SAP and/or SCI environment and a BA/BS degree. Personnel in the Journeyman labor category typically perform all functional duties independently.

Senior (L3)

Personnel in the Senior labor category have a minimum of ten (10) years of relevant DoD work experience with no less than four (4) years of experience in a SAP and/or SCI environment within the last five (5) years and a MA/MS/ME degree. Personnel in the Senior labor category may oversee the efforts of less senior staff and/or be responsible for the efforts of all staff assigned to a specific job.

Subject Matter Expert (SME) (L4)

A SME is an individual whose qualifications and/or expertise are exceptional and/or highly unique. SME's must have a minimum of fifteen (15) years of relevant DoD work experience with no less than five (5) years of experience in a SAP and/or SCI environment within the last five (5) years and a MA/MS/ME degree. Experience and degree must be in a field relevant to their functional area. SMEs are typically recognized Industry leaders for a given area of expertise. A SMEs typically performs the following kinds of functions: initiates, supervises, and/or develops requirements from a project's inception to conclusion for complex to extremely complex programs; provides strategic advice, technical guidance and expertise to program and project staff; provides detailed analysis, evaluation and recommendations for improvements, optimization development, and/or maintenance efforts for client- specific or mission critical challenges/issues; consults with client to define need or problem; supervises studies and leads surveys to collect and analyze data to provide advice and recommend solutions.

SECTION III

3.0 SERVICE SUMMARY

The Contractor service requirements are summarized into performance objectives that relate directly to mission essential items. The performance threshold briefly describes the minimum acceptable levels of service required for each requirement and will be assessed on an "Acceptable" or "Unacceptable" basis. These thresholds are critical to mission success.

The Contractor's performance will be evaluated against the performance standards while performing the tasks identified in the PWS and individual tasking in accordance with the Service Summary Table below with emphasis in the following areas:

1) Technical/Quality of Service: Assess the Contractor's conformance to contract/order requirements, specifications, and standards of good workmanship (e.g., commonly accepted technical, professional, environmental, or safety and health standards).
2) Cost Control: Assess the Contractor's effectiveness in forecasting, managing, and controlling contract/order cost.
3) Schedule/Timeliness: Assess the timeliness of the Contractor against the completion of the contract, task orders, milestones, delivery schedules, and administrative requirements (e.g., efforts that contribute to or affect the schedule variance).
4) Management: Assess the integration and coordination of all activity needed to execute the contract/order, specifically the timeliness, completeness and quality of problem identification, corrective action plans, proposal submittals, the Contractor's history of reasonable and cooperative behavior (to include timely identification of issues in controversy), customer satisfaction, timely award, and management of subcontracts.

Performance Objective	PWS Paragraph	Performance Threshold	Method of Surveillance
SS – 1 Provide qualified personnel at performance start	6.10.1	Performance is acceptable when: Qualified key personnel are on the job at performance start unless previously negotiated by the CO. All assigned Contractor personnel shall be on-site and the mission is not impacted due to position vacancies or personnel qualifications.	Customer Complaint
SS – 2 Replacement Personnel	6.10.1	Performance is acceptable when: Vacancies are filled with qualified personnel within 14 calendar days of vacancy, unless approved in writing by the COR and there is no mission	Customer Complaint

		impact due to position vacancies or unqualified personnel.	
SS – 3 Provide accurate resolutions and support to customer needs and agency requirements	2.1, 2.2, 2.3	Performance is acceptable when 95% acceptable responses during the month OR receive no more than two valid complaints about service during the month.	Periodic Surveillance
SS – 4 Develop and submit all required deliverables	4.0	Performance is acceptable when: 100% of deliverable requirements are met and received on time and the government determines the Critical information is accurate.	Periodic Surveillance
SS – 5 Business Relations	2.3	Performance is acceptable when: Contractor assures customer satisfaction without any verified formal customer complaints and receive no more than (2) verified formal customer complaints / contract discrepancy reports per year. The Contractor must resolve customer complaints within ten (10) business days of receipt.	Periodic Surveillance
SS – 6 Security Compliance	6.8.12	Performance is acceptable when there are zero violations or compromises per month.	100% Surveillance
SS-7 Ad-Hoc Reports	6.5.6	Performance is acceptable when: 95% of deliverable requirements are met and received on time and the government determines the Critical Information is accurate.	Customer Complaint

SECTION IV

4.0 DELIVERABLES

The Contractor shall provide deliverable(s) in a format mutually agreed upon by the Government and the Contractor.
The following enumerated deliverables are not expected to change. Due Date intervals are not expected to change but actual dates may need to be revised depending on actual contract start date.

CDRL	DELIVERABLE	PWS PARA	DUE DATE	DELIVERY
A001	Monthly Status Report	6.5.4	10th day of each month	By email to the COR in Microsoft Word and Adobe PDF format
A002	Quality Control Plan	6.5.2	Submitted at Kickoff Meeting and annual revisions submitted 15 days after OY award.	By email to the COR in Microsoft Word format
A003	Kickoff Meeting Agenda	6.2	NLT 3 days after contract award	By email to the CO and COR in Microsoft Word format
A004	Monthly / Technical Meeting Minutes/Reports	6.5.6	No Later than (NLT) one (1) business days after the meeting	By email to the COR in Microsoft Word format
A005	Non-Disclosure Agreement (NDA)	6.8.12	Submitted within five (5) business days after award	By email to the COR
A006	Transition-In Plan	6.3	Submitted at Kickoff Meeting	By email to the COR in Microsoft Word format
A007	Transition-Out Plan	6.4	NLT 90 days prior to contract expiration	By email to the COR in Microsoft Word format
A008	Trip Reports	6.9.5	5 Days after completion of TDY	By email to the COR in MS Word IAW AFH 33-337 (T&Q)
A009	Employee List	6.10.2	Upon Request	By email to COR in MS Excel

SECTION V

5.0 GOVERNMENT FURNISHED PROPERTY, EQUIPMENT, MATERIAL, INFORMATION, OR SERVICES

5.1 Government Furnished Property, Equipment, Material, Information, or Services. The Government will provide workspace, working supplies, furniture, access to business telephones (for business purposes only), and access to computers and computer systems required for work performed in designated work areas, at no cost to the Contractor.

Government personnel will be available to provide technical input, answer questions, and review completed draft deliverables and provide feedback. Timely communication is essential to meet shortened suspense dates, particularly as it relates to documentation and informational meetings. The Contractor shall conserve and protect Government resources. The Contractor shall not use any provided resource for non-Governmental use. The Contractor shall bear the cost of any damage to Government-owned equipment due to Contractor negligence.

SECTION VI

6.0 GENERAL INFORMATION

6.1 Scheduling Concerns.

6.1.1 Duty Hours. The Contractor shall have access to Government facility five days per week, Monday through Friday, eight hours a day, except when the Government facility is closed due to local or national emergencies, administrative closings, or similar Government directed facility closings, unless otherwise approved. Contractor personnel are expected to conform to customer agency normal operating hours (0700-1700); however, the Contractor may be required access to Government facility outside of normal operating hours based on the customer agency's needs. As a baseline, Contractor personnel shall work 8 hours per day, 40 hours per week. Federal Holidays shall be observed in accordance with Office of Personnel Management policy.

Compressed work schedules may be considered with the approval of the COR. Alternate duty hours may be required by the Government and will be coordinated with the COR.

Contractor personnel may be required to participate in base exercises. The extent of participation may include role playing, reacting to exercise scenarios or objectives.

In the event there is a base closure or delay in reporting, the Contractor shall contact the COR to authorize situational telework. Alternate worksites shall not be approved without Contracting Officer approval. Remote work may be authorized by the Contracting Officer at no cost to the Government.

6.1.2 Core Duty Hours and Base Shutdown/Inclement Weather. Core duty hours—the hours during which all Contractor personnel shall be at their place of performance—are 0900 - 1500, Monday through Friday (excluding federal holidays). The Contractor shall follow guidance of the installation containing their place of performance to determine reporting schedules whether due to a base closure or inclement weather. The website for guidance regarding status of performance for work to be performed in the National Capital Region (NCR) is http://www.opm.gov/status/.

6.1.3 Contractor/Government Communications. The Contractor shall assign a Project Manager (PM) to be the single focal point for all correspondence between the Contractor and Government. The Contractor PM shall provide clear and consistent written and verbal responses to the Government within 24 business hours of Government-initiated communication (e.g., return phone calls, emails, or other communication).

During performance of the contract, all contract direction or commitments will be provided to the Contractor in writing from the CO who is the only authorized person to commit the Government.

6.1.4 Place of Performance. The Contractor's assigned personnel shall perform work in designated work areas (identified with asterisk (*) below), primarily in USG facilities or USG-contracted

facilities in Arlington, Virginia, primarily at the Pentagon. However, some work may be performed in other areas, with possible travel to other CONUS locations as requirements occur. Known locations include, but are not limited to:

1) Pentagon, VA*
2) Peterson SFB, CO
3) Schriever SFB, CO
4) Buckley SFB, CO
5) Denver, CO
6) Colorado Springs, CO
7) Nellis AFB, NV
8) Kirtland AFB, NM
9) Arlington, VA
10) Crystal City, VA
11) Chantilly, VA
12) San Antonio, TX
13) Maui, HI
14) Los Angeles AFB, CA
15) Livermore, CA
16) Patrick SFB, FL
17) Cape Canaveral SFS, FL
18) Huntsville, AL
19) Joint Base Anacostia-Bolling, DC

6.1.5 Telework. Situational telework is the only form of telework authorized under this contract and may be approved on a case-by-case basis by the Contracting Officer (CO) or Contracting Officer's Representative (COR). The Contractor shall not authorize telework for its personnel under this contract without prior written approval from the CO or COR. Telework shall only be permitted when it is determined that it will not adversely affect the quality, timeliness, or security of contract deliverables and services. The Contractor remains responsible for ensuring that all performance requirements are met, regardless of telework status. Any telework arrangements must comply with applicable federal, agency, and contract-specific policies, including information security and data protection requirements.

6.2 Kickoff Meeting/Orientation Meeting

6.2.1 The Contractor shall schedule and coordinate a Project kick-off Meeting no later than (NLT) five (5) calendar days after contract award virtually. The meeting will provide an introduction between the Contractor personnel and Government personnel who will be involved with the contract. The meeting will provide the opportunity to discuss technical, management, and logistic issues; travel authorization; communication process between Government and Contractor; and reporting procedures. At a minimum, the attendees shall include key Contractor personnel, key Government representatives, and the COR. The Contractor shall provide a Kick-Off Meeting Agenda that will include, but not be limited to, the following.

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

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

6.2.3 The Kickoff Meeting location will be held virtually and the date and time will be mutually agreed upon by both parties.

6.3 Transition-In Plan

6.3.1 The Contractor shall provide a Transition-In Plan at the Kickoff Meeting, the plan shall facilitate the accomplishment of a seamless transition from the incumbent Contractor (if applicable) and incoming Contractor. The Contractor shall identify how it will coordinate with

the incumbent Contractor and Government personnel to transfer knowledge regarding the following:

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

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

6.3.3 Incumbent employees may be interviewed for possible employment by the incoming Contractor; however, the employees will have the first right of refusal.

6.4 Transition-Out Plan

6.4.1 The Contractor shall provide a Transition-Out Plan NLT than 90 calendar days prior to expiration of the contract. The plan shall facilitate the accomplishment of a seamless transition from the incumbent to and incoming Contractor (if applicable). In addition, the Contractor will continue to accomplish all tasks as outlined in the contract during this period. The Contractor shall identify how it will coordinate with the incoming Contractor and Government personnel to transfer knowledge regarding the following:

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

6.4.2 The Contractor shall also establish and maintain effective communication with the incoming Contractor and Government personnel for the period of the transition via weekly status meetings.

6.4.3 Current employees under this contract may be interviewed for possible employment by a succeeding Contractor; however, the Contractor will have the first right of refusal. The current Contractor will release any employee who chooses to be employed by a succeeding Contractor. The current Contract will assist by orienting assigned employees of the succeeding Contractor during the last 30-60 days of the period of this contract, if so directed by the CO. The Government shall make available to such employees existing Government Furnished Property

listed under Section V of this PWS. Items that are not accountable, such as desks, chairs, telephones, and other normal office equipment and office supplies during the orientation period, will only be transferred to the incoming Contractor if items were solely purchased by the current Contractor's company.

6.5 Quality Control.

6.5.1. Quality Assurance. The Government shall rely on the Contractors' existing quality assurance system as the method to ensure that the requirements of the contract and performance thresholds are met; however, the Government reserves the right to monitor and evaluate the quality of services provided and compliance with the contract terms and conditions at any time.

6.5.2. Quality Control Plan (QCP). The Contractor shall develop and maintain an effective quality control program to ensure services are performed IAW this PWS, applicable laws and regulations, and best commercial practices. The Contractor shall develop and implement procedures to identify, prevent, and ensure non-recurrence of defective services with special emphasis placed on those services listed in this PWS. The Contractor's quality control program is the means by which it assures itself that the work complies with the requirement of the contract.

6.5.3 Contractor Qualifications. The Contractor shall provide fully qualified personnel IAW task descriptions with the specified security clearances at the start of performance and shall maintain fully qualified/cleared personnel throughout the life of the contract. Commercially available training required to maintain technical proficiency and certifications will not be reimbursed by the Government.

The Contractor shall not bill for travel costs associated with Contractor employee training unless specifically required by the Government and authorized in writing. This request will be coordinated through the Contracting Officer Representative (COR) and authorized by the Contracting Officer (CO). Contractors may be allowed to attend Government sponsored training at the Contractor's expense.

Contractors may be required by the Government to attend training to be qualified to work under this contract. The training shall be scheduled to ensure mission disruption is at a minimum. Contractor employees shall attend all training required for in-processing, to obtain network access, security training, and any mandatory training to perform work at any required Government facility and fully support SF/TE. Contractor employees shall maintain annual training requirements as required.

6.5.4 Monthly Status Report. The Contractor shall prepare and submit a Monthly Status Report to the COR no later than the 10th day of each month for the duration of the contract. The report shall provide a comprehensive summary of contract performance for the preceding month and shall include, at a minimum:

1. Work Completed: A detailed description of all tasks and deliverables completed during the reporting period.

2. Work in Progress: A summary of ongoing tasks, including the status of each activity and estimated completion dates.
3. Issues and Risks: Identification of any issues, risks, or delays encountered, along with proposed mitigation strategies or corrective actions.
4. Performance Metrics: Data and analysis of performance metrics as defined in the Quality Assurance Surveillance Plan (QASP) or other contract documents, if applicable.
5. Financial Summary: A breakdown of travel costs and any applicable contract modifications (i.e. funding, in-scope contract updates, etc.) during the reporting period.
6. Planned Activities: A summary of planned work, deliverables, and milestones for the upcoming reporting period.

The Monthly Status Report shall be submitted in electronic format (e.g., Microsoft Word or PDF) and adhere to any formatting requirements specified by the Government. The Contractor shall ensure the report is clear, concise, and free of errors.

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

6.6 Emergency Operations/Mission Essential Personnel.

6.6.1. Continuation of Essential Contractor Services During Crisis. All services in this PWS HAVE NOT been defined or designated as essential services for performance during crisis IAW DFARs 252.237-7023, “Continuation of Essential Contractor Services.”

6.7 System for Award Management (formerly CMRA)

6.7.1. The Contractor shall report ALL labor hours (including Sub-Contractor labor hours) required for performance of services provided under this contract via the System for Award Management (SAM) data collection site. The Contractor is required to completely fill in all required data fields at http://www.SAM.gov. Reporting inputs shall be for the labor executed during the period of performance for each Government fiscal year (FY), which runs 1 October through 30 September. The UIC for AFDW is FF16M0. While inputs may be reported anytime during the FY, all data shall be reported not later than 31 October of each calendar year. The Contractor may direct questions to the System for Award Management help desk.

6.7.2. Sub-Contractor Input in SAM. Prime Contractors are responsible to ensure all sub-contractor data is reported. Sub-Contractors will not be able to enter any data into SAM, but will enter their information into a Bulk Loader spreadsheet available from the SAM helpdesk. Sub-Contractor shall fill in columns A-C then return it to the SAM helpdesk after it's completed and a technician team will enter the information into SAM.

6.8 Security Instructions

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

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

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

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

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

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

6.8.7 Communications Security (COMSEC). Telecommunications networks are continually subject to interception by unfriendly intelligence organizations. All communications within DoD organizations are subject to Communications Security (COMSEC) review. The Government may conduct COMSEC monitoring and recording of electronic or voice communications originating from or terminating at DoD organizations at any time. The Contractor shall ensure all assigned personnel are aware that any time they communicate to or from a Government facility, they are subject to COMSEC procedures. The Contractor shall ensure wide and frequent dissemination of the above information to all employees dealing with Government information.

6.8.8 Contractor Identification. All Contractor personnel shall wear the Department of the Air Force issued Common Access Card at all times when away from their immediate work area so as to distinguish themselves from Government employees. When conversing with Government personnel during business meetings, over the telephone or via electronic mail, Contractor personnel shall identify themselves as a Contractor to avoid situations arising where sensitive

topics might be better discussed solely between Government employees. Contractors shall identify themselves on any attendance sheet or any coordination documents they may review. Electronic mail signature blocks shall identify their company affiliation. Where practicable, Contractors occupying collocated space with their government program customer should identify their workspace area with their name and company affiliation or as a minimum "Contractor" after name.

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

6.8.10 Special Access Programs (SAP). The Contractor's assigned personnel shall actively possess or be eligible for DoD Top Secret w/SCI clearance. Personnel in designated positions will be required to consent to and successfully complete a Government Counterintelligence Scope Polygraph.

6.8.11 Personnel Security. The Contractor shall assign a personnel security liaison to support the contract in coordination and collaboration with HQ USSF Operations & Support, Integrated Security Division (SF/S2XO) and SF/TE. The Contractor's assigned personnel shall maintain eligibility for access to Top Secret SCI/SAP and shall participate in the Government Counterintelligence Scope Polygraph Program as required. Government security officers reserve the right to review and determine whether the Contractor's personnel meet the personnel security requirements for the tasks under this contract; no costs will be reimbursed related to providing personnel who fail to meet the security requirements.

6.8.12 Classification. A DD Form 254, Contract Security Classification Specification, applies to this contract. This contract shall support Top Secret SCI/SAP at time of proposal and throughout the duration of contract performance.

6.8.12 Non-Disclosure Agreements. The Contractor's assigned personnel shall complete and sign Non-Disclosure Agreements (NDAs) (SF-312) regarding protection of sensitive Government and third-party Contractor information. To ensure the integrity of Government operations, all Contractor personnel shall execute an NDA before each individual begins work on the contract. This requirement will be upheld for any Contractor personnel added to the contract after the beginning of the original period of performance. NDAs shall be submitted to the COR before employees begin work and for each employee provided throughout the term of the contract.

The Government has or may enter into contracts with one or more additional incumbent companies, or their successor(s), to provide Advisory and Assistance Services (A&AS), and/or Systems Engineering and Technical Assistance (SETA), and/or Systems Engineering and Integration (SE&I), and/or Operations and Maintenance (O&M). When needed, NDAs between the Contractor and an incumbent or their successor(s) shall be executed within 120 days after contract award of this contract or after notification of a new contract award to an incumbent Contractor or their successor(s).

In the performance of this contract, the Contractor agrees to cooperate with the other incumbent companies (hereafter referred to as (A&AS/SETA/SE&I/O&M). Cooperation includes allowing observation of technical activities by appropriate A&AS/SETA/SE&I/O&M technical personnel, discussing technical matters related to this program and responding to invitations from authorized A&AS/SETA/SE&I/O&M personnel to attend meetings. A&AS/SETA/SE&I/O&M personnel engaged in general systems engineering and integration effort are normally authorized access to any technical information pertaining to this Contract. However, exceptions, such as the case where the Contractor seeks to preclude A&AS/SETA/SE&I/O&M personnel from having access to Contractor trade secrets, will be handled on a case-by-case basis. If the Contractor seeks to limit distribution of data to Government personnel only, the Contractor must submit this request in writing to the Contracting Officer. If the Contractor requires a separate confidentiality agreement be signed directly with any A&AS/SETA/SE&I/O&M, the Government will refrain from distribution of such data until an appropriate agreement is established.

The Contractor further agrees to include in each subcontract a clause requiring compliance by the Sub-Contractor(s) and succeeding levels of Sub-Contractors with the response and access provisions above, subject to coordination with the Contractor. This agreement does not relieve the Contractor of responsibility to manage the subcontracts effectively and efficiently, nor is it intended to establish privity of Contract between the Government or A&AS/SETA/SE&I/O&M and such Sub-Contractors. Sub-Contractors may require a separate NDA to be signed directly with any A&AS/SETA/SE&I/O&M personnel. All NDA and confidentiality agreements shall be provided to the Contracting Officer.

A&AS/SETA/SE&I/O&M personnel are not authorized to direct the Contractor in any manner.

A&AS/SETA/SE&I/O&M contracts will contain an organizational conflict of interest clause that requires the A&AS/SETA/SE&I/O&M Contractor to protect Contract data and prohibits the A&AS/SETA/SE&I/O&M Contractor from using such data for any purpose other than that for which the data was presented.

Financial Data is defined as information associated with the internal workings of a company or Contractor that is not specific to a project or program. Only Non-Proprietary Financial Data shall be provided to the incumbent Contractor(s) or their successor(s), unless otherwise mutually agreed to by the respective parties.

6.9 Travel

6.9.1 Local Travel. Local travel to attend meetings or events may be required at no cost to the Government. Travel within the National Capital Region commuting vicinity is considered a cost of doing business and shall not be separately reimbursed. Local area travel is defined as within 50-mile radius of the designated place of performance.

The Contractor’s assigned personnel may occasionally be required to travel outside the local area to perform work as needed. The Government will advise the Contractor of dates and locations of travel as soon as the information becomes available, so that the most advantageous prices may be

obtained. If travel is authorized, all costs shall be reimbursed to the Contractor in accordance with Joint Travel Regulation (JTR) as defined in FAR Part 31.205. Contractor employees may be required to travel to various locations CONUS and OCONUS. Prior to any Contractor travel, coordination will be accomplished with the COR to ensure travel is authorized and that funds are available to cover the travel request. G&A expenses are not an authorized travel expense for this contract and will not be approved by the Government.

6.9.2 CONUS Travel: Prior to travel, the Contractor shall coordinate with, and receive approval from, the COR at least 10 business days prior to trip. If travel is authorized, all costs shall be reimbursed to the Contractor in accordance with Joint Travel Regulation (JTR) as defined in FAR Part 31.205.

6.9.3 OCONUS Travel: (e.g., to EUCOM and/or INDOPACOM Area of Responsibility) Prior to travel, the Contractor shall coordinate with, and receive approval from, the COR at least 20 business days prior to trip. Theater Business Clearances shall be obtained, as necessary, prior to travel. Foreign travel and foreign contact forms shall be completed pre- and post-travel in accordance with USSF/S2X requirements for SCI- and SAP-cleared personnel. If travel is authorized, all costs shall be reimbursed to the Contractor in accordance with Joint Travel Regulation (JTR) as defined in FAR Part 31.205.

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

6.9.5 Trip Reports: Following each trip, the Contractor shall prepare and deliver Trip/After Action Reports to the COR IAW AFH 33-337. The trip report shall be completed in accordance with USSF/TE guidance.

6.10 Employee Accountability & Turnover

6.10.1 Staffing of Contractor Personnel. The Contractor shall provide a stable workforce, throughout the duration of the contract, by maintaining a 30% or less employee turnover rate per option period. No positions shall remain vacant for more than 14 working days. The government shall not be billed for positions left vacant over 14 working days unless the vacancy is due to government delay and otherwise approved by the CO.

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

6.10.3 Contractor professionalism. The Contractor shall:

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

The CO or COR may require a Contractor to be removed (permanent or temporary) from the place of performance site due to unprofessional conduct. Contractors are required to adhere to all DAF/DoD customs and courtesies as well as rules, laws, and regulations.

6.11 Miscellaneous Paragraphs.

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

6.11.2 Controlled Unclassified Information (CUI). All DoD CUI must be controlled until authorized for public release in accordance with DoD Instructions (DoDIs) 5230.09, 5230.29, and 5400.04, or DoD Manual (DoDM) 5400.07. These regulations set policy and procedures for the disclosure of records to the public and for marking, handling, transmitting, and safeguarding of CUI material.

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

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

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

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

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

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

Contractor employees may be required to 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.). The Contractor shall notify the CO immediately whenever it becomes aware that such access or participation may result in any actual or potential Organizational Conflict of Interest (OCI) and shall promptly submit a plan to the CO to avoid or mitigate any such OCI. The Contractor's mitigation plan will be determined to be acceptable solely at the discretion of the CO, and in the event the CO unilaterally determines that any such OCI cannot be satisfactorily avoided or mitigated, the CO may implement remedies as necessary, including prohibiting the Contractor from participation in subsequent contracted requirements which may be affected by the OCI.

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

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

SUPPLEMENTS

Ombudsman.
An ombudsman has been appointed to hear and facilitate the resolution of concerns from offerors, potential offerors, and others for this acquisition. When requested, the ombudsman will maintain strict confidentiality as to the source of the concern. The existence of the ombudsman does not affect the authority of the program manager, contracting officer, or source selection official. Further, the ombudsman does not participate in the evaluation of proposals, the source selection process, or the adjudication of protests or formal contract disputes. The ombudsman may refer the interested party to another official who can resolve the concern.

(b) Before consulting with an ombudsman, interested parties must first address their concerns, issues, disagreements, and/or recommendations to the contracting officer for resolution. Consulting an ombudsman does not alter or postpone the timelines for any other processes (e.g., agency level bid protests, GAO bid protests, requests for debriefings, employee-employer actions, contests of OMB Circular A-76 competition performance decisions).

(c) If resolution cannot be made by the contracting officer, the interested party may contact the ombudsman, Ms. Ozoria, Shannon, AFDW/PK 1500 W. Perimeter Rd, Suite 5750 Joint Base Andrews, MD 20762 Commercial Phone: (240)612-6112 / 202-498-0727, Email: shannon.ozoria@us.af.mil, Fax: (240)612-2177. Concerns, issues, disagreements, and recommendations that cannot be resolved at the Center/MAJCOM/DRU/SMC ombudsman level, may be brought by the interested party for further consideration to the Air Force ombudsman, Associate Deputy Assistant Secretary (ADAS) (Contracting), SAF/AQC, 1060 Air Force Pentagon, Washington DC 20330-1060, phone number (571) 256-2395, facsimile number (571) 256-2431.

(d) The ombudsman has no authority to render a decision that binds the agency.

(e) Do not contact the ombudsman to request copies of the solicitation, verify offer due date, or clarify technical requirements. Such inquiries shall be directed to the contracting officer.

Notification of Government Security and Visitor Group Security Agreements.
This contract contains a DD Form 254, DOD Contract Security Classification Specification, and requires performance at a government location in the U.S. or overseas. Prior to beginning operations involving classified information on an installation identified on the DD Form 254, the Contractor shall take the following actions:

(a) At least thirty days prior to beginning operations, notify the Information Protection Office shown in the distribution block of the DD Form 254 as to:

(1) The name, address, and telephone number of this contract company's representative and designated alternate in the U.S. or overseas area, as appropriate;

(2) The contract number and military contracting command;

(3) The highest classification category of defense information to which Contractor employees will have access;

(4) The Air Force installations in the U.S. (in overseas areas, identify only the APO number(s)) where the contract work will be performed;

(5) The date Contractor operations will begin on base in the U.S. or in the overseas area;

(6) The estimated completion date of operations on base in the U.S. or in the overseas area; and,

(7) Any changes to information previously provided under this clause.

Security Incident Reporting and Procedures.
This contract contains a DD Form 254, DOD Contract Security Classification Specification, and requires performance at a government location in the U.S. or overseas. Prior to beginning operations involving classified information on an installation identified on the DD Form 254, the Contractor shall take the following actions:

(a) At least thirty days prior to beginning operations, notify the Information Protection Office shown in the distribution block of the DD Form 254 as to:

(1) The name, address, and telephone number of this contract company's representative and designated alternate in the U.S. or overseas area, as appropriate;

(2) The contract number and military contracting command;

(3) The highest classification category of defense information to which Contractor employees will have access;

(4) The Department of the Air Force installations in the U.S. (in overseas areas, identify only the APO number(s)) where the contract work will be performed;

(5) The date Contractor operations will begin on base in the U.S. or in the overseas area;

(6) The estimated completion date of operations on base in the U.S. or in the overseas area; and,

(7) Any changes to information previously provided under this clause.

Health and Safety on Government Installations.
(a) In performing work under this contract on a Government installation, the Contractor shall:

(1) Take all reasonable steps and precautions to prevent accidents and preserve the health and safety of Contractor and Government personnel performing or in any way coming in contact with the performance of this contract; and

(2) Take such additional immediate precautions as the contracting officer may reasonably require for health and safety purposes.

(b) The contracting officer may, by written order, direct Air Force Occupational Safety and Health (AFOSH) Standards and/or health/safety standards as may be required in the performance of this contract and any adjustments resulting from such direction will be in accordance with the Changes clause of this contract.

(c) Any violation of these health and safety rules and requirements, unless promptly corrected as directed by the contracting officer, shall be grounds for termination of this contract in accordance with the Default clause of this contract.

Contractor Access to Department of the Air Force Installations.
(a) The Contractor shall obtain base identification and vehicle passes, if required, for all Contractor personnel who make frequent visits to or perform work on the Department of the Air Force installation(s) cited in the contract. Contractor personnel are required to wear or prominently display installation identification badges or Contractor-furnished, Contractor identification badges while visiting or performing work on the installation.

(b) The Contractor shall submit a written request on company letterhead to the contracting officer listing the following: contract number, location of work site, start and stop dates, and names of employees and Sub-Contractor employees needing access to the base. The letter will also specify the individual(s) authorized to sign for a request for base identification credentials or vehicle passes. The contracting officer will endorse the request and forward it to the issuing base pass and registration office or Security Forces for processing. When reporting to the registration office, the authorized Contractor individual(s) should provide a valid driver's license, current vehicle registration, valid vehicle insurance certificate, and <<1> >to obtain a vehicle pass.

(c) During performance of the contract, the Contractor shall be responsible for obtaining required identification for newly assigned personnel and for prompt return of credentials and vehicle passes for any employee who no longer requires access to the work site.

(d) When work under this contract requires unescorted entry to controlled or restricted areas, the Contractor shall comply with the appropriate paragraphs as applicable.

(e) Upon completion or termination of the contract or expiration of the identification passes, the prime Contractor shall ensure that all base identification passes issued to employees and Sub-Contractor employees are returned to the issuing office.

(f) The Contractor shall provide an after-hours contact number or after-hours email in the Emergency Mass Notification System (EMNS) for each of their personnel, whose normal place of duty is on a DoD installation or within a DoD facility. The Contractor shall comply with any additional requirements in DAFMAN 10-206 for emergency operational reporting. Foreign Nationals may participate and may remove themselves from the Emergency Mass Notification System at any time. To update information, personnel can access the globe icon on their system desktop screens and choose the "Access Self-Service" option.

(g) Failure to comply with these requirements may result in withholding of final payment.

Common Access Cards (CAC) for Contractor Personnel
(a) For installation(s)/location(s) cited in the contract, Contractors shall ensure Common Access Cards (CACs) are obtained by all contract or subcontract personnel who meet one or both of the following criteria:

(1) Require logical access to Department of Defense computer networks and systems in either:

(i) the unclassified environment; or

(ii) the classified environment where authorized by governing security directives.

(2) Perform work, which requires the use of a CAC for installation entry control or physical access to facilities and buildings.

(b) Contractors and their personnel shall use the following procedures to obtain CACs:

(1) Contractors shall provide a listing of personnel who require a CAC to the contracting officer. The government will provide the Contractor instruction on how to complete the Contractor Verification System (CVS) application and then notify the Contractor when approved.

(2) Contractor personnel shall obtain a CAC from the nearest Real Time Automated Personnel Identification Documentation System (RAPIDS) Issuing Facility (typically the local Military Personnel Flight (MPF)).

(c) While visiting or performing work on installation(s)/location(s), Contractor personnel shall wear or prominently display the CAC as required by the governing local policy.

(d) During the performance period of the contract, the Contractor shall:

(1) Within 7 working days of any changes to the listing of the contract personnel authorized a CAC, provide an updated listing to the contracting officer who will provide the updated listing to the authorizing government official;

(2) Return CACs in accordance with local policy/directives within 7 working days of a change in status for Contractor personnel who no longer require logical or physical access;

(3) Return CACs in accordance with local policy/directives within 7 working days following a CACs expiration date; and

(4) Report lost or stolen CACs in accordance with local policy/directives.

(e) Within 7 working days following completion/termination of the contract, the Contractor shall return all CACs issued to their personnel to the issuing office or the location specified by local policy/directives.

(f) Failure to comply with these requirements may result in withholding of final payment.

SECTION VII

APPENDIX 1

1.0 DEFINITIONS, ABBREVIATIONS, AND ACRONYMS

Contracting Officer (CO). The duly appointed Government agent authorized to award or administer contracts. The contracting officer is the only person authorized to contractually obligate the Government.

Defective Service. A service output that does not meet the standard of performance specified in the contract for that service.

Government Furnished Property (GFP). Facilities, equipment, tools, supplies, parts, or any other items furnished for the concessionaire's use by the Government. A full list, if applicable, is in Section V.

Performance Threshold. The minimum performance level of a performance objective required by the Government.

2.0 ACRONYMS