PERFORMANCE WORK STATEMENT (PWS)

Version 1
October 2023
[JOTC Ice Service]
[20 May 2026]

Part 1

General Information

1. **GENERAL:** This is a non-personal services contract under which the personnel rendering the services are not subject, either by the contract's terms or by the manner of its administration, to the supervision and control usually prevailing in relationships between the Government and its employees. The United States (U.S.) Government shall not exercise any supervision or control over the Contractor's employees performing the tasks herein. Such contract employees shall be accountable solely to the Contractor who, in turn shall be responsible to the U.S. 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 provide JOTC ice service as defined in this PWS except for those items specified as government furnished property (GFP) and government furnished services (GFS). The contractor shall perform to the standards in this contract.

1.2 Background: Base Aeronaval Cristóbal Colón (formerly known as Fort Sherman), Panama, serves as the host installation for the Jungle Operations Training Course (JOTC), a critical program designed to prepare U.S. Army personnel for operations in austere, tropical environments. The installation's current infrastructure does not support ice production, creating a significant gap in essential training support. JOTC requires ice service for approximately 150 personnel during each training cycle. Due to Panama's extreme heat, high humidity, and demanding field conditions, ice is critical for heat-casualty prevention and mitigation rather than for consumption. All ice must be produced from potable water and supplied by a licensed Panamanian ice-production company that meets national regulatory requirements for commercial ice manufacturing. Without reliable access to approved ice, the risk of heat-related injuries increases substantially, jeopardizing both individual safety and overall mission readiness. To maintain continuous training operations and protect personnel, contracted support is required to furnish and deliver compliant ice in quantities sufficient to meet JOTC's operational needs.

1.3 Objectives: The Contractor shall furnish and deliver ice produced exclusively from potable water and supplied by a licensed Panamanian ice production company that complies with all national regulatory requirements for commercial ice manufacturing. The Contractor shall deliver ice in quantities determined by the COR for each month, up to a maximum of 5,200 pounds (520 bags of 10 pounds each), with the COR adjusting the required quantity based on operational needs and the training tempo of the Jungle Operations Training Course (JOTC). No deliveries shall be made during the month of August 2026, and ice delivery operations shall resume in the month of September 2026 as directed by the COR. The COR will determine the exact quantity required for each delivery and will validate quantities for invoicing after each delivery.

This requirement includes twelve (12) monthly deliveries within a 15-month performance window, with no deliveries during August 2026, December 2026, and March 2027, as directed by the Government. The COR will determine the exact quantity required for each delivery and will validate quantities for invoicing after each delivery. Refer to **Technical Exhibit 1** for the tentative delivery schedule.

1.4 Scope: The Contractor shall provide nonpersonal services to furnish and deliver ice produced exclusively from potable water and supplied by a licensed Panamanian ice production company that complies with all national regulatory requirements for commercial ice manufacturing. The Contractor shall deliver ice in monthly quantities determined by the COR, up to a maximum of 5,200 pounds (520 bags of 10 pounds each) per selected month, with the COR adjusting required quantities based on operational needs and the JOTC training tempo.

This requirement includes twelve (12) monthly deliveries within a 15-month performance window, with no deliveries during August 2026, December 2026, and March 2027, as directed by the Government. The Contractor shall follow the tentative delivery schedule in **Technical Exhibit 1**, understanding that all delivery dates and quantities are subject to change and shall be adjusted as directed by the COR.
The Contractor shall be responsible for all production, handling, transportation, loading, unloading, and staging of ice at Cristóbal Colón, ensuring that all equipment used in production and delivery protects the ice from contamination and maintains compliance with applicable potable water standards. The COR will validate the quantity delivered after each delivery for invoicing purposes.

1.5 Period of Performance: The Period of Performance is **15 July 2026 through 14 September 2027**. This period includes twelve (12) monthly deliveries within a 15-month performance window, with no deliveries during August 2026, December 2026, and March 2027, as directed by the Government. Refer to **Technical Exhibit 1** for the tentative delivery schedule.

1.6 General Information:

1.6.1 Quality Control Plan (QCP): The Contractor shall implement and maintain a Quality Control Program (QCP) that ensures all potable water furnished under this contract meets the standards outlined in this PWS. The Contractor shall maintain complete and accurate documentation demonstrating compliance with sourcing, production, sanitation, delivery, and safety requirements. The Contractor shall develop, implement, and maintain a written QCP that defines internal inspection procedures, corrective actions, sanitation practices, and monitoring methods used to ensure compliance with all contract requirements. The Contractor shall submit the QCP as part of the proposal package if evaluation of the QCP is required.
The initial QCP shall be submitted within thirty (30) calendar days of contract award {**Deliverable A001**}. Following acceptance, the Contractor shall obtain the Contracting Officer's (KO) written approval prior to implementing any changes to the QCP. Proposed changes shall be submitted to the KO and Contracting Officer's Representative (COR) within five (5) calendar days of identification for review and approval.

1.6.2 Operations Security (OPSEC) SOP/Plan Requirements: RESERVED

1.6.2 Quality Assurance (QA): The government shall evaluate the contractor's performance under this contract in accordance with (IAW) the Quality Assurance Surveillance Plan. This plan is primarily focused on what the Government must do to ensure that the contractor has performed IAW the performance standards and contract quality requirements are met. Contract quality requirements" means the technical requirements in the contract relating to the quality of the product or service and those contract clauses prescribing inspection, and other quality controls incumbent on the contractor, to ensure the product or service conforms to the contractual requirements. It defines how the performance standards will be applied, the frequency of surveillance, the performance threshold, and deductions, if applicable.

1.6.3 Recognized Holidays:

New Year's Day
Martin Luther King Jr.'s Birthday
President's Day
Memorial Day
Independence Day
Juneteenth 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 08:00 am to 4:00 pm Monday through Sunday, except 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.

1.6.5 Place of Performance: The work to be performed under this contract will be performed at Base Aeronaval Cristóbal Colón (formerly known as Fort Sherman), Panama with a grid location of 9.368179, -79.948436.

1.6.6 Type of Contract: The Government anticipates the award of a firm fixed price contract.

1.6.7 Access and General Protection Policy and Procedures:

1.6.7.1 FPCON: RESERVED

1.6.7.2 Physical Security: The contractor shall be responsible for safeguarding all government equipment, information, and property provided for contractor use. At the close of each work period, government facilities, equipment, and materials shall be secured IAW Army Regulation (AR) 190-13, "The Army Physical Security Program."

1.6.7.3 Escorts: The Contractor and all associated sub-contractor employees performing services under this contract shall be escorted at all times by host nation security personnel or by an individual designated by the Contracting Officer Representative (COR) while accessing U.S. facilities or activities.

1.6.7.4 Personnel Security Clearance Requirements: RESERVED

1.6.7.5 Background Checks: The Contractor shall ensure contractor employees and subcontractor employees performing services under this contract have passed a security check conducted by the Host Nation Police Department. Security checks that have been completed as part of a personnel security clearance background investigation, or a previous background check that was a condition of employment, meet this requirement. Documentation of these checks will be made available to the KO and COR within 10 days of request **{Deliverable A002}.** The Government retains the right to exclude any employee from performance of duties under this contract if a background security check reveals an employee is a security risk. The exclusion of an employee for security reasons will not relieve the Contractor from performance of services required under this contract. If the Government determines additional background checks are required, at a minimum, and upon request from the Government, the Contractor shall provide to the KO or COR, the following information on any contractor or subcontractor employee performing services under this contract:

- Full birth name
- Married name (if applicable)
- SSN or local equivalent (ID card number)
- Date of birth
- Place of birth (city, country)
- Telephone Number
- Cellphone Number
- E-mail Address

1.6.7.5.1 Background Check Notification Requirements: If a background check on any employee or subcontractor employee performing services under this contract, whether the check was conducted as a condition of employment or as part of the contract with the Government, reveals any information from any source (including host country law enforcement) of criminal activity by Contractor employees, subcontractors, or subcontractor employees, the Contractor shall notify the KO and COR of that information within 24 hours {**Deliverable A003**}. The Contractor shall make notification of:

(1) Traffic violations, other than parking, will be reported to the KO or COR only if the contract is for drivers for the Government;

(2) Any suspicious activity by Contractor employees, subcontractors, or subcontractor employees the Contractor believes may pose a risk to U.S. or host nation national security or imminent risk of deadly bodily harm to any person; and

(3) Any actions taken against Contractor employees, subcontractors, or subcontractor employees pursuant to this requirement.

1.6.7.5.2 Remedies. In addition to other remedies available to the Government, the Contractor's failure to comply with the requirements of this paragraph my result in requiring the Contractor to remove a Contractor employee or employees from the performance of the contract.

1.6.7.5.3 Subcontracts. The Contractor shall include the substance of this paragraph and the preceding paragraph in all subcontracts.

1.6.7.6 Uncleared Contractor Common Access Card (CAC) Credentialing and Access Procedures

1.6.7.6.1 Contractor Common Access Card (CAC) Eligible Requirements: RESERVED

1.6.7.6.1.1 Federal Installation/Facility Access: RESERVED

1.6.7.6.2. Contractor Non-CAC Eligible Requirements for DOD Facility and Installation Access: RESERVED

1.6.7.7 Employment Eligibility: The Contractor shall ensure that all Contractor employees and sub-contractor employees performing services under this contract are employed in accordance with Panamanian labor laws.

1.6.7.8 Access to Government Information Systems: RESERVED

1.6.7.9 Key Control: RESERVED

1.6.7.10 Lock Combinations: RESERVED

1.6.8 Post Award Conference/Contract Periodic Progress Meetings: The Contractor shall attend the post award conference convened by the contracting activity or contract administration office IAW Federal Acquisition Regulation (FAR) Subpart 42.5. The KO, COR, with other Government personnel, as appropriate, may meet periodically with the Contractor to review the Contractor's performance. At these meetings the KO 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.

1.6.9 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: ensure 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 KO 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.

1.6.10 Key Personnel: The following contractor personnel are considered key personnel by the government: The primary and alternate contract managers are considered key personnel by the U.S. The Contractor shall provide a contract manager who shall be responsible for the performance of the work. The name of this person and an alternate, who shall act for the Contractor when the manager is absent, shall be designated in writing to the Contracting Officer within three (3) days after the contract is awarded **{Deliverable A004}.** Contract Manager and alternate shall have full authority to act for the

contractor on all contract matters relating to daily operation of this contract. The Contract Manager or alternate shall be available between 08:00 am to 4:00 pm Monday thru Friday.

Qualifications for all key personnel are listed below:

Contract Manager and Alternate Contract Manager*:* The Contract Manager and/or Alternate Contract Manager shall be able to speak, read, write, and understand English.

1.6.11.1 IA/IT Training Certification: RESERVED

1.6.12 Identification of Contractor Employees: Contractor employees shall identify themselves as Contractor personnel and shall avoid representing themselves as Government employees. This identification includes meeting attendance, answering Government telephones, email communications, and working in other situations where Contractor status is not obvious. Contractor personnel identification shall be easily identifiable through the display of badges, name tags, lanyards, etc.

1.6.12.1 Badging of Contractor Employees: RESERVED

1.6.12.2 Uniform: The Contractor shall provide a standard uniform for all Contractor and subcontractor employees performing services under this contract, and ensure they wear the uniform during appointed duty hours. The uniform may consist of the same type and color shirt and slacks for all workers. Company logo is optional.

1.6.13 Contractor Travel: RESERVED

1.6.14 Other Direct Costs (ODC): RESERVED

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. Non-Disclosure Requirements: Performance under this contract may require the Contractor to access data and information proprietary to a Government agency, another Government Contractor, or of such nature that its dissemination or use other than as specified in this work statement would be adverse to the interests of the Government or others. Neither the Contractor, nor Contractor personnel, shall divulge, nor release data or information developed, or obtained under performance of this work statement, except to authorize Government personnel or upon written approval of the KO. The Contractor shall not use, disclose, or reproduce proprietary data, which bears a restrictive legend, other than as specified in this PWS. All documentation showing individual names or other personal information shall apply,and shall be controlled and protected under the provisions of the Privacy Act of 1974, Public Law 93-579, 5 United States Code (U.S.C.) Section 552a.

1.6.16.1 Non-Disclosure Statements: RESERVED

1.6.16.2 Advertisement and Social Media: The Contractor shall NOT post information to public website or social media locations, personal or professional, that in any way disclose names, locations, hotel data, participants, discussions, pictures, etc. before, during or after the contract period of performance without the express consent of the Government. The use of propaganda violates DOD Commercial Use of Imagery Guidelines stated at (www.dimoc.mil/resourcess/limitations/). The Contractor shall not cite any information

(e.g., contract information, pictures, locations, etc.) obtained through this contract on any marketing tools to include its company website.

1.6.16.3 Information Assurance: RESERVED

1.6.17 Organizational Conflict of Interest (OCI); 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 KO immediately and per occurrence whenever or mitigated, the KO may affect other remedies as he or she deems necessary, including prohibiting the Contractor from participation in subsequent contracted requirements which may be affected by the OCI if it becomes aware that such access or participation may result in any actual or potential OCI and shall immediately (no later than 24 hours of the incident) submit a plan to the KO to avoid or mitigate any such OCI {**Deliverable A005**}. The Contractor's mitigation plan will be determined to be acceptable solely at the discretion of the KO and in the event the KO unilaterally determines that any such OCI cannot be satisfactorily avoided.

1.6.18 Phase-in/Phase-Out (PIPO) Period: RESERVED

1.6.19 General Training Requirements:

1.6.19.1 Anti-Terrorism (AT) Level I Training: The Contractor shall complete AT Level I Training within 30 calendar days after contract start date or effective date of incorporation of this requirement into the contract, whichever applies, or 30 calendar days after employment of new personnel, all Contractor employees, including subcontractor employees, who are employed under the contract shall complete AT Level I awareness training within 30 calendar days after contract start date or effective date of incorporation of this requirement into the contract, whichever applies. The contractor shall submit certificates of completion for each affected Contractor employee and subcontractor employee to the COR and KO within 10 calendar days after completion of training by all employees and subcontractor personnel **{Deliverable A006}.** For Common Access Card (CAC) holders, AT Level I awareness training is available at https://jkodirect.jten.mil, course number "JS-US007-14". For non-CAC holders, AT Level I awareness training is available at http://jko.jten.mil/courses/atl1/launch.html (this standalone version is intended for non-CAC users without a JKO account only). Training must have been completed within the last 12 months and maintained yearly thereafter. If training cannot be conducted on the website, the Contractor will coordinate with the local AT Officer at their assigned location for classroom training by a Level 2 trained AT Officer and a copy of either the training certificate or the training attendance roster signed by the AT Officer will be maintained by the Contractor. Verification of the training will be provided to the COR or KO within 10 calendar days after completion of the training.

1.6.19.2 OPSEC Awareness: If the Contractor, or a subcontractor, or employees of either disclose any information identified on the unit's Critical Information List that disrupts or harms the Government's operations or activities, then the Government retains the right to exclude any employee from performance of duties under this contract. The exclusion of an employee for security reasons will not relieve the Contractor from performance of services required under this contract. By way of example, personnel shall not sketch or take photos of government facilities or activities, unless related to service to be provided. All government paper products and removable digital storage material that are received, generated, or stored during the contract will be destroyed completely when no longer needed to preclude recognition of information. Approved methods of destruction may include, when feasible and allowed, cross-cut shredding, burning, pulping pulverizing and degaussing. The contractor shall immediately report any incidents of anyone attempting to obtain sensitive or proprietary information by unauthorized individual(s) and remain alert to such attempts via social engineering, phishing, or online communication. A prepublication review is required by the COR/KO prior to releasing any information related to the activities, plans and operations associated with this support. Specific details and knowledge of the location, time and place of support activities associated with this US/Partner Nation(s) effort will be kept close hold and will only be shared with personnel who have a need-to-know.

1.6.19.3 Information Assurance (IA) Training: RESERVED

1.6.19.4 Information Assurance (IA)/Information Technology (IT) Training : RESERVED

1.6.19.5 Threat Awareness Reporting Program (TARP Training): RESERVED

1.6.19.6 iWATCH Training : RESERVED

1.6.19.7 OPSEC Training: RESERVED

1.6.20 Overseas Training Requirements:

1.6.20.1 Antiterrorism (AT) Awareness Training for Contractor Personnel Traveling : RESERVED

1.6.20.2 SERE Training: RESERVED

1.6.21 Foreign (OCONUS) Requirements: RESERVED

1.6.21.1 Theater and Country Clearance Requirements: RESERVED

1.6.21.2 Vetting: RESERVED

1.6.21.3 Installation Access to DOD Facility or Host Nation Installation: RESERVED

1.6.21.4 Host Nation Installation Access with No DOD Facility: Contractor and all associated subcontractor employees shall comply with applicable installation, facility and area commander installation/facility access and local security policies and procedures. The employee performing services under this contract shall also provide all information required for background checks to meet installation access requirements to be accomplished by installation Provost Marshal Office, Director of Emergency Services, Security Office or the host nation equivalent.

1.6.21.5 Deoxyribonucleic Acid (DNA) Samples: RESERVED

1.6.21.6 Medical Travel Requirement RESERVED

1.6.22 Synchronized Pre-deployment and Operational Tracker (SPOT) RESERVED

1.6.23 Safety: The following provides information pertaining to Safety and Accident Prevention:

1.6.23.1 (Host Nation) Safety Laws and Regulations: The Contractor shall comply with all Panamanian safety regulations when conducting activities under the scope of this PWS.

1.6.23.1.1 In addition to other requirements for accident prevention specified in this contract, the Contractor shall comply with all Federal and State requirements governing safety and health protection on construction sites and other applicable occupational safety codes.

1.6.23.1.2 The Contractor shall complete and provide safety notifications required by Panama and will provide documented proof to the Contracting Officer via the COR, no later than ten (10) days that such notifications were made {**Deliverable A007**}.

1.6.24 Environmental Compliance: RESERVED

PART 2
DEFINITIONS & ACRONYMS

2. **DEFINITIONS AND ACRONYMS:**

2.1. Definitions:

2.1.1 Area of Responsibility. The U.S. Southern Command (USSOUTHCOM) area of responsibility (AOR) includes the geographic areas of Antigua and Barbuda, Argentina, Aruba, Barbados, Belize, Bolivia, Brazil, British Virgin Islands, Cayman Islands, Chile, Colombia, Costa Rica, Cuba, Curacao, Dominica, Dominican Republic, Ecuador, El Salvador, Falkland Islands, French Guiana, Grenada, Guadeloupe, Guatemala, Guyana, Haiti, Honduras, Jamaica, Martinique, Mayotte, Montserrat, Nicaragua, Panama, Paraguay, Peru, Saint Barthélemy, Saint Martin, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Saint Maarten, Suriname, Trinidad and Tobago, Turks and Caicos Islands, Uruguay, and Venezuela.

2.1.2. Contractor. The total contractor organization or a separate entity of it; such as an affiliate, division, or plant that performs its own purchasing.

2.1.3. Contracting officer (KO). A person with the authority to enter into, administer, and/or terminate contracts and make related determinations and findings.

2.1.4. Contracting Officer's Representative (COR). An individual designated and authorized in writing by the contracting officer to perform specific technical or administrative functions.

2.1.5. Defective Service. A service output that does not meet the standard of performance associated with the Performance Work Statement.

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

2.1.7. Foreign National. A foreign national is not a U.S. citizen. Green card holders are also identified as foreign nationals. A foreign national is further categorized as either a third country national or a local national based on the person's citizenship and location of performance of duty.

2.1.8. 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.

2.1.9. Local National. Local nationals are foreign nationals who are citizens of the country where the performance of duty will occur.

2.1.10. Performance Work Statement (PWS). A statement of work for performance-based acquisitions that describes the required results in clear, specific, and objective terms with measurable outcomes.

2.1.11. Physical Security. Protection of the perimeter area, government property, and assets that prevent the loss or damage of Government property.

2.1.12. Quality Assurance. The various functions, including inspection, performed by the government to determine whether a Contractor has fulfilled the contract obligations pertaining to quality and quantity.

2.1.13. Quality Assurance Surveillance Plan (QASP). A plan describing how the agency will survey, observe, test, sample, evaluate and document the Contractor's performance in meeting critical performance standards identified in the contract.

2.1.14. Quality Control (QC). Tasks performed by the Contractor to improve the quality of the organization's output.

2.1.15. Shall. An imperative command; has a duty to or is required to. Denotes that a regulation must be followed unless the contracting officer has obtained a deviation.

2.1.16. Subcontractor. Any supplier, distributor, vendor, or firm that furnishes supplies or services to or for a prime contractor or another subcontractor.

2.1.17. Third Country National. Third country nationals are foreign nationals who are not citizens of the country where the performance of duty will occur.

2.1.18. Workday. The number of hours per day the Contractor provides services in accordance with the contract.

2.1.19. Work Week. Monday through Friday, unless specified otherwise.

2.2 Acronyms:

AFFSSIR	Armed Forces Repository of Specimen Samples
ALMS	Army Learning Management System
ANSI	American National Standards Institute
AOR	Area of Responsibility
AR	Army Regulation
ATCTS	Army Training Certification Tracking System
AT	Anti-Terrorism
CAC	Common Access Card
CFR	Code of Federal Regulations
CI	Counter Intelligence
CLIN	Contract Line Item Number
CONUS	Continental United States (excludes Alaska and Hawaii)
COOP	Continuity of Operations Plan
COR	Contracting Officer Representative
DD Form 254	Department of Defense Contract Security Requirement List
DNA	Deoxyribonucleic Acid (DNA)
DOD	Department of Defense
DODD	Department of Defense Directive
DODI	Department of Defense Instruction
DOW	Department of War
FAR	Federal Acquisition Regulation
FHP	Force Health Protection
FCG	Foreign Clearance Guide
FN	Foreign National
FY	Fiscal Year
GFE	Government Furnished Equipment
GFP	Government Furnished Property
GFS	Government Furnished Services
IA	Information Assurance

IAW	In Accordance With
IT	Information Technology
JOTC	Jungle Operations Training Course
JPAS	Joint Personnel Adjudication System
JTR	Joint Travel Regulation
KO	Contracting Officer
LN	Local National
LOA	Letter of Authorization
NCIC-III	National Crime Information Center Interstate Identification Index
NIST	National Institute of Standards and Technology
ODC	Other Direct Costs
OCI	Organizational Conflict of Interest
OCONUS	Outside Continental United States (includes Alaska and Hawaii)
ODC	Other Direct Costs
OSHA	Occupational Safety and Health Administration
OPSEC	Operation Security
PIPO	Phase In/Phase Out
PPE	Personal Protective Equipment
PRS	Performance Requirements Summary
PWS	Performance Work Statement
QA	Quality Assurance
QASP	Quality Assurance Surveillance Plan
QCP	Quality Control Program
RA	Requiring Activity
SCR	Service Contract Reporting
SOP	Standard Operating Procedures
SPOT	Synchronized Pre-deployment and Operational Tracker
TCN	Third Country National
TE	Technical Exhibit
TSDB	Terrorist Screening Data Base
U.S.C.	United States Code
USNB	United States Naval Base
USSOUTHCOM	United States Southern Command

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

3.1. Services RESERVED

3.2 Facilities: RESERVED

3.3 Utilities: RESERVED

3.4 Equipment: RESERVED

3.5 Materials: RESERVED

3.6 Common Access Cards (CAC): RESERVED

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 Part 3 of this PWS.

4.2 Facility Security Clearance: RESERVED

4.3. Materials: The Contractor shall provide all materials necessary to furnish and deliver ice in support of the Jungle Operations Training Course (JOTC) at Cristóbal Colón, Panama. All ice shall be produced exclusively from potable water and supplied by a licensed Panamanian ice production company that meets national regulatory requirements for commercial ice manufacturing. The Contractor shall ensure all ice is furnished in sealed, food-grade 10-pound bags and remains protected from contamination throughout production, handling, and delivery.

4.4. Equipment: The Contractor shall provide all equipment necessary to support the production, handling, transportation, loading, unloading, and staging of ice at Cristóbal Colón. All equipment used shall maintain sanitary conditions that protect the ice from contamination and ensure compliance with applicable potable water standards. The Contractor shall provide transportation equipment capable of delivering the COR-directed monthly quantity, up to a maximum of 5,200 pounds (520 bags of 10 pounds each) per month, with required quantities adjusted by the COR based on operational needs and the training tempo of JOTC. Transportation equipment shall support the delivery schedule outlined in **Technical Exhibit 1**, understanding that delivery dates and quantities are subject to change as directed by the COR.

4.5 Responsibilities of Contractor

4.5.1 Insurance – Damage to Persons or Property: The Contractor shall be responsible for all damages to persons or property at the delivery site that occur as a result of the Contractor's fault or negligence. The Contractor shall take proper safety and health precautions to protect delivery sites, workers, the public, and Government property.

4.5.2 Responsibility for Deliveries: The Contractor shall be responsible for all potable water delivered until final acceptance by the Government, except for any completed delivery that has been formally accepted in writing under the contract.

4.6 Contractor Vehicles and Passes: All contractor and subcontractor vehicles used for potable water delivery shall comply with Panamanian Government regulations and installation access requirements. Vehicles must be registered through the Government of Panama and coordinated with the COR for base access. The Contractor is responsible for providing maintenance and fuel for contractor vehicles.

5. **Specific Tasks:** The Contractor shall provide nonpersonal services to furnish and deliver ice produced exclusively from potable water and supplied by a licensed Panamanian ice production company that complies with all national regulatory requirements for commercial ice manufacturing. The Contractor shall deliver ice in monthly quantities determined by the COR, up to a maximum of 5,200 pounds (520 bags of 10 pounds each) per selected month, with the COR adjusting required quantities based on operational needs and the JOTC training tempo.

This requirement includes twelve (12) monthly deliveries within a 15-month performance window, with no deliveries during August 2026, December 2026, and March 2027, as directed by the Government. The Contractor shall follow the tentative delivery schedule in **Technical Exhibit 1**, understanding that all delivery dates and quantities are subject to change and shall be adjusted as directed by the COR.

The Contractor shall be responsible for all production, handling, transportation, loading, unloading, and staging of ice at Cristóbal Colón, ensuring that all equipment used in production and delivery protects the ice from contamination and maintains compliance with applicable potable water standards. The COR will validate the quantity delivered after each delivery for invoicing purposes.

Tasks consist of the following:

5.1 Ice Production:

5.1.1 Produce Ice Exclusively from Potable Water: The Contractor shall ensure all ice is produced from potable water and supplied by a licensed Panamanian ice production company that meets national regulatory requirements for commercial ice manufacturing.

(a) STD: The Contractor shall verify and document that all water used for ice production is potable and that the producing facility maintains valid licensing under Panamanian regulatory authorities.
AQL: 100% Compliance

5.1.2 Package Ice In 10-Pound Sealed Bags: The Contractor shall package all ice in sealed, durable 10-pound bags suitable for transport, staging, and field handling at Cristóbal Colón.

(a) STD: The Contractor shall ensure each bag is fully sealed, intact, and labeled as a 10-pound unit.
AQL: 100% Compliance

5.1.3 Maintain Sanitary Production Conditions: The Contractor shall maintain sanitary conditions throughout all stages of ice production, consistent with commercial ice manufacturing standards and potable water requirements.

(a) STD: The Contractor shall ensure production areas, equipment, and handling processes meet sanitary standards required for commercial ice manufacturing and remain free from contamination risks.
AQL: 100% Compliance

5.1.4 Label Bags With Production Date and Batch/Lot Number: The Contractor shall label each bag with the production date and batch/lot number to ensure full traceability for Government oversight and quality assurance.

(a) STD: The Contractor shall ensure all labels are legible, accurate, and affixed to each bag prior to delivery.
AQL: 100% Compliance

5.1.5 Prevent Contamination During Production and Storage: The Contractor shall ensure ice remains protected from contamination at all stages of production, handling, storage, and staging prior to delivery at Cristóbal Colón.

(a) STD: The Contractor shall implement controls to prevent physical, chemical, or environmental contamination during production, handling, and storage, consistent with potable water standards and sanitary requirements.
AQL: 100% Compliance

5.2 Ice Delivery:

5.2.1 Deliver Monthly Quantity Determined by the COR: The Contractor shall deliver the monthly quantity of ice determined by the COR, up to a maximum of 5,200 pounds (520 bags of 10 pounds each), in support of the Jungle Operations Training Course (JOTC).

(a) STD: The Contractor shall ensure the full COR-directed quantity is delivered without shortfall.
AQL: 100% Compliance

(b) STD: The Contractor shall submit documentation confirming total monthly delivery quantities to the COR within 24 hours of each monthly delivery **{Deliverable A008}.**
AQL: 100% Compliance

5.2.2 Deliver Ice on COR-Directed Schedule: The Contractor shall deliver ice on the schedule established by the COR, with delivery timing adjusted based on operational requirements and the training tempo of the Jungle Operations Training Course (JOTC). This requirement includes twelve (12) monthly deliveries within a 15-month performance window, with no deliveries during August 2026, December 2026, and March 2027, as directed by the Government. Delivery operations shall resume the following month after each non-delivery period, as directed by the COR.

The COR will notify the Contractor of any Government-directed changes to the delivery schedule no later than 48 hours in advance, and the Contractor shall likewise notify the COR of any required adjustments on their end. Refer to **Technical Exhibit 1** for the tentative delivery schedule.

(a) STD: The Contractor shall meet all delivery dates and times established by the COR.
AQL: 100% Compliance

(b) STD: The Contractor shall notify the COR of any required schedule adjustments at least 48 hours in advance, and the COR shall provide the Contractor with at least 48 hours' notice of any Governmentdirected- schedule changes {**Deliverable A009**}.
AQL: 100% Compliance

5.2.3 Provide Delivery Receipts and Bag Counts: The Contractor shall provide delivery receipts documenting total weight, bag count, and production batch information for each delivery.

(a) STD: The Contractor shall ensure all receipts accurately reflect quantities delivered and are submitted to the COR immediately upon completion of each monthly delivery {**Deliverable A010**}
AQL: 100% Compliance

5.2.4 Transport Ice in Insulated or Refrigerated Vehicles: The Contractor shall transport ice using insulated or refrigerated vehicles that maintain temperatures at or below 32°F (0°C) to prevent melting and contamination.

(a) STD: The Contractor shall ensure vehicles maintain temperature control at or below 32°F (0°C) during transport.
AQL: 100% Compliance

(b) STD: The Contractor shall ensure vehicles are clean, sanitary, and free from contaminants.
AQL: 100% Compliance

5.2.5 Unload and Stage Ice at COR-Designated Location: The Contractor shall unload and stage ice at the location designated by the COR.

(a) STD: The Contractor shall unload and stage ice safely and without damage to bags.
AQL: 100% Compliance

(b) STD: The Contractor shall ensure staging locations protect ice from heat, sunlight, and contamination.
AQL: 100% Compiance

5.2.6 Remove All Delivery-Related Waste and Materials: The Contractor shall remove all waste, packaging, and materials generated during delivery.

(a) STD: The Contractor shall leave the delivery area clean and free of debris after each delivery.
AQL: 100% Compliance

(b) STD: The Contractor shall dispose of waste in accordance with local regulations.
AQL: 100% Compliance

5.2.7 Ensure Continuous Availability of Ice for JOTC Training Cycles: The Contractor shall ensure ice availability aligns with JOTC training requirements.

(a) STD: The Contractor shall maintain delivery reliability to prevent shortages during training cycles.
AQL: 100% Compliance

(b) STD: The Contractor shall coordinate with the COR to adjust delivery timing during periods of increased operational demand.
AQL: 100% Compliance

5.2.8 Maintain Uninterrupted Delivery Capability: The Contractor shall maintain uninterrupted delivery capability throughout the period of performance.

(a) STD: The Contractor shall maintain contingency plans to ensure delivery continuity in the event of equipment failure, supply disruption, or environmental conditions.
AQL: 100% Compliance

(b) STD: The Contractor shall notify the COR immediately of any issue that may impact delivery capability {**Deliverable A011**}.
AQL: 100% Compliance

5.3 Safety and Sanitation Requirements

5.3.1 Sanitary Handling and PPE Requirements: The Contractor shall ensure all personnel handling, loading, unloading, or transporting ice maintain sanitary handling practices consistent with food-grade requirements. Personnel shall wear appropriate (personal protective equipment (PPE), including gloves and protective footwear, and shall not handle ice bags with bare hands.

(a) STD: The Contractor shall ensure all personnel wear required PPE, maintain proper personal hygiene, and handle ice in a sanitary manner.
AQL: 100% Compliance

(b) STD: PPE shall be clean, serviceable, and appropriate for the task, and personnel shall be trained in proper PPE use and sanitary handling procedures.
AQL: 100% Compliance

5.3.2 Protection of Ice Bags and Prevention of Damage: The Contractor shall handle, unload, and stage ice in a manner that prevents tearing, puncturing, or other damage to sealed bags.

(a) STD: Ice shall be staged on stable, elevated, or otherwise suitable surfaces that prevent damage.
AQL: 100% Compliance

(b) STD: Staging areas shall be clean, dry, and free of debris or conditions that could compromise bag integrity.
AQL: 100% Compliance

5.3.3 Clean and Sanitary Vehicles, Equipment, and Facilities: The Contractor shall maintain all vehicles, equipment, and facilities used for production, storage, handling, and transport of ice in clean, sanitary condition consistent with potable-water-grade requirements.

(a) STD: Vehicles, equipment, and facility surfaces shall be cleaned regularly, sanitized prior to use, and free of odors, chemicals, pests, or contaminants.
AQL: 100% Compliance

(b) STD: Production, packaging, and storage facilities shall maintain sanitary conditions, including clean floors, walls, equipment, and storage racks, and shall be protected from pests, excessive heat, direct sunlight, and environmental contaminants.
AQL: 100% Compliance

5.3.4 Prevention of Contamination and Cross-Contamination: The Contractor shall ensure ice is protected from contamination at all stages of production, handling, storage, staging, and delivery.

(a) STD: Ice shall not be stored, transported, or staged near chemicals, fuel, waste, hazardous materials, or incompatible cargo.
AQL: 100% Compliance

(b) STD: Transport compartments shall be dedicated solely to ice during delivery operations and shall not contain or have recently contained incompatible cargo.
AQL: 100% Compliance

(c) STD: Ice bags shall not be placed directly on the ground to prevent bag damage and maintain sanitary handling conditions.
AQL: 100% Compliance

5.3.5 Sanitary Staging and Delivery Areas: The Contractor shall maintain sanitary conditions in all areas where ice is staged prior to Government acceptance.

(a) STD: Staging areas shall be free of dirt, debris, pests, and contaminants and shall provide adequate protection from heat, moisture, and environmental exposure.
AQL: 100% Compliance

(b) STD: The Contractor shall immediately clean and remove any spills, damaged bags, or waste generated during delivery and shall remove all trash, packaging, and debris from the delivery site.
AQL: 100% Compliance

5.3.6 Safety Responsibilities and Hazard Mitigation: The Contractor is responsible for the safety of workers and visitors within contractor-controlled delivery areas.

(a) STD: Delivery operations shall be conducted using safe work practices that prevent injury, property damage, or unsafe conditions. Personnel shall follow all posted safety signage, installation access rules, and COR-directed safety instructions.
AQL: 100% Compliance

(b) STD: The Contractor shall identify and mitigate hazards associated with ice delivery operations, including slip hazards, vehicle movement, lifting risks, and equipment operation. Unsafe conditions that cannot be immediately corrected shall be reported to the COR {**Deliverable A012**}.
AQL: 100% Compliance

5.3.7 Notification of Unsafe or Unsanitary Conditions: The Contractor shall immediately notify the COR of any suspected contamination, compromised packaging, facility sanitation issues, or unsafe conditions that may affect the safety or quality of ice.

(a) STD: The Contractor shall halt delivery of affected products until cleared by the COR and shall provide required notifications and written documentation within 24 hours **{Deliverable A013}.**
AQL: 100% Compliance

5.4 **Contractor Personnel Requirements:** The Contractor shall provide personnel who are trained, qualified, and capable of performing all ice delivery, handling, staging, and support tasks safely and in compliance with applicable standards.

(a) STD: All Contractor personnel performing ice delivery tasks shall complete training in sanitary handling of foodgrade products, safe lifting and transport procedures, spill response, and applicable U.S. Army and -hostnation- safety requirements. Training records shall be available to the COR upon request {**Deliverable A014**}.
AQL: 100% Compliant

(b) STD: The Contractor shall provide sufficient staffing to complete all delivery, unloading, staging, and handling operations safely and on schedule.
AQL: 100% Compliant

5.5 **Quality Control and Documentation:** The Contractor shall implement and maintain a Quality Control Program (QCP) ensuring all ice provided under this contract meets the standards outlined in this PWS. The Contractor shall maintain complete and accurate documentation demonstrating compliance with sourcing, production, sanitation, delivery, and safety requirements.

(a) STD: The Contractor shall develop, implement, and maintain a written QCP outlining inspection procedures, corrective actions, sanitation practices, and monitoring methods. The QCP shall be submitted to the COR within ten (10) calendar days of contract award and updated as needed {**Deliverable A015**}.
AQL: 100% Compliant

(b) STD: The Contractor shall maintain documentation verifying that all ice originates from licensed Panamanian ice production facilities approved under national regulatory requirements. Documentation shall include facility approval status, water source verification, and any status changes.
AQL: 100% Compliant

(c) STD: The Contractor shall maintain production logs, sanitation records, and cleaning schedules for all equipment, vehicles, and facilities used in the production, storage, and transport of ice.
AQL: 100% Compliant

(d) STD: The Contractor shall provide delivery receipts for each delivery, including quantities delivered, batch/lot numbers, production dates, source facility information, and time of delivery.
AQL: 100% Compliant

(e) STD: The Contractor shall document all deficiencies identified through internal inspections or COR notifications and shall implement corrective actions within 24 hours {**Deliverable A016**}. The Contractor shall provide written corrective action reports detailing the issue, root cause, corrective measures, and verification of resolution within 48 hours to the COR {**Deliverable A017**}.
AQL: 100% Compliant

(f) STD: The Contractor shall maintain traceability records for all ice batches delivered under this contract.
AQL: 100% Compliant

5.6 **Contingency and Continuity Operations**

5.6.1 Continuity of Operations Plan (COOP): The Contractor shall maintain a contingency and continuity plan ensuring uninterrupted delivery of ice in the event of disruptions, emergencies, or operational impacts.

(a) STD: The Contractor shall develop and maintain a written Continuity of Operations Plan (COOP) outlining procedures for maintaining uninterrupted delivery during equipment failures, supply shortages, transportation disruptions, natural disasters, labor strikes, or other unforeseen events. The COOP shall be submitted to the COR within ten (10) calendar days of contract award and updated as required {**Deliverable A018**}.
AQL: 100% Compliant

5.6.2 Notification and Mitigation Requirements: The Contractor shall notify the COR of any event that may impact delivery schedules, product quality, or production capability and shall take immediate action to mitigate impacts.

(a) STD: The Contractor shall immediately notify the COR of any event that may affect delivery schedules, product quality, or production capability {**Deliverable A019**}. The Contractor shall submit an immediate mitigation plan and implement corrective actions within 24 hours, unless otherwise directed {**Deliverable A020**}.
AQL: 100% Compliant

5.6.3 Contamination or Safety Incident Response: The Contractor shall respond immediately to any contamination or safety incident affecting ice production, handling, storage, or delivery.

(a) STD: In the event of suspected contamination, compromised packaging, facility sanitation failures, or unsafe conditions affecting ice, the Contractor shall halt delivery, isolate impacted batches, and provide replacement ice within 24 hours. The Contractor shall document the incident and corrective actions taken and submit it to the COR within 24 hours **{Deliverable A021**}.
AQL: 100% Compliant

5.6.4 Transportation Disruption Response**:** The Contractor shall maintain the capability to continue delivery operations during transportation disruptions.

(a) STD: The Contractor shall maintain alternate transportation methods and routes to ensure timely delivery in the event of vehicle breakdowns, road closures, or access restrictions. Replacement vehicles shall be deployed within four (4) hours of a transportation failure, and the Contractor shall immediately notify the COR of any transportation failure, access restriction, or route disruption that may impact delivery timing or continuity {**Deliverable A022**}.
AQL: 100% Compliant

5.6.5 Staffing Continuity: The Contractor shall maintain sufficient staffing to ensure uninterrupted execution of all production, packaging, loading, transport, and delivery operations under all conditions.

(a) STD: The Contractor shall ensure adequate staffing levels at all times to support production, packaging, loading, transport, and delivery operations.
AQL: 100% Compliant

5.7 **Vehicular Access and Control**

5.7.1 Vehicular Access Requirements: The Contractor shall coordinate all vehicular access with the COR and comply with installation security requirements at Base Aeronaval Cristóbal Colón, formerly known as Fort Sherman. Contractor vehicles shall use only established site entrances and designated roadways as directed by the COR. Unauthorized routes, shortcuts, or unapproved entry points are prohibited.

(a) STD: Contractor vehicles shall enter and exit Base Aeronaval Cristóbal Colón (formerly known as Fort Sherman), only through COR-designated access points and shall follow all posted traffic controls and security instructions.
AQL: 100% Compliant

(b) STD: The Contractor shall coordinate all vehicle arrivals, departures, and delivery movements with the COR to ensure compliance with installation access procedures and security protocols.
AQL: 100% Compliant

5.7.2 Vehicle List Requirements: Within fifteen (15) calendar days after contract award, the Contractor shall provide the COR and KO with a complete list of all vehicles used in the performance of this contract. The list shall include:

- Vehicle description
- Valid vehicle registration number
- Identification card numbers for assigned drivers
- Names of all assigned drivers

The Contractor shall update the vehicle list immediately as changes occur and provide the updated list to the COR.

(a) STD: The Contractor shall maintain an accurate and current list of all vehicles and drivers supporting contract operations and shall submit updates to the COR immediately upon any change (per occurrence) {**Deliverable A023**}.
AQL: 100% Compliant

(b) STD: Vehicle and driver information shall be complete and accurate to allow installation security personnel to verify credentials and issue access permits.
AQL: 100% Compliant

5.7.3 Credential Control: The Contractor shall coordinate with Base Aeronaval Cristóbal Colón security personnel to obtain site access permits. The copying, duplication, alteration, or reproduction of access passes by unauthorized personnel is strictly prohibited, including posting images of passes on publicly accessible forums, online platforms, or social media. Access passes are for the sole use of the individual to whom they are issued and shall not be shared, loaned, or transferred.

(a) STD: The Contractor shall ensure all access passes are safeguarded, used only by authorized personnel, and immediately reported if lost, stolen, or compromised.
AQL: 100% Compliant

(b) STD: The Contractor shall ensure no personnel duplicate, photograph, alter, or distribute access credentials in any form.
AQL: 100% Compliant

5.8 Unforeseen Conditions – Ice Delivery Operations

5.8.1 Notification Requirements: The Contractor shall immediately notify the COR if any unforeseen condition arises that interferes with ice delivery operations.

(a) STD: The Contractor shall notify the COR immediately upon identifying any condition that may delay or disrupt delivery operations (per occurrence) {**Deliverable A024**}.
AQL: 100% Compliant

5.8.2 Written Notice Requirements: If a potential interference is identified, the Contractor shall provide written notice within three (3) working days in accordance with FAR 52.236-2.

(a) STD: The Contractor shall submit complete written notice within three (3) working days of identifying the condition to the KO and COR {**Deliverable A025**}.
AQL: 100% Compliant

5.8.3 Resumption of Delivery: Deliveries affected by unforeseen conditions shall not resume until the KO issues written direction.

(a) STD: The Contractor shall not resume delivery operations until written authorization is issued by the KO.
AQL: 100% Compliant

6. **APPLICABLE PUBLICATIONS (CURRENT EDITIONS)**

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

6.1.1 DOD Commercial Use of Imagery Guidelines
6.1.2 AR 190-13, The Army Physical Security Program
6.1.3 Army Directive 2014-05, Policy and Implementation Procedures for CAC Credentialing Access for Uncleared Contractors
6.1.4 DOD 5220.22-M, National Industrial Security Program Operating Manual
6.1.5 Defense Federal Acquisition Regulation Supplement (DFARS)
6.1.6 Joint Travel Regulation (JTR)
6.1.7 AR 735-5, Policies and Procedures for Property Accountability
6.1.8 DODD 8570.01, Information Assurance Training Certification and Workforce Management
6.1.9 DOD 8570.01-M, Information Assurance Workforce Improvement Program
6.1.10 AR 25-2, Information Assurance
6.1.11 DODI 3020.41, Contractor Personnel Authorized to Accompany the U.S. Armed Forces
6.1.12 USSOUTHCOM SC Regulation 40-501, Medical Suitability Screening Regulation
6.1.13 DODI 2000.16 DoD Antiterrorism (AT) Program

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

7.1 Attachments:

7.1.1 Attachment 1 – Performance Requirements Summary

7.1.2 Attachment 2 – Deliverables Schedule

7.1.3 Attachment 3 – JOTC Tentative Ice Delivery Schedule

Performance Requirements Summary

The contractor service requirements are summarized into performance objectives that relate directly to mission essential items. The standard should relate to timeliness, quality, or quantity (metrics) of service required by the Contractor is stated in the PWS verbiage. The performance threshold briefly describes the minimum acceptable levels of service required for each requirement. **These thresholds are critical to mission success**.

Performance Objective	Standard	Performance Threshold Acceptable Quality Levels (AQL's)	Method of Surveillance
PRS#1 – PWS para 5.1.1 Produce Ice Exclusively from Potable Water: The Contractor shall ensure all ice is produced from potable water and supplied by a licensed Panamanian ice production company that meets national regulatory requirements for commercial ice manufacturing.	The Contractor shall verify and document that all water used for ice production is potable and that the producing facility maintains valid licensing under Panamanian regulatory authorities.	100% Compliant	Periodic Inspection Customer Feedback
PRS#2 – PWS para 5.1.2 Package Ice in 10-Pound Sealed Bags: The Contractor shall package all ice in sealed, durable 10pound bags suitable for transport, staging, and field handling at Cristóbal Colón.	The Contractor shall ensure each bag is fully sealed, intact, and labeled as a 10-pound unit.	100% Compliant	Periodic Inspection Customer Feedback
PRS#3 – PWS para 5.1.3 Maintain Sanitary Production Conditions: The Contractor shall maintain sanitary conditions throughout all stages of ice production, consistent with commercial ice manufacturing standards and potable water requirements.	The Contractor shall ensure production areas, equipment, and handling processes meet sanitary standards required for commercial ice manufacturing and remain free from contamination risks.	100% Compliant	Periodic Inspection Customer Feedback
PRS#4 – PWS para 5.1.4 Label Bags With Production Date and Batch/Lot Number: The Contractor shall label each bag with the production date and batch/lot number to ensure full traceability for Government oversight and quality assurance.	The Contractor shall ensure all labels are legible, accurate, and affixed to each bag prior to delivery.	100% Compliant	Periodic Inspection Customer Feedback
PRS#5 – PWS para 5.1.5 Prevent Contamination During Production and Storage: The Contractor shall ensure ice remains protected from contamination at all stages of production, handling, storage, and	The Contractor shall implement controls to prevent physical, chemical, or environmental contamination during production, handling, and storage, consistent with potable water standards and sanitary requirements.	100% Compliant	Periodic Inspection Customer Feedback

staging prior to delivery at Cristóbal Colón.			
PRS#6 – PWS para 5.2.1 Deliver Monthly Quantity Determined by the COR: The Contractor shall deliver the monthly quantity of ice determined by the COR, up to a maximum of 5,200 pounds (520 bags of 10 pounds each), in support of the Jungle Operations Training Course (JOTC).	The Contractor shall ensure the full COR-directed quantity is delivered without shortfall. The Contractor shall submit documentation confirming total monthly delivery quantities to the COR within 24 hours of each monthly delivery.	100% Compliant	Periodic Inspection Customer Feedback
PRS#7 – PWS para 5.2.2 Deliver Ice on COR-Directed Schedule: The Contractor shall deliver ice on the schedule established by the COR, with delivery timing adjusted based on operational requirements and the training tempo of the Jungle Operations Training Course (JOTC).	The Contractor shall meet all delivery dates and times established by the COR. The Contractor shall notify the COR of any required schedule adjustments at least 48 hours in advance, and the COR shall provide the Contractor with at least 48 hours' notice of any Governmentdirected schedule changes	100% Compliant	Periodic Inspection Customer Feedback
PRS#8 – PWS para 5.2.3 Provide Delivery Receipts and Bag Counts: The Contractor shall provide delivery receipts documenting total weight, bag count, and production batch information for each delivery.	The Contractor shall ensure all receipts accurately reflect quantities delivered and are submitted to the COR immediately upon completion of each monthly delivery.	100% Compliant	Periodic Inspection Customer Feedback
PRS#9 – PWS para 5.2.4 Transport Ice in Insulated or Refrigerated Vehicles: The Contractor shall transport ice using insulated or refrigerated vehicles that maintain temperatures at or below 32°F (0°C) to prevent melting and contamination.	The Contractor shall ensure vehicles maintain temperature control at or below 32°F (0°C) during transport. The Contractor shall ensure vehicles are clean, sanitary, and free from contaminants.	100% Compliant	Periodic Inspection Customer Feedback
PRS#10 – PWS para 5.2.5 Unload and Stage Ice at COR-Designated Location: The Contractor shall unload and stage ice at the location designated by the COR.	The Contractor shall unload and stage ice safely and without damage to bags. The Contractor shall ensure staging locations protect ice from heat, sunlight, and contamination.	100% Compliant	Periodic Inspection Customer Feedback
PRS#11 – PWS para 5.2.6 Remove All Delivery-Related Waste and Materials: The Contractor shall remove all waste, packaging, and materials generated during delivery.	The Contractor shall leave the delivery area clean and free of debris after each delivery. The Contractor shall dispose of waste in accordance with local regulations.	100% Compliant	Periodic Inspection Customer Feedback
PRS#12 – PWS para 5.2.7 Ensure Continuous Availability of Ice for JOTC Training Cycles: The Contractor shall ensure ice	The Contractor shall maintain delivery reliability to prevent shortages during training cycles.	100% Compliant	100% Inspection

availability aligns with JOTC training requirements.	The Contractor shall coordinate with the COR to adjust delivery timing during periods of increased operational demand.		
PRS#13 – PWS para 5.2.8 Maintain Uninterrupted Delivery Capability: The Contractor shall maintain uninterrupted delivery capability throughout the period of performance.	The Contractor shall maintain contingency plans to ensure delivery continuity in the event of equipment failure, supply disruption, or environmental conditions. The Contractor shall notify the COR immediately of any issue that may impact delivery capability	100% Compliant	Periodic Inspection Customer Feedback
PRS#14 – PWS para 5.3.1 Sanitary Handling and PPE Requirements: The Contractor shall ensure all personnel handling, loading, unloading, or transporting ice maintain sanitary handling practices consistent with foodgrade requirements	The Contractor shall ensure all personnel wear required PPE, maintain proper personal hygiene, and handle ice in a sanitary manner. PPE shall be clean, serviceable, and appropriate for the task, and personnel shall be trained in proper PPE use and sanitary handling procedures.	100% Compliant	Periodic Inspection Customer Feedback
PRS#15 – PWS para 5.3.2 Protection of Ice Bags and Prevention of Damage: The Contractor shall handle, unload, and stage ice in a manner that prevents tearing, puncturing, or other damage to sealed bags.	Ice shall be staged on stable, elevated, or otherwise suitable surfaces that prevent damage. Staging areas shall be clean, dry, and free of debris or conditions that could compromise bag integrity.	100% Compliant	Periodic Inspection Customer Feedback
PRS#16 – PWS para 5.3.3 Clean and Sanitary Vehicles, Equipment, and Facilities: The Contractor shall maintain all vehicles, equipment, and facilities used for production, storage, handling, and transport of ice in clean, sanitary condition consistent with potable water grade requirements.	Vehicles, equipment, and facility surfaces shall be cleaned regularly, sanitized prior to use, and free of odors, chemicals, pests, or contaminants. Production, packaging, and storage facilities shall maintain sanitary conditions, including clean floors, walls, equipment, and storage racks, and shall be protected from pests, excessive heat, direct sunlight, and environmental contaminants.	100% Compliant	Periodic Inspection Customer Feedback
PRS#17 – PWS para 5.3.4 Prevention of Contamination and Cross-Contamination: The Contractor shall ensure ice is protected from contamination at all stages of production, handling, storage, staging, and delivery	Ice shall not be stored, transported, or staged near chemicals, fuel, waste, hazardous materials, or incompatible cargo. Transport compartments shall be dedicated solely to ice during delivery operations and shall not contain or have recently contained incompatible cargo. Ice bags shall not be placed directly on the ground to prevent bag damage	100% Compliant	Periodic Inspection Customer Feedback

	and maintain sanitary handling conditions.		
PRS#18 – PWS para 5.3.5 Sanitary Staging and Delivery Areas: The Contractor shall maintain sanitary conditions in all areas where ice is staged prior to Government acceptance.	Staging areas shall be free of dirt, debris, pests, and contaminants and shall provide adequate protection from heat, moisture, and environmental exposure. The Contractor shall immediately clean and remove any spills, damaged bags, or waste generated during delivery and shall remove all trash, packaging, and debris from the delivery site.	100% Compliant	Periodic Inspection Customer Feedback
PRS#19 – PWS para 5.3.6 Safety Responsibilities and Hazard Mitigation: The Contractor is responsible for the safety of workers and visitors within contractor-controlled delivery areas.	Delivery operations shall be conducted using safe work practices that prevent injury, property damage, or unsafe conditions. Personnel shall follow all posted safety signage, installation access rules, and COR-directed safety instructions. The Contractor shall identify and mitigate hazards associated with ice delivery operations, including slip hazards, vehicle movement, lifting risks, and equipment operation. Unsafe conditions that cannot be immediately corrected shall be reported to the COR.	100% Compliant	Periodic Inspection Customer Feedback
PRS#20 – PWS para 5.3.7 Notification of Unsafe or Unsanitary Conditions: The Contractor shall immediately notify the COR of any suspected contamination, compromised packaging, facility sanitation issues, or unsafe conditions that may affect the safety or quality of ice.	The Contractor shall halt delivery of affected products until cleared by the COR and shall provide required notifications and written documentation within 24 hours.	100% Compliant	Periodic Inspection Customer Feedback
PRS#21 – PWS para 5.4 Contractor Personnel Requirements: The Contractor shall provide personnel who are trained, qualified, and capable of performing all ice delivery, handling, staging, and support tasks safely and in compliance with applicable standards.	All Contractor personnel performing ice delivery tasks shall complete training in sanitary handling of food-grade products, safe lifting and transport procedures, spill response, and applicable U.S. Army and host-nation safety requirements. Training records shall be available to the COR upon request. The Contractor shall provide sufficient staffing to complete all delivery, unloading, staging, and handling operations safely and on schedule.	100% Compliant	Periodic Inspection Customer Feedback
PRS#22 – PWS para 5.5 Quality Control and Documentation**:**	The Contractor shall develop, implement, and maintain a written QCP	100% Compliant	100% Inspection

The Contractor shall implement and maintain a Quality Control Program (QCP) ensuring all ice provided under this contract meets the standards outlined in this PWS. The Contractor shall maintain complete and accurate documentation demonst rating compliance with sourcing, production, sanitation, delivery, and safety requirements.	outlining inspection procedures, corrective actions, sanitation practices, and monitoring methods. The QCP shall be submitted to the COR within ten (10) calendar days of contract award and updated as needed. The Contractor shall maintain documentation verifying that all ice originates from licensed Panamanian ice production facilities approved under national regulatory requirements. Documentation shall include facility approval status, water source verification, and any status changes. The Contractor shall maintain production logs, sanitation records, and cleaning schedules for all equipment, vehicles, and facilities used in the production, storage, and transport of ice. The Contractor shall provide delivery receipts for each delivery, including quantities delivered, batch/lot numbers, production dates, source facility information, and time of delivery. The Contractor shall document all deficiencies identified through internal inspections or COR notifications and shall implement corrective actions within 24 hours. The Contractor shall provide written corrective action reports detailing the issue, root cause, corrective measures, and verification of resolution within 48 hours to the COR. The Contractor shall maintain traceability records for all ice batches delivered under this contract.		
PRS#23 – PWS para 5.6.1 <u>Continuity of Operations Plan (COOP):</u> The Contractor shall maintain a contingency and continuity plan ensuring uninterrupted delivery of ice in the event of disruptions, emergencies, or operational impacts.	The Contractor shall develop and maintain a written Continuity of Operations Plan (COOP) outlining procedure for maintaining uninterrupted delivery during equipment failures, supply shortages, transportation disruptions, natural disasters, labor strikes, or other unforeseen events. The COOP shall be submitted to the COR within ten (10) calendar days of contract award and updated as required.	100% Compliant	Periodic Inspection Customer Feedback

PRS#24 – PWS para 5.6.2 Notification and Mitigation Requirements: The Contractor shall notify the COR of any event that may impact delivery schedules, product quality, or production capability and shall take immediate action to mitigate impacts.	The Contractor shall immediately notify the COR of any event that may affect delivery schedules, product quality, or production capability. The Contractor shall submit an immediate mitigation plan and implement corrective actions within 24 hours, unless otherwise directed.	100% Compliant	Periodic Inspection Customer Feedback
PRS#25 – PWS para 5.6.3 Contamination or Safety Incident Response: The Contractor shall respond immediately to any contamination or safety incident affecting ice production, handling, storage, or delivery.	In the event of suspected contamination, compromised packaging, facility sanitation failures, or unsafe conditions affecting ice, the Contractor shall halt delivery, isolate impacted batches, and provide replacement ice within 24 hours. The Contractor shall document the incident and corrective actions taken and submit it to the COR within 24 hours.	100% Compliant	Periodic Inspection Customer Feedback
PRS#26 – PWS para 5.6.4 Transportation Disruption Response**:** The Contractor shall maintain the capability to continue delivery operations during transportation disruptions.	The Contractor shall maintain alternate transportation methods and routes to ensure timely delivery in the event of vehicle breakdowns, road closures, or access restrictions. Replacement vehicles shall be deployed within four (4) hours of a transportation failure, and the Contractor shall immediately notify the COR of any transportation failure, access restriction, or route disruption that may impact delivery timing or continuity.	100% Compliant	Periodic Inspection Customer Feedback
PRS#27 – PWS para 5.6.5 Staffing Continuity: The Contractor shall maintain sufficient staffing to ensure uninterrupted execution of all production, packaging, loading, transport, and delivery operations under all conditions.	The Contractor shall ensure adequate staffing levels at all times to support production, packaging, loading, transport, and delivery operations.	100% Compliant	Periodic Inspection Customer Feedback
PRS#28 – PWS para 5.7.1 Vehicular Access Requirements: The Contractor shall coordinate all vehicular access with the COR and comply with installation security requirements at Base Aeronaval Cristóbal Colón, formerly known as Fort Sherman. Contractor vehicles shall use only established site entrances and designated roadways as directed by the COR. Unauthorized routes, shortcuts, or unapproved entry points are prohibited.	Contractor vehicles shall enter and exit Base Aeronaval Cristóbal Colón (formerly known as Fort Sherman), only through COR-designated access points and shall follow all posted traffic controls and security instructions. The Contractor shall coordinate all vehicle arrivals, departures, and delivery movements with the COR to ensure compliance with installation access procedures and security protocols.	100% Compliant	Periodic Inspection Customer Feedback

PRS#29 – PWS para 5.7.2 Vehicle List Requirements: Within fifteen (15) calendar days after contract award, the Contractor shall provide the COR and KO with a complete list of all vehicles used in the performance of this contract.	The Contractor shall maintain an accurate and current list of all vehicles and drivers supporting contract operations and shall submit updates to the COR immediately upon any change (per occurrence). Vehicle and driver information shall be complete and accurate to allow installation security personnel to verify credentials and issue access permits.	100% Compliant	Periodic Inspection Customer Feedback
PRS#30 – PWS para 5.7.3 Credential Control: The Contractor shall coordinate with Base Aeronaval Cristóbal Colón security personnel to obtain site access permits. The copying, duplication, alteration, or reproduction of access passes by unauthorized personnel is strictly prohibited, including posting images of passes on publicly accessible forums, online platforms, or social media. Access passes are for the sole use of the individual to whom they are issued and shall not be shared, loaned, or transferred.	The Contractor shall ensure all access passes are safeguarded, used only by authorized personnel, and immediately reported if lost, stolen, or compromised. The Contractor shall ensure no personnel duplicate, photograph, alter, or distribute access credentials in any form.	100% Compliant	Periodic Inspection Customer Feedback
PRS#31 – PWS para 5.8.1 Notification Requirements: The Contractor shall immediately notify the COR if any unforeseen condition arises that interferes with ice delivery operations.	The Contractor shall notify the COR immediately upon ident ifying any condition that may delay or disrupt delivery operations (per occurrence).	100% Compliant	Periodic Inspection Customer Feedback
PRS#32 – PWS para 5.8.2 Written Notice Requirements: If a potential interference is identified, the Contractor shall provide written notice within three (3) working days in accordance with FAR 52.2362.	The Contractor shall submit complete written notice within three (3) working days of identifying the condition to the KO and COR.	100% Compliant	Periodic Inspection Customer Feedback
PRS#33 – PWS para 5.8.3 Resumption of Delivery: Deliveries affected by unforeseen conditions shall not resume until the KO issues written direction.	The Contractor shall not resume delivery operations until written authorization is issued by the KO.	100% Compliant	Periodic Inspection Customer Feedback

Deliverables Schedule

Deliverable	Frequency	# of Copies	Medium/Format	Submit To
A001 – Submittal, Quality Control Plan (QCP) (para 1.6.1)	Initial submission within thirty (30) calendar day and proposed changes within five (5) calendar days	One	E-mail (PDF or MS Word)	KO and COR
A002 – Submittal, Background Checks (para 1.6.7.5)	Within ten (10) days	One	E-mail (PDF or MS Word)	KO and COR
A003 – Notification, Background Check Notification Requirements (para 1.6.7.5.1)	Within 24 hours	N/A	E-mail	KO and COR
A004 – Submittal, Key Personnel (para 1.6.10)	Within three (3) days	One	E-mail (PDF, MS Word, or Excel)	KO
A005 – Submittal & Notification, Organizational Conflict of Interest (OCI) (para 1.6.17)	Notify immediately and per occurrence; submit a plan immediately and no later than 24 hours of the incident	One	E-mail (PDF or MS Word)	KO
A006 – Submittal, Anti-Terrorism (AT) Level I Training (para 1.6.19.1)	Within ten (10) days after training completion	One	E-mail (PDF)	KO and COR
A007 – Notification, Safety Laws and Regulations (para 1.6.23.1.2)	No later than ten (10) days	N/A	E-mail	KO via COR
A008 – Submittal, Delivery Monthly Quanity Determines by the COR (para 5.2.1 b)	Within 24 hours	One	E-mail (PDF or MS Word)	COR
A009 – Notification, Deliver ice on COR-direcrtred Schedule (para 5.2.2 b)	At least 48 hours in advance	N/A	E-mail	COR
A010 – Submittal, Provide Delivery Receipts and Bag Counts (para 5.2.3 a)	Immediately upon completion of each monthly deliver	One	E-mail (PDF, or a physical receipt copy)	COR
A011 – Notification, Maintain Uniterrupted Delivery Capability (para 5.2.8 b)	Immediately	N/A	E-mail	COR
A012 – Notification, Safety Responsibilities and Hazard Mitigation (para 5.3.6 b)	Immediately	N/A	E-mail	COR
A013 – Notification & Submittal, Notification of Unsafe or Unsanitary Conditions (para 5.3.7 a)	Notify immediately & Written documentation within 24 hours	One	E-mail (PDF or MS Word)	COR

A014 – Submittal, Contractor Personnel Requirements (para 5.4 a)	Upon request	One	E-mail (PDF or MS Word)	COR
A015 – Submittal, Quality Control and Documentation (para 5.5 a)	Within ten (10) calendar days of contract award and updated as needed	One	E-mail (PDF or MS Word)	COR
A016 – Notifications, Quality Control and Documentation (para 5.5 e)	Within 24 hours	N/A	E-mail	COR
A017 – Submittal, Quality Control and Documentation (para 5.5 e)	Within 48 hours	One	E-mail (PDF or MS Word)	COR
A018 – Submittal, Continuity of Operations Plan (COOP) (para 5.6.1 a)	Within ten (10) calendar days of contract award and upadated as required	One	E-mail (PDF or MS Word)	COR
A019 – Notification, Notification and Mititgation Requirements (para 5.6.2 a)	Notify immediately	N/A	E-mail	COR
A020 – Submittal, Notification and Mititgation Requirements (para 5.6.2 a)	Within 24 hours	One	E-mail (PDF or MS Word)	COR
A021 – Submittal, Contamination or Safety Incident Response (para 5.6.3 a)	Within 24 hours	One	E-mail (PDF or MS Word)	COR
A022 – Notification, Transportation Disruption Response (para 5.6.4 a)	Immediately	N/A	E-mail	COR
A023 – Submittal, Vehicle List Requirments (para 5.7.2 a)	Immediately upon any change (per occurrence)	One	E-mail (PDF or MS Word)	COR
A024 – Notification, Notification Requirements (Unforeseen Conditions) (para 5.8.1 a)	Immediately and per occurrence	N/A	E-mail	COR
A025 – Submittal, Written Notice Requirements (pata 5.8.2 a)	Within three (3) working days	One	E-mail (PDF or MS Word)	KO and COR

JOTC Tentative Ice Delivery Schedule

JOTC TENTATIVE ICE DELIVERY SCHEDULE			
Service: Deliver 520 10-Pound Bags of Ice on Selected Months			
QTY	**# of Deliveries**	**Month**	**Delivery Dates**
520 10-Pound Bags of Ice	1	July	15-Jul-26
520 10-Pound Bags of Ice	0	August	No Deliveries
520 10-Pound Bags of Ice	1	September	4-Sep-26
520 10-Pound Bags of Ice	1	October	30-Oct-26
520 10-Pound Bags of Ice	1	November	27-Nov-26
520 10-Pound Bags of Ice	0	December	No Deliveries
520 10-Pound Bags of Ice	1	January	29-Jan-27
520 10-Pound Bags of Ice	1	February	19-Feb-27
520 10-Pound Bags of Ice	0	March	No Deliveries
520 10-Pound Bags of Ice	1	April	22-Apr-27
520 10-Pound Bags of Ice	1	May	14-May-27
520 10-Pound Bags of Ice	1	June	4-Jun-27
520 10-Pound Bags of Ice	1	July	30-Jul-27
520 10-Pound Bags of Ice	1	August	20-Aug-27
520 10-Pound Bags of Ice	1	September	1-Sep-27

Note: 12 total deliveries from July 2026 through September 2027.
Delivery dates and quantities are subject to change and shall be adjusted as directed by the COR based on operational requirements.