**Performance Work Statement (PWS) - Joint Education and Doctrine Support**

## 1. Objective

Acquire high quality analytic, editorial, publishing, and online development and distribution of products that support the Chairman of the Joint Chief of Staff's (CJCS) statutory requirement to provide education and doctrine to the joint force and manage the Universal Joint Task List (UJTL) to directly support readiness reporting and training.

## 2. Background

Title 10 United States Code directs the Chairman to develop joint doctrine for the Armed Forces, formulate policies for Joint Professional Military Education (JPME), and evaluate the preparedness and readiness of the joint force. The Joint Education and Doctrine Division (JEDD), Joint Staff (JS) J-7, manages joint doctrine development and electronic publishing, provides oversight of JPME programs, and maintains the UJTL for the Chairman by leveraging unique government capabilities split between the Pentagon and the Joint Staff J-7 element located in Suffolk, Virginia. The Government's requirements for both the Pentagon and Suffolk on-site staff and off-site staff are executed under a single contract vehicle to enable the contractor to optimize resources, provide flexibility, and bring best value to the government. Specific geographic locations are not required for off-site personnel but must be in the Continental United States.

The Joint Doctrine Program is responsible for maintaining the CJCS's doctrine library to ensure that the most current and relevant principles and practices are available to the Warfighter. Maintaining the joint doctrine library involves continually assessing the products and publications that comprise it and regularly updating those determined to be out of date. In addition to maintaining the existing library, the Joint Doctrine Program develops new publications and products, when required to fill a void in existing doctrine. The program is also responsible for managing the Department of Defense (DoD) terminology program and developing the U.S. position on the North Atlantic Treaty Organization's (NATO) Allied doctrine and terminology. To execute these responsibilities the Joint Doctrine Program establishes policy, conducts program management and analysis, schedules projects, staffs and coordinates products, edits content, and publishes approved doctrine products. The Joint Doctrine Program is conducted from locations in the Pentagon and Suffolk, Virginia.

The JPME Program is responsible for developing policies that governs officers and enlisted JPME and the National Defense University. The JPME Program coordinates and executes post-graduation assessments, provides oversight to the Military Education Assessment Advisory Committee (MEAAC) and manages the joint accreditation of JPME programs. The JPME Program is also responsible for developing and maintaining the Joint Accreditation Management Information System (JAMIS) that automates data collection, analysis, and reporting required to evaluate the effectiveness of JPME programs in achieving program learning outcomes. The JPME Program is conducted from the Pentagon.

The UJTL Program is responsible for policy, program management, scheduling, staffing, coordination, and publishing of approved tasks within the UJTL to directly support planning, readiness reporting, and training. The UJTL is used by all Combatant Commands (CCMDs), Combat Support Agencies (CSAs), National Guard Bureau (NGB) and Services to determine and report mission readiness, as well as develop and assess joint training. Joint Mission Essential Task Lists (JMETLs) must be selected from the approved UJTL in Defense Readiness Reporting System (DRRS) to report readiness. Services and CSAs map up or are command linked to the UJTs they support. UJTs are developed and revised using the UJTL Task Development Tool (UTDT), a collaborative software program used by the Joint Community to establish baseline standards for mission essential tasks. The UJTL program is conducted from Suffolk, Virginia.

## 3. Scope

This PWS includes task order deliverables that support JEDD. Although each requirement and deliverable are distinct, all are inter-related through mature and well-defined Chairman's programs to provide joint doctrine, JPME policy, and the UJTL for the joint warfighter.

## 4. Applicable Documents

The most current revisions of the following documents are related to this project:
CJCSI 5120.02 Joint Doctrine System
CJCSM 5120.01 Joint Doctrine Development and Revision Process

JSM 5100.07 Organizations and Functions of the Joint Staff for Joint Force Development, J-7
CJCSI 3500.02 Universal Joint Task List Program
CJCSI 5705.01 Standardization of Military and Associated Terminology
CJCSM 3500.04 Universal Joint Task Manual
CJCSI 1800.01 Officer Professional Military Education Policy
CJCSI 2700.01 Rationalization, Standardization, and Interoperability Activities
CJCSI 5123.01 Charter of the Joint Requirements Oversight Council and Implementation of the Joint Capabilities Integration and Development System
CJCSI 5711.01 Action Processing Policy and Procedures
Part 117 of Title 32, Code of Federal Regulations - National Industrial Security Program Operating Manual (NISPOM)
DoDM 8140.03 Cyberspace Workforce Qualification and Management Program
DoDI 8500.01 Cybersecurity
DoDI 8510.01 Risk Management Framework for DoD Systems
CJCSM 1810.01 Outcomes-Based Military Education Procedures for Officer Professional Military Education
DoDI 8910.01 DoD Implementation of the Paperwork Reduction Act
DoDI 1322.35, Vol. 1 Military Education: Program Management and Administration
DoDD 7730.65 DoD Readiness Reporting System
DoDI 7730.66 Readiness Reporting Guidance for Defense Readiness Reporting System
CJCSM 3500.03 Joint Training Manual for the Armed Forces of the United States
CJCSI 3500.01 Joint Training Policy for the Armed Forces of the United States
CJCSI 3401.02 Force Readiness Reporting
NIST SP 800-37 Guide for Applying the Risk Management Framework to Federal Information Systems
DoDI 5200.44 Protection of Mission Critical Functions to Achieve Trusted Systems and Networks
Joint Staff J-7 Universal Joint Task List (UJTL) Program Standard Operating Procedures

**5. Requirements**
The following section specifies the performance requirements and associated tasks for the contract.

**5.1 Provide Program Management oversight of the Joint Staff's Joint Doctrine, JPME and UJTL programs.**
The contractor shall provide a monthly summary of tasks completed, status of tasks in progress, issues, labor hours expended, and travel costs for the previous month at the third work breakdown structure task level encompassing the Joint Staff Doctrine, JPME and UJTL Programs, and Joint Doctrine, Education and Training Electronic Information System (JDEIS) efforts within 10 business days after closing of contractor's monthly accounting period **(A001)**. The contractor shall ensure tasking is within the task order scope and funding levels, and report any emergent issues with staffing, funding, or contract scope to the government's Contracting Officer Representative (COR) within 5 business days with a proposed solution. The contractor shall also provide a quarterly progress review **(A002)** addressing specific accomplishments, planned activities, key personnel changes, funding, travel, and issues/problems. Contractor oversight may be performed at the location that provides the best value to the government unless specified otherwise in the following sections.

<u>Performance Standards</u>

**Standard:**
1. Monthly Status Report submitted within 10 business days after closing of contractor's monthly accounting period **(A001)**.
2. Quarterly Progress Review is held within 10 business days after the end of each quarter **(A002)**.
3. Identification of proposed plan and timeline for correction of emergent deficiencies to COR in cost, schedule, or manning within 5 business days after problem is identified.
4. The contractor shall ensure the continuity of all projects with qualified personnel during turn-over of task order personnel.
5. Billets filled with qualified personnel within 45 business days of identification of a manning shortage or turnover.

**AQL:**
1. 90% of contractor positions must be filled within 45 days.

2. 95% of cost and schedule deficiencies must be resolved within the specified timeframe agreed upon by the government and the contractor.
3. 95% of deliverables are submitted on time.

**Consequence for Non-Compliance:**
Products lacking sufficient detail will be returned for revision, or feedback will be provided for improvement in future reports. Deliverables provided more than week after the due date may be documented in the contractor's Contractors Performance Assessment Reporting System (CPARS). Continued non-compliance may be addressed per 7.2 - Quality Assurance Surveillance Plan (QASP).

Deliverables
A001 Monthly Status Report to include Monthly Invoice and Expenditure Report
A002 Quarterly Progress Review

**5.2 Joint Doctrine Support**
The contractor shall provide support in the areas of project management; doctrine subject matter expertise in the Joint Doctrine development and revision process; publication formatting, electronic publishing; and distribution of joint doctrine; and terminology. A Top Secret clearance with access to Special Compartmented Information (TS/SCI) is required for all personnel on-site at the Pentagon and is only required for contractor personnel in Suffolk needing access to TS/SCI information in performance of the contract. The contractor shall utilize the tools and applications that facilitate the assessment and development of joint doctrine publications. Use of innovative methods (e.g. using federal government-approved Artificial Intelligence (AI), such as Large Language Models (LLM) to support analytical, writing, and editing tasks associated with doctrine development and improve efficiency or effectiveness of work performance and product(s) are highly encouraged. Only those AI tools authorized by the government on approved networks or environments shall be used. Contractor personnel shall not input, upload, or otherwise expose any classified, Controlled Unclassified Information (CUI) or sensitive data into non-government approved AI tools, nor into government tools where the information is processed at a classification level higher than the tool classification level. All use of AI tools shall comply with applicable DoD policies, data protection standards, and information security requirements. Sufficient support must be available throughout the duty day to work on the various information suites on which doctrine resides, to include the Non-classified Internet Protocol (IP) Router Network (NIPRNet), Secure Internet Protocol Router Network (SIPRNet), and the Joint Worldwide Intelligence Communications System (JWICS).

Performance Standards

**Standard:**
1. Trip Reports shall be submitted within five (5) business days of travel completion and shall, at a minimum, provide the purpose of the trip, dates, locations visited, key activities, key achievements, challenges, lessons learned and recommendations **(A003).**
2. Informational briefings shall be submitted five (5) business days prior to start of Joint Doctrine Planning Conference (JDPC), Configuration Management Working Groups, or Joint Working Groups (JWG s) **(A004)**. Briefings shall be of high quality, containing factually correct, relevant, concise and actionable information tailored to the O-6/GS-15 level.
3. Running assessments supporting the development and revision of joint doctrine should be completed no later than one month prior to the start of a publication revision **(A005)**. They shall provide an in-depth analysis identify content gaps, redundancies, and areas for improvement.
4. Update of UJTL citations/table in Joint Doctrine Publications should be completed no later than one month prior to the start of a publication revision **(A006)**.
5. Allied doctrine research reports to be completed within ten (10) business days of assignment **(A007)**.
6. Special studies to be completed within four (4) to six (6) weeks following assignment **(A008)**.
7. Draft emerging doctrine publications to be completed within four (4) to six (6) months following assignment **(A009)**.
8. Editorial assessments are proactive and support a collaborative doctrine development and revision process; content adhering to joint doctrine style manuals and formatting standards. **(A010)**.
9. Coordination drafts shall be edited and formatted for upload to Joint Doctrine Development Tool (JDDT) within five (5) business days **(A011)**.

10. Allied publications shall be formatted for upload to JDDT within five (5) business days **(A012)**.
11. Review of consolidate comment resolution matrices (CRM) shall be conducted concurrently during adjudication and completed within five (5) business days without hindering the overall production timeline **(A013)**.
12. Graphics to be developed, edited, or formatted within five (5) business days of request **(A014)**.
13. Signature drafts to be developed within fifteen (15) business days **(A015)**. The contractor shall produce signature drafts in Microsoft Word (.docx) and Adobe (.pdf) and IAW joint doctrine editorial standards.
14. Electronically publish updates to Joint Doctrine (parsed and stored as rapidly searchable datasets) within five (5) business days **(A016)**.
15. Monthly list of DoD dictionary term changes completed no later than the fifth (5$^{th}$) business day of the month **(A017)**.
16. Joint terminology research reports completed within ten (10) business days following the approval of the program directive (PD) **(A018)**.
17. Allied terminology research reports completed within ten (10) business days following assignment **(A019)**.

**AQL:**

1. 98% product submission within approved government timelines and 100% in accordance with applicable CJCSI/CJCSMs and internal doctrine standard operating procedures (SOPs)**.**
2. Zero factual errors and no more than one minor formatting or grammatical error per product unless it is a review not intended as a comprehensive edit as specified in Sections 5.2.4 and 5.4.2.1 below.

**Consequence for Non-Compliance:**
Products with factual, major formatting and grammatical errors, lacking sufficient detail, or not compliant with policy or SOPs will be returned for revision, or feedback will be provided for improvement in future reports. Continued non-compliance shall be addressed per 7.2 - Quality Assurance Surveillance Plan (QASP).

<u>Deliverables</u>
A003 Doctrine Trip Reports
A004 Informational Briefings
A005 Running Assessments
A006 UJTL Citations and Table
A007 Allied Doctrine Research Reports
A008 Special Studies
A009 Emerging Doctrine Publications
A010 Editorial Assessment of Joint Doctrine Publications
A011 Edited and Formatted Coordination Drafts of Joint Doctrine Publications (for JDDT)
A012 Formatted Allied Publications (for JDDT)
A013 Adjudicated Consolidated Comment Resolution Matrices Reviews
A014 Graphics (new or edited)
A015 Signature Draft
A016 Electronic Publishing
A017 Monthly DoD Dictionary Term Change Report
A018 Joint Terminology Research Report
A019 Allied Terminology Research Report

**5.2.1 Implement and Sustain On-site Doctrine Project Management Support**
Provide on-site project management support for the joint doctrine development process, including tracking and reporting the progress of individual publication efforts, managing organizational workflows, and supporting the development and implementation of SOPs. Support shall also include the facilitation of meetings and conferences organized by military and government personnel, to include project meetings, weekly doctrine reviews, JWGs, and the semi-annual JDPC. The contractor shall ensure that trip reports are submitted within five (5) business days of travel completion **(A003).**

**5.2.2 Working Group, Conference, and Meeting Support**
The contractor shall coordinate doctrine working groups, conferences, and other meetings as required. Required support includes developing read-ahead packages, assisting with briefing development, establishing, and managing

distributed collaboration capability (e.g.: Microsoft Teams, video teleconferencing, etc.), annotating CRM changes during JWGs, as well as providing escort for events within the division and on-site/off-site event facilitation. Required support may also include the development and presentation of information briefings **(A004)** on doctrine matters. Anticipate providing support for up to two (2) annual JDPCs per year, two (2) Configuration Management Working Groups per year, and up to one (1) JWG per month during the period of this task order. Briefings shall be submitted within five (5) business days prior to start of JDPC, Configuration Management Working Group, or JWG. Location of these meetings will be at the discretion of the government in providing the most cost-effective venue for the audience in question, generally in the vicinity of either the Pentagon, the JS J-7 Suffolk building, virtually, or combination thereof. When requested by the government, the contractor shall provide meeting space with sufficient technology equipment and support to host or facilitate these events.

**5.2.3 On-site Subject Matter Expertise to the Joint Doctrine Development and Revision Process**
The contractor shall provide on-site doctrine analysis to be split between the Pentagon and JS J-7 Suffolk supporting the development and revision of joint doctrine with detailed and in-depth analysis of doctrine and related information to enable the government to maintain the joint doctrine library with the most current and relevant content. The contractor shall perform up to six (6) comprehensive reviews and running assessments **(A005)** of joint doctrine to identify content gaps, redundancies, and areas for improvement. Running assessments should be completed no later than one month prior to the start of a publication revision.

As part of the doctrine revision process, or when administrative or urgent changes are made to signed/published publications, the contractor shall review, analyze, and validate UJTL citations in the publication, incorporate new UJTL citations, and update the publication's associated UJTL table within the JP. Contractor should anticipate updating UJTL citations and table for up to fifteen (15) JPs annually **(A006)**. Update of UJTL citations and table should be completed no later than one month prior to the start of a publication revision.

**5.2.3.1 Support Allied Doctrine Revision**
The contractor shall review and analyze allied doctrine publications to support revisions efforts. Support shall include reviewing and analyzing allied doctrine publications and CRMs and producing research reports to inform government on issues such as alignment of doctrine concepts or identifying gaps or deficiencies in the publication. Provide input and analysis on up to ten (10) allied doctrine research reports **(A007)**. Reports to be completed within ten (10) business days of assignment.

**5.2.3.2 Produce Special Studies**
The contractor shall produce special studies on topics related to joint doctrine publication development, evolving operational practices, or other force employment or design-related issues, as directed by the government. These studies are intended to support the development and refinement of joint doctrine by providing original analysis and insights. Topics for special studies will be determined by the government and may include, but are not limited to, emerging concepts, wargames, exercises, and lessons learned. Each study is generally expected to be completed within 4 to 6 weeks of assignment. The contractor is expected to coordinate and collaborate with other Joint Staff directorates, Services, Combatant Commands, and members of the Joint Doctrine Development Community (JDDC) as needed to inform the study. Anticipate up to up to sixteen (16) special studies annually **(A008)**.

**5.2.3.3 Produce Emerging Doctrine Reviews and Reports**
The contractor shall produce emerging doctrine. Emerging doctrine provides an in-depth analysis of concepts, wargaming, and experimentation, and their potential impact to current joint doctrine. Emerging doctrine can identify emerging capabilities and/or operational trends/imperatives, for incorporation into current joint doctrinal publications. Emerging doctrine can also take the form of a specific appendix to a current joint publication. This task includes analysis and publication development/revision to incorporate relevant Joint Warfighting Concept (JWC) content in support of warfighter actions during Elite Constellation (EC) or similar events, wargames, and/or exercises; incorporating content from other emerging doctrine; and updating joint doctrine as informed by EC lessons learned. Anticipate up to two (2) emerging doctrine publications annually **(A009)**. Development of emerging doctrine is generally expected to take 4 to 6 months following assignment.

**5.2.4 Editorial Support for Joint Doctrine Publication Development**
The contractor shall provide editorial assessment to assist the JDDC during the creation and revision of joint doctrine publications. The support includes active participation in collaborative environments (e.g., Microsoft

Teams) to identify and resolve formatting, grammatical, and stylistic issues early in the drafting process, thereby streamlining workflow and enhancing the overall quality of the publications. The editorial assessment is not intended to be a comprehensive edit but should focus on identifying and flagging critical issues including but not limited to grammatical errors (such as use of passive voice), unclear or ambiguous language, terminology inconsistent with joint doctrine, and language that is difficult to understand. Make recommend solutions and improvements aligned with established joint doctrine style guides as well as standards and best practices. Provide constructive feedback to authors that facilitates iterative improvements without impeding content development. Editorial assessments must adhere to joint doctrine style manuals and formatting standards. Anticipate the review and assessment of up to fifteen (15) joint doctrine publications annually **(A010)**.

**5.2.4.1 Edit and Format Coordination Drafts**
The contractor shall edit and format coordination drafts of joint doctrine publications (e.g., joint publications, Joint Doctrine Notes (JDNs), and emerging doctrine) for upload into JDDT. Editors shall complete the review and formatting within five (5) business days. This review is not intended as a comprehensive edit but shall focus on identifying and flagging significant issues, including major grammatical and spelling errors. Formatted publications may include quotes, vignettes, images, and graphics. The contractor shall use government-directed tools, platforms, and methods to complete these tasks and shall be prepared to edit, format, and upload up to fifteen (15) joint publications **(A011)** annually. The contractor shall format and upload up to eight (8) allied publications into JDDT **(A012).**

**5.2.4.2 Review and Edit Consolidated Comment Resolution Matrix**
The contractor shall collaboratively review up to fifteen (15) adjudicated JWG CRMs annually **(A013)**, ensuring adjudicated items are free of major technical and grammatical errors and consistent with joint doctrine standards. Reviews shall be conducted concurrently during adjudication and completed within five (5) business days without hindering the overall production timeline.

**5.2.4.3 Graphics Support**
Provide graphic technical assistance to include the development of original graphics or editing of current graphics for both electronic and paper publications; conversion of electronic graphic files from one format to another; processing video and photo files; processing files to portable document format; installing hyperlinks in electronic files; and maintenance of photo library and other graphic archival data. Contractor shall anticipate developing or editing up forty (40) graphics **(A014)**.

**5.2.4.4 Edit and Format Signature Draft**
The contractor shall use the approved CRM to prepare a signature draft of joint doctrine publications. The contractor shall produce signature drafts in Microsoft Word (.docx) and Adobe (.pdf) and IAW joint doctrine editorial standards. The contractor shall anticipate preparing (editing and formatting) up to fifteen (15) joint publications annually with each signature draft developed within fifteen (15) business days **(A015)**.

**5.2.5 Publish and Distribute Joint Doctrine and Associated Products Electronically**
The contractor shall electronically publish and distribute joint doctrine and associated products identified in this work statement using the online capabilities and tools described in Section 5.3 below. **(A016)** Joint publications and select other content shall be parsed and stored as rapidly searchable datasets which facilitates cross-indexing, linking and discovery of joint doctrine and related content. Content updates shall be completed within 5 business days following the approved update/change/addition/deletion to joint doctrine publications.

**5.2.6 Maintain the Online Terminology Research Databases**
The contractor shall maintain databases of approved joint terminology that are searchable online as part of the Joint Electronic Library (JEL)/Joint Electronic Library Plus (JEL+) (Personal Identity Verification (PIV) Protected) (NIPRNet and SIPRNet) web portals and provide a monthly report of DoD Dictionary term changes **(A017)** to the DoD Terminologist or other designated government representative in a formatted excel spreadsheet. Incorporate proposed changes to terms and definitions provided by the DoD Terminologist into the Joint Terminology Master Database (JTMD) for new or revised JPs and/or IAW DoD Dictionary of Military and Associated Terms, CJCSI 5120.02, CJCSI 5705.01, or other official DoD directives and memorandums. Prepare and forward joint terminology research reports outlining terms sourced to JPs to the lead agent **(A018)** within ten (10) business days following approval of the Program Directive (PD) to assist in the publication revision. The contractor shall

anticipate preparing up to fifteen (15) joint terminology research reports annually. The contractor may also support the review of allied terminology by providing allied terminology research reports **(A019)**. The contractor shall anticipate preparing up to eight (8) allied terminology research reports annually and to be completed within ten (10) business days following assignment.

**5.3 Maintain and update electronic publishing capability and online tools for product development and staffing.**

The Contractor shall maintain and update the electronic publication and distribution capabilities of the following Joint Doctrine, Education, and Training Electronic Information System (JDEIS) applications: Joint Electronic Library (JEL) on the internet, JEL+, an approved PIV protected DoD hosting network or enclave, and JEL+ SIPRNet, an approved classified network. The Contractor shall also maintain and update electronic tools for the online development, collaboration, revisions, updates, and electronic staffing of joint publications on the NIPRNet Joint Doctrine Development Tool (JDDT) (also referred to as JDDT-N) and associated Joint Master Terminology Database (JTMD); JDDT SIPRNet (also referred to as JDDT-S) for classified and limited distribution publications; tracking and actions related to joint publications through their development cycle on the Joint Publication Management Tool (JPMT); development and staffing of Universal Joint Tasks (UJTs) on the UJTL Task Development Tool (UTDT); and accredit DoD educational institutions and support congressionally mandated annual reporting on the JPME Joint Accreditation Management Information System (JAMIS). The user interface and other "look and feel" aspects of JEL and JEL+ are determined by the Government and may require contractor revision. The contractor shall estimate the hardware/software cost for the 5 NIPR and 2 SIPR applications and 2 websites across three separate environments: Production, Test/Staging, and Development. All online publishing capabilities and tools shall be delivered with full authority to operate (ATO) on approved networks and service providers and associated documentation **(A020)**. The Contractor shall have experience and be proficient in designing database tables and schema designs to support, document, optimize, and improve application development responsiveness. Use of innovative methods (e.g. using federal government-approved AI, LLM) to improve efficiency or effectiveness of work performance and product(s) are highly encouraged. Only those AI tools authorized by the government within approved networks or environments shall be used. Contractor personnel shall not input, upload, or otherwise expose any classified, CUI, or sensitive data into non-government approved AI tools. All use of AI tools shall comply with applicable DoD policies, data protection standards, and information security requirements.

The contractor shall hold weekly informal JDEIS IT updates and monthly collaboration meetings with the Government system owner/Program Manager (PM).

<u>Performance Standards</u>

**Standard:**

1. Tasks that have the potential to interrupt DoD community users' accessibility to JDEIS applications (UTDT, JDDT, JDDT SIPR, JPMT and JPME JAMIS) are performed outside of normal work hours.
2. Online publishing capabilities and tools delivered with full ATO **(A020**) for each: JEL, JEL+, JEL+SIPR, JDDT, UTDT, and JAMIS.
3. Briefing slides for JDEIS meetings, working groups, and conferences submitted a minimum of 1 week prior to event. **(A021)**
3. Bi-Annual JEL, JEL+, and JEL+ SIPRNet metrics and other status reports shall be delivered every 6 months from the start of the contract. **(A022)**.
4. Business practices, procedures, and rules for all JDEIS applications shall be updated within one (1) month of new tool launch or update **(A023).**
5. Update of application user guides NLT one (1) month when after requested by the government, a new version is deployed, and/or major updates or new features have been added **(A024)**.
6. Confirmation of application help ticket receipt and/or closure within 48 hours, and no longer than 1 week to resolve.
7. Document all externally received requests, bugs, and enhancement within record or helpdesk within 48 hours of receipt
8. Validation testing, acceptance support and installation for interim patches and new software completed within one (1) month of the launch of a new tool or update **(A025)**.
9. Deployment instructions for all JDEIS applications within 4 months of contract award and within a month of when a new version is deployed **(A026)**.

10. JDEIS applications maintained and updated no less than once weekly
11. JDEIS NIPR and SIPR ATO sixty (60) to ninety (90) days prior to Authorization Termination Date (ATD) **(A027).**
12. Fulfill all requested Risk Management (RMF) requirements 2 weeks prior to government suspense date**.** **(A028)**
13. Maintain, backup, and provide updates to the database after a large database update or change, or at a minimum, on a monthly basis as required for policy compliance.
15. ATO Conditions mitigated within 30 days of the Authorization Termination Date, or per a POA&M when applicable **(A029).**
16. Operationalize API for data exchange within 4 months of contract execution and training and/or documentation 1 month following **(A030)**.

**AQL**:
1. Electronic publication and distribution capabilities 100% compliant with established guidelines in CJCSI 5120.02 and Joint Staff internal SOPs.
2. 0% Data loss
3. Non-recurrence of defective services.
4. 100% compliance with Risk Management Framework (RMF) requirements.
5. 95% completion within approved government timelines.
6. 100% compliance with Defense Information Systems Agency (DISA), Joint Staff and DoD policy and guidelines.

**Consequence for Non-Compliance:**
The contracting officer may issue a formal Corrective Action Request requiring the contractor to address the non-compliance and provide a plan to prevent future occurrences. Continued non-compliance shall be addressed per 7.2 - Quality Assurance Surveillance Plan (QASP).

<u>Deliverables</u>
A020 Online Publishing Capabilities and Tools and ATO documentation packages
A021 JDEIS Informational Briefs
A022 JEL, JEL+, and JEL+ SIPRNet Metrics
A023 JDEIS Business Rule, Practices, and Procedures
A024 JDEIS Application User Guide Updates
A025 JDEIS Validation Testing
A026 Deployment Instructions for all JDEIS Applications
A027 JDEIS Authority to Operate
A028 Documentation of RMF Requirements IAW Accreditation and Assessment Procedures
A029 Mitigated ATO Conditions
A030 Operationalized Application Program Interface
A031 Zero Trust Architecture

**5.3.1 Support for organizational processes, JDEIS meetings, working groups, and conferences.**
Support JDEIS meetings, working groups, and conferences. Provide support for various organizational processes, meetings, and conferences facilitated by military and government employees, project meetings, JDEIS meetings, and working groups. This task includes the development and presentation of briefings on JDEIS matters with drafts provided for review/recommendations/approval a minimum of 1 week prior to the meeting, working group or conference. **(A021)**. Anticipate providing support for up to four (4) annual working groups or trainings during the period of this task order. Location of these meetings shall be at the discretion of the government in providing the most appropriate venue for the audience in question, generally in either the Pentagon area, Suffolk, or virtually.

**5.3.2 Joint Education and Doctrine Tools**
Electronic tools requiring maintenance and updates include the JEL, JEL+ (NIPRNet and SIPRNet), the JDDT on the NIPRNet (also referred to as JDDT-N), JDDT SIPRNet (JDDT-S) for the Joint Doctrine Program; UTDT for the UJTL Program and to support readiness and training; and the JAMIS for the JPME Program; as well as other supporting applications such as JTMD, JPMT (if resources permit), the Application Program Interface (API) to provide automatic doctrine, UJTL, and terminology updates to dependent systems and processes.

**5.3.2.1 Joint Electronic Library (JEL)**
The online JEL website shall be maintained and accessible under jcs.mil and the contractor must comply with required updates. Regarding content, the JEL shall contain publications and other information approved for public release (or a redirect link) at the discretion of the government.

**5.3.2.2 Joint Electronic Library + (JEL+)**
The JEL+ website shall only be maintained and accessible through the designated Service Provider and/or network service provider (currently DISA) with the understanding that future hosting location may change as systems continue to evolve and mature. The JEL+ shall contain, at minimum, electronic publishing of all material contained on the JEL website including all unclassified joint publications, the most current approved joint terminology to include all approved DoD acronyms and abbreviations, and content restricted to government-only access. Flat files (static files) in JEL+ mirror the JEL's content plus draft publications and otherwise restricted content.

**5.3.2.3 Joint Electronic Library + SIPRNet (JEL+ SIPRNet)**
JEL+ SIPRNet shall be maintained on the SIPRNet classified network and will contain, at minimum, electronic publishing of all content maintained on the JEL+ website plus all classified Joint Publications (JPs), annexes, UJTL classified measures, and related content.

**5.3.2.4 Joint Doctrine Development Tool (JDDT)**
JDDT NIPRNet, is a government online product development, coordination and staffing tool that shall be maintained on NIPRNet for the development, revision, and coordination of U.S. joint doctrine products. The contractor shall maintain JDDT (and JPMT, if applicable) and provide the capability to accommodate Allied doctrine editing, adjudication, and publication (if resources permit).

**5.3.2.5 Joint Doctrine Development Tool (JDDT) SIPR**
JDDT SIPRNet is a government online product development, coordination, and staffing tool that shall be maintained on SIPRNet for the development, revision, and coordination of classified and limited distribution joint doctrine products, and limits contributions to those with the appropriate permissions.

**5.3.2.6 Joint Terminology Master Database (JTMD)**
The JTMD, hosted within JDDT, shall be maintained on NIPRNet as the repository for all terms and definitions, past and present, including shortened word forms, found in the DoD Dictionary of Military and Associated Terms (i.e. DoD Dictionary). When JPs are signed, the glossary of the JP shall be used to update the JTMD and DoD Dictionary. This database shall be used to populate the DoD Dictionary Search feature in JEL+.

**5.3.2.7 Joint Publication Management Tool (JPMT)**
JPMT shall be maintained on the NIPRNet to assist with management of the Joint Doctrine Program and the near real time tracking of each JP through its full lifecycle to include development, assessment, revision, and maintenance. JMPT is available through links on JDDT and JEL+ website. Update and maintenance of this tool shall be based on the direction of the government and associated SOPs delineated for doctrine revision and maintenance.

**5.3.2.8 Universal Joint Task List (UJTL) Task Development Tool (UTDT)**
UTDT is as a UJTL product development, coordination, staffing, and publication tool for UJTs that shall be maintained on NIPRNet. Enhancements to the tool may include Service Task listings and updates, as well as the Joint Conditions library maintained by the UJTL Program, as required for policy compliance.

**5.3.2.9 JPME Joint Accreditation Management Information System (JAMIS)**
The JAMIS is a searchable JPME database and information retrieval system set in an accessible and easy-to-manipulate form to support oversight and compliance monitoring and other senior leader and congressional reporting requirements of JPME programs as articulated in CJCSI 1800.01 and CJCSM 1810 series instructions. The system facilitates user submission of compliance data and generates standardized reports to facilitate accreditation decisions and meet other requirements as directed. The JAMIS contains the key data elements corresponding to JPME program educational compliance and the government anticipates some revisions to the data fields shall be required. The contractor shall provide statistical calculations, data mining (querying) and automated

data report generation features (data visualization) to facilitate required reporting. The contractor shall produce appropriate metrics to examine system performance and evaluate aspects of information content and presentation with the aim of improving the systems and their contents as appropriate. The JAMIS shall be maintained, adapted and accessible through DISA with the understanding that future hosting location may change as systems continue to evolve and mature. This requirement is different from the Prospective Research Topic Database not addressed in this task order.

**5.3.3 Provide reports and documentation**
Include technical requirements, software and network diagrams, design documents, deployment instructions, business requirement documents, and all other application reports and documentation required by DISA, network operator, or by the request of the government. Support the Risk Management Framework (RMF) with required data and information related to and required for the recertification and reaccreditation of the JDEIS Information Technology (IT) Enterprise (JEL, JEL+, JEL+ SIPRNet and applications, databases, servers, and other systems), and its components for continued DoD-sanctioned operations, IAW the appropriate DoD hosting agency or enclave. Assist in routine coordination of the RMF requirements and documentation, in conjunction with DISA, and/or network service provider. This includes documentation requirements of hybrid and service provider owned controls within the record. Provide awareness of upgrades and enhancements to the system required for Section 508 compliance or software development life cycle (SDLC) and research resource requirements. This task may include RMF required documentation updates, scan reports or documentation (e.g. software assessment risk management (SwARM)), and other necessary documentation required by network operator to maintain ATO.

**5.3.4 Develop capabilities to facilitate and exploit the "data mining" of JEL, JEL+, and JEL+ SIPRNet platforms.**
Produce metrics on usage rates, frequency of user access to various features and types of content, etc., in order to examine system performance and evaluate aspects of information content and presentation with the aim of improving the systems and their contents as appropriate, as well as articulate the userbase and impact to users of this system to leadership and in response to taskers. The contractor shall prepare and submit JEL, JEL+, and JEL+ SIPRNet metrics and other status reports bi-annually. **(A022)**.

**5.3.5 Adapt, Repair, Update, and Manage all JDEIS applications with integral linkage to JEL+.**
Adapt JDEIS applications and related databases; repair bug fixes and tool issues; update and develop the applications, databases, and versions to address stakeholder requirements and policy compliance; and manage and maintain all tools as directed by the government or determined by prioritization.

**5.3.6 Update and Promulgate business practices, procedures, and rules for all JDEIS applications.**
The contractor shall develop and maintain business rules, practices, and procedures for all JDEIS applications and databases, to include system diagrams and related documentation no later than (NLT) one (1) month of new tool launch or update **(A023)**.

**5.3.7 Provide training to government personnel and users on use of JDEIS applications.**
This task may include training to the JDDC, UJTL Development Community (UDC), JPME, and others, as deemed necessary by the government. This task also includes the update of application user guides NLT one (1) month after requested by the government, a new version is deployed, and/or major updates or new features have been added. **(A024)**

**5.3.8 Maintain a UJTL Database.**
The Contractor will maintain a searchable UJTL database and information retrieval system in an accessible, and easy-to-manipulate form, so it can support users, reduce revision and development time, and meet other requirements as directed, to include designated data exchange capabilities that remain compliant with Government IT specifications.

**5.3.9 Technical/Help desk Support**
Provide operations and maintenance on-call technical support as well as a help desk capability (email, phone, and/or in application help tickets) for JEDD developed software applications and databases (also referred to as JDEIS applications) hosted on the DISA network (or current service provider/network operator) and within other Joint Staff

approved domains. Confirmation of application help ticket receipt and/or closure within 48 hours, and no longer than 1 week to resolve.

**5.3.10 Maintain a running online record of problems reported and resolutions.**
The contractor shall document all problems and enhancements requested, respond and address, accordingly, escalating those requests to the Government Information Systems Owner (ISO) that cannot be resolved by the contractor or requires future prioritization due to IT Lifecycle requirements. All externally received requests, bugs, and enhancement within record or helpdesk shall be documented within 48 hours of receipt.

**5.3.11 Provide validation testing, acceptance support and installation for interim patches and new software.**
The contractor shall provide validation testing, user acceptance support, and installation of interim patches, new software, and system updates for JDEIS tools and supporting applications (e.g., JEL, JEL+, JDDT-N, JDDT-S, UTDT, UJTL, JAMIS, JTMD, and JPMT) within one (1) month of the launch of a new tool or update. The contractor will seek Government approval prior to release **(A025)**.

**5.3.12 Software and Database Documentation**
Maintain full and complete software and database documentation and back-up IAW generally accepted DoD and industry standards and practices. Develop and provide to the government deployment instructions for all JDEIS applications within 4 months of contract award and within a month of when a new version is deployed **(A026)**. The deployment instructions will include any interconnected outsourced IT-based processes and interconnected IT platforms with connection rules and requirements. Include un-compiled and compiled source code, configuration files, HyperText Markup Language (HTML), eXtensible Markup Language (XML), and executable and non-executable files used in the fully functional systems.

**5.3.13 Provide IT System Management**
The Contractor shall maintain and update no less than once weekly JDEIS applications, to include the JEL, JEL+, and JEL+SIPRNet, JDDT, JDDT SIPRNet, UTDT, JPMT (as necessary) and JAMIS based on this document and/or as amended by mutual agreement with the Government. JEL+, and JEL+ SIPRNet provide a searchable database of approved joint doctrine, cross-referenced to other datasets and the UJTL; other datasets shall be included at Government direction. Manage and maintain existing tabs, databases, and elements as required on JEL+. The Contractor shall deploy a capability for network-centric data sharing with designated other DoD IT systems and maintain the JEL on the Internet to provide public-facing access for all relevant unlimited-distribution content. Changes to software and delineation of priorities to be executed by the Contractor to JDEIS applications will be approved by the Government ISO.

**5.3.13.1 Risk Management Framework/Authority to Operate/Cybersecurity Management.**
The contractor shall provide systems with ATO and manage cybersecurity. The following DoDM 8140.03 minimum level of certifications are applicable for support to:

1. Maintain databases of approved joint terminology that are searchable online as part of the JEL+ (NIPRNet and SIPRNet) web portals and research databases: Information Assurance Technical (IAT) I
2. Maintain a deployed version of the JDDT-N and JDDT-S as an integral feature of the JEL+ portal on NIPRNet and SIPRNet: IAT I
3. Develop capabilities to facilitate and exploit the "data mining" of JEL, JEL+, and JEL+ SIPRNet: IAT I
4. Adapt, Repair, Update, and Manage the UTDT: IAT I
5. Develop, Implement, and Maintain the UJTL Database: IAT I
6. Provide Life Cycle Maintenance for user support and software maintenance: IAT I
7. Provide validation testing, acceptance support and installation for interim patches and new software: IAT I
8. Provide IT System Management for JEL, JEL+, JEL+ SIPRNet, JDDT, UTDT and JAMIS: Information Assurance Management (IAM) I
9. Provide Risk Mitigation Plan (RMP): IAT I
10. Perform Software Development: IAT I
11. Conduct software development: IAT I
12. DoD Common Access Card/Public Key Infrastructure and Personal Identity Verification authentication: IAT I Source Code: IAT I

13. Procedural Language/Structured Query Language Procedures: IAT I Support Cybersecurity: IAT I
14. Cybersecurity/Information Assurance plan: IAT I
15. Deployment Guide: IAT I
16. System Security Plan: IAT I
17. Critical Security Modules: IAT I

**5.3.13.2 Information System Security and Cybersecurity.**
The contractor shall provide cyber security and information system security support for all systems and applications delivered under the terms of this contract. Analyze, develop, design, implement, and maintain an organizational or system-level cybersecurity program that includes cybersecurity architecture, requirements, objectives and policies, cybersecurity personnel, and cybersecurity processes and procedures. Assess the information system and report monthly and annual cybersecurity compliance through means of required reporting, as determined by the network operator, authorizing official, or DoD policies. The role of both Information System Security Manager (ISSM) and Information Systems Security Officer (ISSO) are to be assigned and fulfilled by the contractor. The contractor shall update and maintain the security plan to include technical, administration, and procedural cybersecurity program policies; designation of cybersecurity personnel; identification of the cybersecurity requirements; cybersecurity objectives; and cybersecurity strategy. The contractor shall ensure the system complies with all applicable cybersecurity policies and fulfills all cybersecurity requirements required for JDEIS compliance to have authority to operate on the network as mandated by the service provider and the authorizing official sixty to ninety day prior to the ATD **(A027)**.

**5.3.13.3 Risk Management Framework and Authority to Operate.**
The contractor shall maintain continuous monitoring of the JDEIS information system through the RMF to maintain and sustain the system's ATO. This task shall entail continuously assessing JDEIS controls, to include those considered "hybrid," for compliance and risk, developing plans of actions and milestones for those outstanding controls, and close coordination with the IT/ Cybersecurity Service Provider potentially through service level agreements or other required documentation required for ATO compliance. Analyze, process, and mitigate all controls in response to ATO requirements and all independent security control assessments (e.g. Validation & Verification (V&V)) processes, throughout the ATO assessment period. The ISSM and ISSO designated by the contractor shall fulfill all RMF requirements 2 weeks prior to government suspense date to include categorizing the system(s); selecting, implementing and assessing security controls; preparing and submitting system authorization; and continuous monitoring, remediation and updates of security controls to include identifying and assessing system security controls; developing, documenting, providing to the government a System-level Security Plan and Security Assessment Report; preparing, loading and maintaining required system documentation (artifacts); preparing required authorization documents such as Plan of Action and Milestones (POA&M); and continuously monitoring controls and applying remediation or updates **(A028)**, when necessary, for applicable JDEIS enterprise applications and websites. The RMF and authorization process and polices developed and implemented by DISA, Chief Information Officer, and/or the authorization official are subject to change and the contractor shall be flexible to comply with changes. This task requires the ISSO and ISSO to gain and maintain appropriate accounts, to include required training, on necessary and required applications, as determined by service provider or authorization official, such as DISA's Real Time Services, Enterprise Mission Assurance Support Service (eMass), and others. ATO Conditions are to be addressed and mitigated, within 30 days of the Authorization Termination Date, or per a POA&M when applicable **(A029**).

**5.3.13.4 Database and Systems Administration.**
Provide database and systems administration. This task shall require the contractor to maintain, backup, and provide updates to the database after a large database update or change, at a minimum, on a monthly basis to include troubleshooting, bug resolution and/or enhancements, as required for policy compliance. This task shall also include upgrading or updating JEL and JEL+, to include source code, as necessary, to comply with DoD, DISA and other overarching policies. Respond, coordinate, and resolve findings from routine and ad hoc SwARM, applicable Security Technical Implementation Guide checklists and findings, V&V scans), and others required by the RMF, DISA, and/or network service provider. These scans are expected on a regular basis. This task requires management of all JDEIS servers and administrative accounts. The Contractor shall provide secure, Information Assurance (IA) compliant un-compiled and compiled source code, configuration files, template markup language (TML), XML, and executable and non-executable files used in the fully functional systems.

**5.3.13.5 Data Exchange Services**
The contractor shall coordinate and participate in future efforts, as required by the government for policy compliance, to update and upgrade applications, software, scripts, and/or current infrastructure to participate in the automatic and collaborative exchange of relevant data with other joint systems the government designates. The task shall require attending meetings or working groups; coordination with other engineers, developers, or system personnel; and/or development, testing, production and/or staging of data exchange services with other organizations, as required. This task includes the operational fielding and maintenance of an API required by the Zero Trust policy to allow JDEIS data to be shared "on call" with other J-7 systems and applications, as well as the participation and support to a Joint Staff and JS J-7 single sign on (SSO) capability allowing users to only login once to access all J-7 systems. The contractor shall operationalize API for data exchange within 4 months of contract start, and training and/or documentation 1 month following operationalization **(A030)**. This task also includes integration and collaboration with other JS directorates and division applications to push data updates (UJTL, doctrine, and DoD terminology) in support of EC to applications reliant on real-time data such as Joint Training Tool (JTT), DRRS, Joint Lessons Learned Information System, Joint Capability Areas, Joint Mission Threads/Mission Cards, Capability Assessments, Concept Required Capabilities, and more.

**5.3.13.6 JDEIS Content and Data Management, and Support to Data Strategies and Policy**
The contractor shall provide data oversight and content and/or data management for the JDEIS enterprise. This task includes content updates to associated websites and tracking of these and all other website updates (e.g., all JEL+ content requests in an IT tracker). The contractor shall also provide data oversight and management in relation to doctrinal developments and be responsive to emerging requirements related to data strategy(ies) from the office of the DoD Chief Data Officer, DISA, and/or the Joint Staff, to include compliance with Zero Trust Architecture (ZTA) policies and procedures (i.e., data cataloguing, ensuring encryption of data at rest, etc.). This task includes the incorporation of, and tagging of data to emerging concepts, to include the JWC and events such as EC. The contractor serves as a subject matter expert (SME) to fill roles as data steward, data manager, and data custodian to be compliant with anticipated data oversight and management requirement. The contractor is familiar with the various data generated by doctrine, education, training, concepts, experiments, and exercises in the integrity and quality of data generated. The contractor keeps abreast of evolving data management of policies and implementation, as applicable. The contractor shall be prepared to conduct data cataloguing, encrypting data (and data at rest), and other tasks to be mandated by Zero Trust Architecture and process and other DoD, DISA, and JS policies and direction.

**5.3.13.6.1 Support to Cloud Migration**
If required by policy, the authorization official of JDEIS, and/or network provider, the contractor shall support migration to a cloud environment. The task shall entail preparing and updating JDEIS documentation; coordinating with other entities or organizations for transition; backing up data and preparing for migration; migrating data, applications, servers, and systems; minimizing down time of systems and applications; providing subject matter expertise to the government; and preparing and documenting other migration considerations. This task shall require participation, cooperation, coordination and/or assistance with applicable test or pilot programs.

**5.3.13.7 Upgrade to other Mandated Technologies, Features, and Applications**
The contractor shall be responsive to all DoD, DISA and/or joint staff mandated changes in technology, system, processes, and/or application changes that affects the system and adapt systems accordingly, such as adopting a Zero Trust Architecture, data cataloguing, encryption of data, data ethics, and/or applying a new host-based security system, when needed. This requirement includes updating current applications to zero trust security for interoperability with other reliant applications and providing a SSO with other Joint Training Platform (JTP) applications. Incorporation of innovative methods (e.g. federal government-approved AI, LLM) into existing applications and/or processes to improve efficiency or effectiveness of work performance and product(s) are highly encouraged. When directed, implement ZTA by the suspense within higher level guidance or policy **(A031).**

**5.4 Universal Joint Task List Program (UJTL)**
Implement and sustain on-site UJTL project management support for organizational processes and the UJTL development process, as well as other project management tasks in Suffolk, Virginia. A TS clearance with access to SCI and a JWICS account may be required for some contractor personnel needing access to SCI information in

performance of the contract. Use of innovative methods (e.g. using federal government-approved AI, such as LLM) to support tasks and improve efficiency or effectiveness of work performance and product(s) are highly encouraged. Only those AI tools authorized by the government within approved networks or environments shall be used. Contractor personnel shall not input, upload, or otherwise expose any classified, CUI, or sensitive data into non-government approved AI tools. All use of AI tools shall comply with applicable DoD policies, data protection standards, and information security requirements.

Performance Standards

**Standard:**

1. Written products contain factually correct, relevant, concise and actionable information tailored to the 2/3-star flag officer/general officer level.
2. Tasks shall be performed IAW the latest approved versions of UJTL Program SOPs, CJCSM 3500.04 and CJCSI 3500.02.
3. Briefings shall be provided to the government UJTL program manager for review NLT 3 business days prior to event or training and shall be geared towards the target audience **(A033).**
4. UJTL change requests shall be analyzed and processed within 2 weeks of initial submission in UTDT or a word document (**A034)**.
5. Monthly UJTL publication action reports shall be submitted NLT 1 business day before the end of the month.
6. Non-authoritative change requests shall be submitted within 4 weeks of receipt **(A035)**.
7. Within 1 month of receipt, publish non-authoritative changes and authoritative changes provided by the doctrine program IAW policy **(A036)**.
8. Organizational Point of Contact (OPOC) designations **(A037)** shall be staffed out and maintained when required, but no less than once a year.
9. Develop and deliver UJTL training to designated OPOCs and users, to include UTDT training, on their roles and responsibilities related to review, development, and revision of the UJTL **(A038)**.
9. UJTL training and individualized training and UJTL education shall be updated, maintained, and/or provided to stakeholders by request up to 12 times a year **(A039)**.
10. UJTL Joint Knowledge Online (JKO) OPOC training modules shall be updated no less than 1 time a year. **(A040)**.

**AQL:**

1. 98% product submission within approved government timelines and 100% in accordance with most recent approved version of CJCSI 3500.02 series and CJCSM 3500.04G series.
2. No more than two minor formatting or grammatical error per product.

**Consequence for Non-Compliance:**
Products with factual, major formatting and grammatical errors, lacking sufficient detail, or not compliant with policy or SOPs will be returned for revision, or feedback will be provided for improvement in future reports. Continued non-compliance shall be addressed per 7.2 - Quality Assurance Surveillance Plan (QASP).

Deliverables
A032 Revision to UJTL SOPs
A033 UJTL Information Briefings
A034 UJTL Change Request Package
A035 Monthly UJTL Publication Actions Review/Approval Report
A036 Non-Authoritative and Authoritative Change Requests
A037 OPOC Designation Update
A038 OPOC UJTL Roles and Responsibilities Training
A039 Stakeholder UJTL Training and Individual Training
A040 UJTL JKO OPOC Training

**5.4.1 UJTL Program Management Support**
Provide daily Program Management assistance to include UDC and stakeholder support and responses to requests for information. Prepare slides, point papers, and other materials. The contractor shall revise the UJTL SOPs, as

required **(A032)**. Provide UJT analysis and assistance on a routine basis that may include cross-functional support, such as UJTL support to joint training, exercises, lessons learned, concepts, wargaming, and others.

**5.4.2 UJTL Update to Related Policies**
Provide input into related policies, directives, and other taskers received requiring response and when required, drafts recommended response for government review and submission.

**5.4.3 Support for organizational processes, UJTL meetings, working groups and conferences.**
Support UJTL meetings, working groups and conferences. Provide support for various organizational processes, meetings and conferences facilitated by military and government employees, project meetings, UJTL meetings, UDC working groups, the semi-annual UJTL Users Advisory Group (UUAG). This task includes the development and presentation of briefings on UJTL matters **(A033)**. Anticipate providing support for up to two (2) annual UUAGs and up to two annual (2) UTDT working groups or training during the period of this task order. Briefings shall be provided to the government UJTL program manager for review NLT 3 business days prior to event or training and shall be geared towards the target audience. Location of these meetings shall be at the discretion of the government in providing the most appropriate venue for the audience in question, generally in Suffolk, VA, or virtually.

**5.4.4 UJTL Support to Concepts, Wargames, Exercises and Others.**
The contractor shall provide UJTL analysis, assistance, and/or task development to support the JWC, EC, Globally Integrated Wargame (GIWG), and others. This task includes contributions to joint force planning and readiness reporting through UJTL analysis, development, and production support. This task may include support to emerging doctrine, other emerging concepts, wargames, and exercises that address global or future operations. This task will require collaboration and integration with other Joint Staff directorates, divisions, teams, events, and/or projects to assist in mitigating readiness and training gaps. This task may include the provision or assistance in compiling UJTL crosswalk(s) against plans, priorities, tasks, essential elements, imperatives, objectives, or other frameworks in support of the event or concept. This task includes providing support to Service Joint Training Accreditation efforts, Joint Readiness and Training Standards, Defense Training Capabilities Assessments, and/or other related efforts.

**5.4.5 Develop, Implement, and Maintain the UJTL Database**
Apply changes, maintain, and update the UJTL database through staff action, capturing UJT updates provided by CCMDs, Services, NGB, CSAs, Joint Staff or through doctrine revision, post-promulgation by Joint Staff J-7. Provide updates to the UJTL program strategy and policy documents and training to registered Organizational Point of Contacts (OPOCs). Maintain UJTL presence on JEL+ NIPR and SIPR; JEL, and other repositories, at the direction of the government; populate and maintain content supporting UTDT/UJTL community of interest making this information easily accessible from a single site.

**5.4.6 Support the UJTL Analysis and Development Process**
Track and report progress of individual UJTL change requests packages **(A034)**. Conduct initial, mid, and final task reviews. Analyze and process UJTL change requests submitted against UJTL policy, standards, and/or guidelines provided by the government within 2 weeks of initial submission in UTDT or a word document for preapproval. In addition, the contractor shall be required to provide draft initial approval or denial recommendations with justification to the government, and apply government approved changes. When applicable, prepare additional documentation for the government to mitigate task rejection(s) and assist with resubmission.

**5.4.7 Conduct UJTL Task Management Tool (TMT) Staffing**
The contractor shall prepare official staffing packages through the TMT and UTDT for authoritative changes to the UJTL at both the Action Officer and Planner Level. Adjudicate comments at all levels and prepare recommendations for program management review. Prepare and coordinate documentation for package review and signature by JEDD's Deputy Director at the conclusion of staffing. The contractor shall also prepare monthly UJTL publication actions in a report to be submitted to the Government PM NLT 1 business day before the end of the month. **(A035)**. The contractor shall also prepare non-authoritative and authoritative change requests within 4 weeks of receipt and submit them to the Government PM for approval IAW the latest approved version of CJCSI 3500.02 **(A036)**

**5.4.8 Incorporate Proposed Changes/ Publishing the UJTL and Conditions Database**
The contractor shall apply all adjudicated changes to the UJTL following DJ-7 review/approval. Ensure access or transfer of the UJTL to external applications or tools requiring consumption of the UJTL following every publication of changes or following staffing, or at minimum, monthly. Manual changes shall be required to other systems that do not use data exchange services. This task also requires the contractor update and maintain the Joint Conditions listing on JEL+ and provide updates to tools requiring the Conditions database.

**5.4.9 Updating the UJTL in accordance with approved Joint Doctrine**
The contractor shall update and maintain the UJTL references with the current primary and secondary Joint Publications (and policy directives) and align the updates to data reflected within UTDT and JEL+. Update and maintain a repository on JEL+ of UJTs linked as primary to each publication. As part of post promulgation UJTL/Doctrine Maintenance, the contractor shall conduct an initial baseline review for the doctrine program to conduct further review and update, as per UJTL policies, the UJTL SOPs and government guidance. Following the post-promulgation doctrine review, the contractor shall adjudicate, apply, and process changes to the tasks provided by the doctrine program within 1 month of receipt. This task includes publishing non-authoritative changes and processing, staffing, and publishing authoritative changes IAW policy.

**5.4.10 OPOC Management and training**
The contractor shall coordinate and provide UJTL updates and communication to the UDC. Staff out and maintain OPOCs designations **(A037)** when required, but no less than once a year. The contractor shall be responsible for developing and delivering training for designated OPOCs, other Stakeholders, and users on their roles and responsibilities related to review, development, and revision of the UJTL. **(A038)**. Ensure OPOC minimum training requirements are documented and met, as well as updating system requirements. Provide hands-on assistance to OPOCs, as necessary. Update, maintain and/or provide UJTL training to include UTDT training, and individualized training, up to 12 times a year (**A039)**. Update the existing UJTL joint knowledge online OPOC training modules, as required, but no less than 1 time a year (**A040)**.

**5. 5 Joint Professional Military Education**
The contractor shall implement and sustain project management support for the JPME Branch (JPMEB) and an on-site Joint Education Assessments Advisor to provide subject matter expertise for J-7 JPMEB program reviews. These activities include (but are not strictly limited to) making recommendations to the government regarding database and related survey tool capability enhancements to improve JPME compliance and assessment reporting; access data from government provided databases and platforms to determine JPME program compliance with statutory and policy standards; brief assessment results at Joint education meetings; represent J-7 (without decision-making authority) at working groups and conferences; conduct focus group activities with JPME graduates; and assist in data and information gathering for other products produced by JPMEB. The contractor shall ensure that trip reports are submitted within five (5) business days of travel completion **(A041).** A Top Secret (TS) clearance is required for JPME personnel working on-site at the Pentagon. Use of innovative methods (e.g. using federal government-approved AI, such as LLM) to support tasks and improve efficiency or effectiveness of work performance and product(s) are highly encouraged. Only those AI tools authorized by the government within approved networks or environments shall be used. Contractor personnel shall not input, upload, or otherwise expose any classified, CUI, or sensitive data into non-government approved AI tools. All use of AI tools shall comply with applicable DoD policies, data protection standards, and information security requirements.

<u>Performance Standards</u>

**Standard:**
1. High quality written products contain factually correct, relevant, concise and actionable information tailored to the 3-star flag officer/general officer level
2. Trip Reports shall be submitted within five (5) business days of travel completion and shall, at a minimum, provide the purpose of the trip, dates, locations visited, key activities, key achievements, challenges, lessons learned and recommendations **(A041).**
3. Meeting minutes shall be provided within five (5) business days following the completion of JPME related working groups **(A042).**
4. Formal reports on JPME performance data shall be provided as needed and must be written at the 3-Star General Officer/Flag Officer level **(A043)**.

5. Quarterly review of JAMIS and related survey tool capabilities must include recommended enhancements and requirements to ensure alignment with compliance reporting within 10 business days after the end of each quarter. **(A046)**.

**AQL:**
1. 98% product submission within approved government timelines and 100% in accordance with most recent approved version of CJCSI 1800.01; CJCSM 1810**.**
2. Zero factual errors and no more than one minor formatting or grammatical error per product.

**Consequence for Non-Compliance:** Products with factual, major formatting and grammatical errors, lacking sufficient detail, or not compliant with policies will be returned for revision, or feedback will be provided for improvement in future reports. Continued non-compliance shall be addressed per 7.2 - Quality Assurance Surveillance Plan (QASP).

Deliverables
A041 JPME Trip Report
A042 JPME Related Meeting Minutes
A043 JMPE Performance Report
A044 Process of Accreditation for Joint Education (PAJE) SOP
A045 JPME Program Evaluations
A046 JAMIS and Related Survey Tool Capability Review

**5.5.1 Implement and Sustain On-site Joint Professional Military Education Management (JPME) Support**
Provide on-site support for JPME projects and taskers, including tracking and reporting the progress of tasker responses, managing organizational workflows, and supporting the development and implementation of SOPs. Support shall also include the facilitation of meetings and conferences organized by military and government personnel, to include project meetings, and semi-annual Military Education Coordination Council (MECC) and Joint Leader Development Council (JLDC) working groups (WGs). The contractor will provide meeting minutes for JPME related working groups (MECC and JLDC) within five (5) business days following the completion of event **(A042)**.

**5.5.2 Joint Education Assessments**
Provide an on-site representative (Pentagon) to support outcomes-based military education (OBME) oversight and evaluation. Plan, review, and report progress of J-7 Staff Advisory Visits and Process of Accreditation for Joint Education (PAJE) reaffirmations on JPME programs. Perform analysis of JPME performance data and document findings in formal reports written at the 3-Star General Officer/Flag Officer level **(A043).** Provide SME support for program reviews and evaluations, analyze JPME performance metrics, brief JPME stakeholders at meetings and conferences facilitated by military and government employees, support/coordinate the revision of SOPs **(A044)**, represent J-7 (without decision making authority) to the MEAAC, support/coordinate focus group activities, make recommendations to the MECC WG on program evaluations **(A045)**. Location of meetings will be at the discretion of the government to provide the most appropriate and cost-effective venue for the audience in question, generally in the vicinity of the Pentagon, virtually, or combination thereof. When requested by the government, the contractor shall provide meeting space from which to host or facilitate these events.

**5.5.3 JAMIS and Related Survey Tool Capability Requirements**
The contractor shall advise JPMEB regarding JAMIS and related survey tool capability requirements to include data collection, storage, and extraction enhancements, aimed at improving quality of JPME compliance reporting IAW CJCSI 1800.01G. The onsite contractor interfaces with JAMIS software coders to communicate government requirements and will provide a formal quarterly review of JAMIS and related survey tool capabilities **(A046)**. The review will inform the Government on recommended enhancement and ensure alignment with compliance reporting needs.

**6. Deliverables**
All deliverables shall become the property of the United States Government, and the Contractor shall provide the deliverables with unlimited data rights. Any developed software for the government shall include unlimited data rights and or source code as part of the deliverable.

| Number | Name | Frequency |
|---|---|---|
| A001 | Monthly Status Report to include Monthly Invoice and Expenditure Report (5.1) | Monthly - within 10 days after the close of the contractor's monthly accounting period |
| | Provide the COR, and JEDD TAs with a task order Monthly Status Report (MSR) addressing specific accomplishments, planned activities, key personnel changes, and issues/problems requiring the COR or JEDD TAs' attention. The contractor shall track and report funds and man-hour expenditures. The format for the MSR shall be proposed by the Contractor and agreed to by the Government and shall be subject to change if required by the Government. The MSR shall include the Monthly Invoice and Expenditure Report attachment. | |
| A002 | Quarterly Progress Review (5.1) | Quarterly - within 10 business days after the end of each quarter |
| | Provide the COR, and JEDD Technical Advisor (TAs) with a live (in person, video, telephone, MS Teams) quarterly progress review addressing specific accomplishments, planned activities, key personnel changes, funding, travel, and issues/problems requiring the COR or JEDD leadership's attention. | |
| A003 | Doctrine Trip Reports (5.2.1) | Within 5 business days of travel completion |
| | Provide the Doctrine TAs with trip reports for all official travel that includes the purpose of the travel, executive summary of observations and accomplishments during the trip, detailed observations and recommendations, and actual costs. | |
| A004 | Informational Briefings (5.2.2) | Within 5 business days prior to start of event |
| | Contractor shall submit to Doctrine TA informational briefings five (5) business days prior to start of JDPC, Configuration Management Working Groups, or JWGs. Anticipate providing support for up to two (2) annual JDPCs per year, two (2) Configuration Management Working Groups per year, and up to one (1) JWG per month during the period of this task order. | |
| A005 | Running Assessments (5.2.3) | No later than one month prior to the start of a publication revision |
| | The contractor shall perform up to six (6) comprehensive reviews and running assessments of joint doctrine publications listed on the Joint Doctrine Plan and IAW guidance contained in CJCSI/M 5120 and JEDD SOP to identify content gaps, redundancies, and areas for improvement. Running assessments should be submitted to the Doctrine TA. | |
| A006 | UJTL Citations and Table (5.2.3) | No later than one month prior to the start of a publication revision |
| | The contractor shall review, analyze, validate, and update UJTL citations and the UJTL table for joint doctrine publications listed on the Joint Doctrine Plan, or when administrative or urgent changes are made to signed/published publications. This includes incorporating new citations, verifying existing ones, and updating the associated UJTL table within the JP. The contractor shall anticipate updating UJTL citations and tables for up to fifteen (15) JPs annually. All updates shall be submitted to the Doctrine TA. | |
| A007 | Allied Doctrine Research Reports (5.2.3.1) | |

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| | The contractor shall review and analyze allied doctrine publications and CRMs to support revision efforts and provide research reports to the Doctrine TA addressing alignment of concepts, gaps, or deficiencies. Up to ten (10) allied doctrine research reports shall be produced annually. | Within ten (10) business days of assignment |
| A008 | Special Studies (5.2.3.2) | Four (4) to six (6) weeks to complete |
| | The contractor shall produce special studies on topics related to joint doctrine development, evolving operational practices, or force employment/design issues, as directed by the Government. Up to sixteen (16) studies are anticipated annually, with each study and submitted to the Doctrine TA. | |
| A009 | Emerging Doctrine Publications (5.2.3.3) | Four (4) to six (6) months to complete |
| | The contractor shall produce up to two (2) emerging doctrine publications annually, providing analysis of concepts, wargaming, experimentation, and their impact on joint doctrine, including identification of emerging capabilities and operational trends. Each publication shall be submitted to the Doctrine TA. | |
| A010 | Editorial Assessment of Joint Doctrine Publications (5.2.4) | As required |
| | The contractor shall provide editorial assessment during the creation and revision of joint doctrine publications. Support includes identifying and flagging critical issues—such as grammatical errors, unclear or ambiguous language, inconsistent terminology, or difficult-to-understand content—through active participation in collaborative environments, and recommending solutions aligned with joint doctrine style guides and best practices. Up to fifteen (15) publications are anticipated annually. | |
| A011 | Edited and Formatted Coordination Drafts of Joint Doctrine Publications (for JDDT) (5.2.4.1) | Within five (5) business days following assignment |
| | The contractor shall edit and format up to fifteen (15) coordination drafts of joint doctrine publications, including joint publications, JDNs, and emerging doctrine, for upload into JDDT. Formatting shall follow government-directed tools, platforms, and standards, focusing on consistency, readability, and proper presentation. | |
| A012 | Formatted Allied Publications (for JDDT) (5.2.4.1) | Within five (5) business days following assignment |
| | The contractor shall format and upload up to eight (8) allied publications into JDDT. Formatting shall follow government-directed tools, platforms, and standards, focusing on consistency, readability, and proper presentation. | |
| A013 | Consolidated Comment Resolution Matrices Reviews (5.2.4.2) | Within five (5) business days following assignment |
| | The contractor shall collaboratively review up to fifteen (15) adjudicated JWGs' CRMs annually in JDDT, ensuring adjudicated items are free of major technical and grammatical errors and consistent with joint doctrine standards. Reviews shall be conducted concurrently during adjudication without hindering the overall production timeline, and any required changes shall be sent to the Doctrine AO via email. | |
| A014 | Graphics (new or edited) (5.2.4.3) | Within 5 days of request. |
| | The contractor shall provide graphic technical assistance, including development of original graphics or editing existing graphics for electronic and paper publications; converting electronic graphic files; processing video, photo, and PDF files; installing hyperlinks; and maintaining the photo library and other graphic archival data. | |

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| | The contractor shall anticipate developing or editing up to forty (40) graphics annually. | |
| A015 | Signature Draft (5.2.4.4) | Within fifteen (15) business days following assignment |
| | The contractor shall use the approved CRM to prepare signature drafts of joint doctrine publications, producing drafts in Microsoft Word (.docx) and Adobe (.pdf) in accordance with joint doctrine editorial standards. The contractor shall anticipate preparing, editing, and formatting up to fifteen (15) publications annually | |
| A016 | Electronic Publishing (5.2.5) | Within five (5) business days following approved update, change, addition, or deletion to joint doctrine |
| | The contractor shall electronically publish and distribute joint doctrine and associated products using the online capabilities and tools described in Section 5.3. Joint publications and select content shall be parsed and stored as rapidly searchable datasets to facilitate cross-indexing, linking, and discovery. Content updates shall be completed following approval of any update, change, addition, or deletion to joint doctrine publications. Approved joint doctrine publications shall be published to JEL in .pdf and e-reader formats, and to JEL+ and JEL+ SIPRNet. Other approved joint force development products—including documents, videos, and podcasts—shall be published to JEL, JEL+, and JEL+ SIPRNet as directed by the Government. The contractor shall ensure consistency of information across JEL, JEL+, and JEL+ SIPRNet and provide cross-indexing capability for designated joint doctrine databases in the tabbed return search of JEL+. | |
| A017 | Monthly DoD Dictionary Term Change Report (5.2.6) | Within 5 business days after the start of each month |
| | Provide a monthly Excel report of DoD Dictionary term changes to the DoD Terminologist. | |
| A018 | Joint Terminology Research Reports (5.2.6) | Within ten (10) business days of PD approval |
| | Forward joint terminology research reports to the lead agent within ten (10) business days of PD approval to support publication revisions; prepare up to 15 reports annually. | |
| A019 | Allied Terminology Research Reports (5.2.6) | Within ten (10) business days of assignment |
| | Provide allied terminology research reports within ten (10) business days of assignment; prepare up to 8 reports annually. | |
| A020 | Online Publishing Capabilities and Tools (5.3) | As required |
| | All online publishing capabilities and tools shall be delivered with full ATO on approved networks and service providers and ATO documentation package. | |
| A021 | JDEIS Informational Briefs (5.3.1) | As required |
| | The contractor shall support JDEIS-related meetings, working groups, and conferences, including up to four (4) annual events. Support includes developing and presenting JDEIS briefings. | One week prior to the event |
| A022 | JEL, JEL+, and JEL+ SIPRNet Metrics (5.3.4) | Every 6 months from the start of the contract |
| | Produce metrics on usage rates, frequency of user access to various features and types of content, etc., in order to examine system performance and evaluate aspects of information content and presentation with the aim of improving the systems and their contents as appropriate. | |
| A023 | JDEIS Business Rule, Practices, and Procedures (5.3.6) | |

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| | The contractor shall develop and maintain business rules, practices, and procedures for all JDEIS applications and databases, to include system diagrams and related documentation. | Within 1 month of new tool or update |
| A024 | JDEIS User Guide updates (5.3.7) | Within 1 month after requested, or upon new version deployment, or when major updates/ features are added |
| | Provide JDEIS training to the JDDC, UJTL Development Community (UDC), JPME and others as required; update application user guides when requested, or upon new version deployment, or when major updates/features are added. | |
| A025 | JDEIS Validation Testing (5.3.11) | Within 1 month of the launch of a new tool or update |
| | The contractor shall provide validation testing, user acceptance support, and installation of interim patches, new software, and system updates for JDEIS tools and supporting applications. | |
| A026 | Deployment Instructions for all JDEIS Applications (5.3.12) | Within 4 months of contract award and within a month of when a new version is deployed |
| | Develop and provide to the government Deployment Instructions for all JDEIS applications. The deployment instructions should include any interconnected outsourced IT-based processes and interconnected IT platforms with connection rules and requirements. Include un-compiled and compiled source code, configuration files, HTML, XML, and executable and non-executable files used in the fully functional systems. | |
| A027 | JDEIS Authority to Operate (5.3.13.2) | Sixty to ninety day prior to the ATD |
| | The contractor shall ensure the system complies with all applicable cybersecurity policies and fulfills all cybersecurity requirements required for JDEIS compliance to operate on the network as mandated by the service provider and the authorizing official. | |
| A028 | Documentation of RMF Requirements IAW the Accreditation and Assessment Procedures (5.3.13.3) | As required |
| | The contractor shall ensure the system complies with all applicable cybersecurity policies and fulfills all cybersecurity requirements required for JDEIS compliance to operate on the network as mandated by the service provider and the authorizing official in advance of the ATD include developing, documenting, providing to the government a System-level Security Plan and Security Assessment Report; preparing, loading and maintaining required system documentation (artifacts); preparing required authorization documents such as Plan of Action and Milestones; and continuously monitoring controls and applying remediation or updates. | |
| A029 | Mitigated ATO Conditions (5.3.13.3) | As required |
| | ATO Conditions are to be addressed and mitigated, within 30 days of the Authorization Termination Date, or per POA&M when applicable. | |
| A030 | Operationalized Application Program Interface (5.3.13.5) | Operationalization 4 months after contract start date, training and/or documentation 1 month after operationalization |
| | The contractor shall operationalize API for data exchange. | |
| A031 | Zero Trust Architecture (5.3.13.7) | As required per policy suspense |
| | When directed, implement ZTA by the suspense within higher level guidance or policy. | |
| A032 | Revision to UJTL SOPs (5.4.1) | Monthly at a minimum, or as required |
| | Maintain UJTL SOP monthly, or as necessary or as new lessons or processes are learned. | |

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| A033 | UJTL Information Briefing (5.4.3) | 3 business days prior to event or training |
| | Briefings for UJTL meetings, working groups and conferences. | |
| A034 | UJTL Change Request Package (5.4.6) | Within 2 weeks of initial submission |
| | Draft UJTL change request package approval/denial recommendations with justification; apply approved changes; prepare documentation to mitigate/resubmit rejected tasks; and prepare official staffing packages through TMT and UTDT for authoritative UJTL changes at the Action Officer and Planner levels. | |
| A035 | Monthly UJTL Review/Approval Report (5.4.7) | Monthly - 48 hours before government suspense |
| | The contractor shall also prepare monthly UJTL publication actions in a report to be approved and sent by the Government PM to the Deputy Director. | |
| A036 | Non-Authoritative, and Authoritative Change Requests | Within 4 weeks of receipt |
| | Submit Non-Authoritative, and Authoritative Change Requests to the Government PM. | |
| A037 | OPOC Designation Updates (5.4.10) | As required, but no less than once/year |
| | Staff out and maintain OPOCs designations when required. | |
| A038 | OPOC UJTL Roles and Responsibilities Training (5.4.10) | As required |
| | Develop and deliver OPOC/UJTL training for designated OPOCs, other Stakeholders, and users on their roles and responsibilities related to review, development, and revision of the UJTL. | |
| A039 | Stakeholder UJTL Training and Individualized Training (5.4.10) | As required |
| | Update, maintain and/or provide UJTL training to include UTDT training, and individualized training up to 12 times/year. | |
| A040 | UJTL JKO OPOC Training (5.4.10) | As required, but no less than 1 time/year. |
| | Update the existing UJTL joint knowledge online OPOC training modules. | |
| A041 | JPME Trip Reports (5.5) | Within 5 business days after completion of each trip |
| | Provide the JPME TA with trip reports for all official travel that includes the purpose of the travel, executive summary of observations and accomplishments during the trip, detailed observations and recommendations, and actual costs. Trip reports are due to the TA. | |
| A042 | JPME Meeting Minutes (5.5.1) | Within 5 business days following event completion. |
| | The contractor will provide meeting minutes for JPME related working groups (MECC and JLDC). | |
| A043 | JPME Performance Report (5.5.2) | As required |
| | Perform analysis of JPME performance data and document findings in formal reports written at the 3-Star General Officer/Flag Officer level. | |
| A044 | PAJE SOP (5.5.2) | As required |
| | Support and coordinate the revision of PAJE SOP. | |
| A045 | JPME Program Evaluations (5.5.2) | As required |
| | Provide SME support for program reviews and evaluations; analyze JPME performance metrics; and make recommendations to the MECC WG on program evaluations. | |
| A046 | JAMIS and Related Survey Tool Capability Review (5.5.3) | |

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| | Provide a formal quarterly review of JAMIS and related survey tool capabilities. | Within 10 business days after the end of each quarter. |

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

**7.1 Contractor Quality Control Program**
The Contractor is required to develop and maintain an effective quality control (QC) program to ensure services are performed IAW this contract. The Contractor quality control program (QCP) will develop and implement procedures to identify, prevent, and ensure non-recurrence of unsatisfactory products and services. The Contractor's QC program is the means by which he assures himself that his work complies with the requirements necessary for the successful execution of the awarded TO and an acceptable level of quality for the products and services delivered. Within thirty (30) days of receipt of the initial TO, the Contractor shall submit a QCP procedures to the COR for review and comment. The COR has been designated as the Government Quality Assurance Evaluator. The QCP shall identify the procedures that the Contractor shall implement to ensure the successful completion of tasks. The COR will provide any pertinent comments and questions within 10 days of receipt of the contractor's QCP. Within thirty days of receipt of the COR's comments, the Contractor shall provide a finalized QCP to the COR. The Contractor shall implement and modify, as necessary, the procedures specified within the QCP to ensure the provision of services that will produce the desired outcomes and result in performance of work within the required standards. In-process reviews will also be conducted to ensure the Government is kept up to date on the progress and status of the execution of this contract.

**7.2 Quality Assurance Surveillance Plan (QASP)**
Authority for issuance of this QASP is provided under Part 46 of the Federal Acquisition Regulation, Inspection of Services clauses, which provides for inspection, acceptance and documentation of the service called for in the contract or order. This acceptance is to be executed by the contracting officer or a duly authorized representative.

The goal of the QASP is to ensure that contractor performance is effectively monitored and documented. The COR will assess the Contractor's performance to ensure that quality services are being provided in a timely manner. Under the task order's QASP, the COR will be responsible to ensure that the contractor is performing in an acceptable manner that meets the Government's requirements. The COR (and/or his/her technical assistance) will monitor the contractor's performance through a) 100% inspection of required deliverables; b) review of invoices; c) periodic inspections to ensure the contractor is performing in an acceptable manner; and d) through feedback from government personnel being supported.

<u>Incentives/Disincentives:</u>

In that the government has the unilateral right to exercise option, the contractor is further incentivized to provide quality services on time as the government would not be inclined to exercise the options of a contractor that was a poor performer.

The COR makes an annual report on Contractor Performance (CPARS or other annual report). The contractor's failure to achieve satisfactory performance under the contract/task order, reflected in the COR's annual report, may result in termination of the contract/task order and may also result in the loss of future Government contracts/task orders. The contractor's failure to achieve satisfactory performance under the contract/order may result in the non-exercise of the option period(s).

For each item that does not meet acceptable levels, the Government may issue a Contract Discrepancy Report (CDR). CDRs will be forwarded to the Contracting Officer with a copy sent to the contractor. The contractor must reply in writing within 5 days of receipt identifying how future occurrences of the problem will be prevented. Based upon the contractor's past performance and plan to solve the problem, the Contracting Officer will determine if any further action will be taken.

IAW the inspection of services provisions of the contract, the contractor will be incentivized to provide quality products in a timely manner since the Government can require the Contractor, at no additional cost, to replace or correct work that fails to meet contract requirements.

**8. Security**
All personnel who work in government facilities in the Hampton Roads area will possess at a minimum, a final SECRET (S) Clearance based on a National Agency Check (NACLAC) completed within the last 10 years (in-scope). All personnel who work in or require routine access to the Pentagon will require at a minimum, a Top Secret (TS) clearance. All personnel who participate in exercises, war games will have a TS clearance with access to SCI. Additionally, the Offeror will have adequate personnel with a TS clearance with access to SCI to complete specific doctrine requirements. All other personnel who work off-site shall have a level of clearance commensurate with the level of requirement and deliverables on which the individual contract employee works. Beyond the constraints identified above, the Offeror has the ability to balance access and subject matter assignments to minimize the number of personnel with higher level security clearance and bring best value to the government.

**8.1 Key Control**
The Contractor shall establish and implement methods IAW the National Industrial Security Program Operating Manual (Part 117 of Title 32, Code of Federal Regulations) to ensure all keys/key cards issued contractors are not used by unauthorized persons. NOTE: All references to keys include key cards. No keys issued to the Contractor by the Government shall be duplicated. The Contractor shall develop procedures covering key control that shall be included in the Quality Control Plan. Such procedures shall include turn-in of any issued keys by personnel who no longer require access to locked areas. The Contractor shall immediately report any occurrences of lost, stolen or duplicate keys/key cards to the Security Officer identified on the contract DD Form 254. In the event keys, other than master keys, are lost, stolen or duplicated, the Contractor shall, upon direction of the Contracting Officer, re-key or replace the affected lock or locks; however, the Government, at its option, may replace the affected lock or locks or perform re-keying. When the replacement of locks or re-keying is performed by the Government, the total cost of re-keying or the replacement of the lock or locks shall be deducted from the monthly payment due the Contractor. In the event a master key is lost or duplicated, all locks and keys for that system shall be replaced by the Government and the total cost deducted from the monthly payment due the Contractor. The Contractor shall prohibit the use of Government issued keys/key cards by any persons other than the Contractors employees. The Contractor shall prohibit entrance of persons other than Contractor employees engaged in the performance of assigned work in those areas, or personnel authorized entrance by the Contracting Officer.

**8.2 Lock Combinations**
The Contractor shall establish and implement methods of ensuring that all lock combinations are not revealed to unauthorized persons. The Contractor shall ensure that lock combinations are changed when personnel having access to the combinations no longer have a need to know such combinations. These procedures shall be included in the Contractor's Quality Control Plan.

Visitor Group Security Agreement--The contractor shall sign a Contractor Visitor Group Security Agreement to protect classified information involved in performance under this contract or Task Order. The Agreement will outline responsibilities in the following areas: Contractor security supervision; Standard Practice Procedures; access, accountability, storage, and transmission of classified material; marking requirements; security education; personnel security clearances; reports; security checks; security guidance; emergency protection; protection of government resources; DD Forms 254; periodic security reviews; and other responsibilities, as required.

All Contractors shall take all security and IA training as required by the Joint Staff Security Office (JSSO). Contractors requiring government email accounts (NIPR and SIPR) will take all necessary training required by Joint Staff.

**8.3 Negligent Discharge of Classified Information (NDCI)**
When information is placed on or processed on an information system with insufficient security controls to appropriately protect it (e.g., classified data on an unclassified system) there is a potential for an unauthorized disclosure. Such actions will be classified as a security violation, specifically a negligent discharge of classified information or Negligent Discharge of Classified Information (NDCI). Contractors that cause NDCIs during the course of the contract shall be held financially liable for all actual accumulated restoration costs incurred, as

described below, but not less than $5,000.00 per incident. Such costs will be deducted from the contract price and are not reimbursable.

**9. Place of Performance**

Work contained in this PWS shall be performed at Suffolk, Virginia, the Pentagon and surrounding area, and at various contractor, subcontractor, and Government facilities (mainly in, but not limited to, the continental United States). Telework is at the company's discretion except for when direct handling of classified materials is required and for on-site activity that cannot be handled remotely or at an alternate worksite. Telework may be incorporated as part of the continuity of operations plans of the Joint Staff in the event of an emergency. Contractors will be required to follow their company's policies for weather or security closures.

Normal workdays are Monday through Friday. Workers typically work eight (8) hours per day, 40 hours per week. Flextime workers start not earlier than 0600 and not later than 0900. Core hours of work are from 0900 to 1500 daily. All employees are expected to be available during core hours. Typically, the government will not work on the following holidays: New Year's Day, Martin Luther King Jr.'s Day, Washington's Birthday, Memorial Day, Juneteenth National Independence Day, Independence Day, Labor Day, Columbus Day, Veterans Day, Thanksgiving Day, and Christmas Day. Contractor personnel policies dictate whether Contractor personnel work on the holidays specified.

**10. COR and TA Information**

The COR is responsible for providing continuous administrative and technical oversight of the contractor's performance and uses the QASP to conduct the oversight/surveillance process. The QASP is the primary tool for documenting contractor performance. The COR shall keep a Quality Assurance file that accurately documents the contractor's actual performance to ensure the contractor meets the performance standards contained in the contract. The COR is responsible for reporting early identification of performance problems to the KO and is required to provide an annual performance assessment to the KO which will be used in documenting past performance. The COR is not empowered to make any contractual commitments or to authorize any contractual change on the Government's behalf. Only the Contracting Officer can make changes to the task order or this PWS, and any such changes are not effective unless directed in writing by the Contracting Officer.

Name: Kimberly Brown
Organization: Joint Staff J-7, Joint Doctrine and Education Division
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Email: kimberly.c.brown2.civ@mail.mil

The Joint Doctrine Chief (or designated representative) is the technical advisor for the overall content and quality of joint doctrine at JEDD. The Joint Doctrine Chief (or designated representative) will assist the COR by providing doctrine program oversight and support the COR's performance assessment activities. While the Joint Doctrine Chief (or designated representative) may serve as a direct conduit to provide Government guidance and feedback to the Contractor on doctrine technical matters, they are not empowered to make any contractual commitments or any contract changes on the Government's behalf.

Joint Doctrine Technical Advisor: Ms. Christy Harrison
Organization: Joint Doctrine Branch
Telephone: (757) 203-8328
Email: christy.l.harrison10.civ@mail.mil

The JPME Chief (or designated representative) is the technical advisor for the overall content and quality of joint education at the JEDD. The JPME Chief (or designated representative) will assist the COR by providing education program oversight and support the COR's performance assessment activities. While the JPME Education Chief (or designated representative) may serve as a direct conduit to provide Government guidance and feedback to the Contractor on education technical matters, they are not empowered to make any contractual commitments or any contract changes on the Government's behalf.

Joint Education Technical Advisor: JPME Chief

Organization: JPME Branch

The UJTL PM and JDEIS ISO is the technical advisor for the overall content and quality of the UJTL program and JDEIS at the JEDD. The UJTL PM/JDEIS ISO will assist the COR by providing UJTL program and JDEIS oversight and support the COR's performance assessment activities. While the UJTL PM/JDEIS ISO may serve as a direct conduit to provide Government guidance and feedback to the Contractor on UJTL technical matters, they are not empowered to make any contractual commitments or any contract changes on the Government's behalf.

UJTL PM and JDEIS ISO: Amber Rose
Organization: UJTL Program and JDEIS
Telephone: (757) 203-5329
Email: amber.m.rose2.civ@mail.mil

**11. Government Furnished Property/Equipment**

**11.1 Government Furnished Equipment**
The Government will furnish the contractors required to work in JS J-7 spaces with a well-lit, climate-controlled workspace in which there will be workstations for all contractor personnel consisting of a desk, chair, personal computer with access to the JS J-7 local area classified and unclassified networks, and telephone for use during the period of this contract. Additionally, the Government will provide any special computers, scanner, and graphics, web page, publication, and scanning software to support the above tasks; and access to copier, fax equipment necessary and other equipment determined by the Government to be necessary. The contractor must comply with the JS property management/inventory policies for all Government provided equipment.

**11.2 Government Furnished Material**
The Government will provide all equipment, hardware, and software for JEDD technical systems upgrades. The contractor may provide incidental materials related to equipment installation, set-up, and operation during event tests and the event execution phase when time is of the essence for mission accomplishment, and it is more cost-effective to do so. Examples of incidental materials are connectors, LAN cables, media converters, power cords, power adapters, surge suppressors, projector lamps, as well as printer and copier supplies (paper, toner and the like).

**12. Period of Performance (POP)**
The anticipated base period of performance is from 11 September 2026 to 10 September 2027, with four (4) 1-year option period to be exercised at the Government's discretion.

Base year: 11 September 2026 to 10 September 2027
If exercised:
Option Year 1: 11 September 2027 to 10 September 2028
Option Year 2: 11 September 2028 to 10 September 2029
Option Year 3: 11 September 2029 to 10 September 2030
Option Year 4: 11 September 2030 to 10 September 2031

**13. Travel / Temporary Duty (TDY)**
Travel to other government facilities or other contractor facilities may be required. Travel shall be governed IAW rules set forth for temporary duty travel in FAR 31.205-46. All travel requirements (including plans, agenda, itinerary, or dates) shall be pre-approved by the Joint Staff (subject to local policy procedures).

Travel below is projected, but not finite:
Base Year:
Location / Duration / Number of Trips / Number of Persons
Doctrine JWGs / Arlington, VA / 3 days /2 / 1
Doctrine JWGs / Suffolk, VA / 3 days /2 / 1
JDPC / Suffolk, VA / 3 days / 1/ 2
Military Service Colleges / CONUS / 2 days / 3 / 1
MECC Working Group (WG) Meetings / CONUS / 2 days / 1 / 1
MECC Meeting/ CONUS / 2 days / 1 / 1

Focus Group Events / CONUS / 2 days / 1 / 1
Site visit / Pentagon / CONUS / 3 days / 2 / 1

Option Year 1:
Name / Location / Duration / Number of Trips / Number of Persons
Doctrine JWGs / Arlington, VA / 3 days /2 / 1
Doctrine JWGs / Suffolk, VA / 3 days /2 / 1
JDPC / Suffolk, VA / 3 days / 1/ 2
Military Service Colleges / CONUS / 2 days / 6 / 1
MECC WG Meetings / CONUS / 2 days / 2 / 1
MECC Meeting/ CONUS / 2 days / 1 / 1
Focus Group Events / CONUS / 2 days / 3 / 1
Site visit / Pentagon / CONUS / 3 days / 2 / 1

Option Year 2:
Name / Location / Duration / Number of Trips / Number of Persons
Doctrine JWGs / Arlington, VA / 3 days /2 / 1
Doctrine JWGs / Suffolk, VA / 3 days /2 / 1
JDPC / Suffolk, VA / 3 days / 1/ 2
Military Service Colleges / CONUS / 2 days / 6 / 1
MECC WG Meetings / CONUS / 2 days / 2 / 1
MECC Meeting/ CONUS / 2 days / 1 / 1
Focus Group Events / CONUS / 2 days / 3 / 1
Site visit / Pentagon / CONUS / 3 days / 2 / 1

Option Year 3:
Name / Location / Duration / Number of Trips / Number of Persons
Doctrine JWGs / Arlington, VA / 3 days /2 / 1
Doctrine JWGs / Suffolk, VA / 3 days /2 / 1
JDPC / Suffolk, VA / 3 days / 1/ 2
Military Service Colleges / CONUS / 2 days / 6 / 1
MECC WG Meetings / CONUS / 2 days / 2 / 1
MECC Meeting/ CONUS / 2 days / 1 / 1
Focus Group Events / CONUS / 2 days / 3 / 1
Site visit / Pentagon / CONUS / 3 days / 2 / 1

Option Year 4:
Name / Location / Duration / Number of Trips / Number of Persons
Doctrine JWGs / Arlington, VA / 3 days /2 / 1
Doctrine JWGs / Suffolk, VA / 3 days /2 / 1
JDPC / Suffolk, VA / 3 days / 1/ 2
Military Service Colleges / CONUS / 2 days / 6 / 1
MECC WG Meetings / CONUS / 2 days / 2 / 1
MECC Meeting/ CONUS / 2 days / 1 / 1
Focus Group Events / CONUS / 2 days / 3 / 1
Site visit / Pentagon / CONUS / 3 days / 2 / 1

Contractor travel should be estimated as follows:
Base year: $40,000
If exercised:
Option Year 1: $41,200
Option Year 2: $42,436
Option Year 3: $43,709
Option Year 4: $45,020

**13.1 All contractor personnel required to perform work on any U.S. Navy vessel will have to obtain boarding authorization from the Commanding Officer of the vessel prior to boarding.**

**13.2 Synchronized Pre-deployment and Operational Tracker (SPOT)**
Contractor personnel must have a Synchronized Pre-deployment and Operational Tracker (SPOT)-generated letter of authorization (LOA) signed by the contracting officer in order to process through a deployment center or to travel to, from, or within the designated operational area. Operational travel may occur to Germany, Greece, the United Kingdom, Belgium, Italy and France. When contractor travel involves electronic registration in SPOT the "Funds Cite with Billing Address" block of the SPOT form will specify:
Name of the Prime Contractor
Attn: Assigned Business Office routing code
Street Address City, State, and ZIP Code

**13.3 Reimbursement of Travel Costs**

(a) Travel
(1) Area of Travel. Performance under this contract may require travel by contractor personnel. If travel, domestic or overseas, is required, the contractor is responsible for making all needed arrangements for his personnel. This includes but is not limited to the following:

Medical Examinations
Immunization
Passports, visas, etc.

Travel required for tasks assigned under this contract are on a strictly cost reimbursable basis. Costs for travel shall be billed IAW the regulatory implementation of Public Law 99-234 and FAR 31.205-46 Travel Costs (subject to local policy & procedures; may reference FAR). When traveling, contractors will abide by the Joint Travel Regulation (JTR) Volume 2 to minimize costs incurred to the government. The Government will reimburse the contractor for allowable travel costs incurred by the contractor in performance of the contract and determined to be IAW FAR subpart 31.2, subject to the following provisions:

**13.3.1 Travel**
Travel, subsistence, and associated labor charges for travel time are authorized, whenever a task assignment requires work to be accomplished at a temporary alternate worksite. Travel performed for personal convenience and daily travel to and from work at contractor's facility will not be reimbursed.

**13.3.2 Per Diem**
Per diem for travel on work assigned under this contract will be reimbursed to employees consistent with company policy, but not to exceed the amount authorized in the DoD Joint Travel Regulations.

**13.3.3 Shipboard Stays**
Whenever work assignments require temporary duty aboard a government ship, the contractor will be reimbursed at the per diem rates identified in paragraphs C8101.2C or C81181.3B(6) of the DoD Joint Travel Regulations, Volume 2.

**13.3.4 Air/Rail Travel**
In rendering the services, the contractor shall be reimbursed for the actual costs of transportation incurred by its personnel not to exceed the cost of tourist class rail or plane fare, to the extent that such transportation is necessary for the performance of the services hereunder and is authorized by the Ordering Officer. Such authorization by the Ordering Officer shall be indicated in the order or in some other suitable written form.
NOTE: To the maximum extent practicable without the impairment of the effectiveness of the mission, transportation shall be tourist class. In the event that only first-class travel is available, it will be allowed, provided justification therefore is fully documented and warranted.

**13.3.5 Private Automobile**

The use of privately owned conveyance within the continental United States by the traveler will be reimbursed to the contractor at the mileage rate allowed by Joint Travel Regulations. Authorization for the use of privately owned conveyance shall be indicated on the order. Distances traveled between points shall be shown in standard highway mileage guides. Any deviations from distance shown in such standard mileage guides shall be explained by the traveler on his expense sheet.

**13.3.6 Car Rental**
The contractor shall be entitled to reimbursement for car rental, exclusive of mileage charges, as authorized by each order, when the services are required to be performed outside the normal commuting distance from the contractor's facilities. Car rental for TDY teams will be limited to a rate of one car for every four (4) persons on TDY at one site.

**14. General Requirements**
The following general requirements pertain across this contract for all requirements in Suffolk, Virginia and in the Pentagon and surrounding area.

**14.1 Access to Joint Staff Information Systems**
All on-site contract employees shall be eligible to obtain access to the Joint Staff NIPR and Joint Staff SIPR and will be sponsored for and granted such access and be sponsored for and issued a Common Access Card (CAC); off-site personnel, designated by the Government, may also be required to obtain a CAC and NIPR access, and will be sponsored accordingly. The COR is responsible for initiating the NIPR and SIPR process for authorized personnel who require access. All Contractor personnel identified as having a need for regular access to the Pentagon will be sponsored by JDB for issuance of Pentagon badges; all Contractor personnel involved in any way with upgrading, maintaining or otherwise servicing (JEL, JEL+, JEL+ SIPRNet, JDDT, SIPR JDDT, JAMIS and UTDT) servers and infrastructure in the Pentagon shall have a TOP SECRET security clearance and will be sponsored for and issued a Pentagon badge.

**14.2 Transition**
Post-Award Conference, Kickoff, and Periodic Progress Meetings: The Contractor shall attend any post-award conference convened by the contracting activity or contract administration office IAW Federal Acquisition Regulation Subpart 42.5. The COR, TA, or other government personnel will conduct task order kick-off meetings as well as meet periodically with the Contractor to review the Contractor's performance. At times, these meetings may include the KO, who will apprise the Contractor of how the Government views the Contractor's performance. The Contractor shall apprise the Government of any problems being experienced. Appropriate action will be taken to resolve outstanding issues.

The Contractor shall be required develop a Phased Transition Plan. A Phased Transition Plan consists of two parts: Task Order Phase-In and Task Order Phase-Out between incumbent and new contractor teams. A Task Order Level Phased Transition Plan normally addresses the ramp-up in terms of numbers of contractor employees and the transition of work. The Phased Transition Plan normally requires the new contractor teams to work with the incumbent contractor teams in the transition of work being performed.

If applicable, the contractor shall follow the transition plan submitted as part of the proposal and keep the Government fully informed of status throughout the transition period. Throughout the phase-in/phase-out periods, it is essential that attention be given to minimize interruptions or delays to work in progress that would impact the mission. The contractor must plan for the transfer of work control, delineating the method for processing and assigning tasks during the phase-in/phase-out periods. The contractor will provide a weekly status during the 30 day phase-in/phase-out period. The plan will be updated 60 days after phase-in and again 45 days prior to the end of each performance period (assuming the option is exercised). All materials become the property of the government and destruction of government materials will not be permitted.

Phase-in/phase-out plan will specifically address how interruptions or delays to scheduled events will be minimized addressing any negative impact to the mission and the planned remediation. The plan will provide dates for certification required to meet the performance standards, the transfer of work control, and the assignment of tasks during the phase-in/phase-out periods.

**14.3 Non-Personal Services**

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

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

**14.5 Contract Administration and Management**
The following subsections specify requirements for contract, management, and personnel administration.

**14.5.1 Contract Management**
The contractor shall establish clear organizational lines of authority and responsibility to ensure effective management of the resources assigned to the requirement. The contractor must maintain continuity between the support operations the government site or home office and the contractor's corporate offices.

**14.5.2 Contract Administration**
The contractor shall establish processes and assign appropriate resources to effectively administer the requirement. The contractor shall respond to Government requests for contractual actions in a timely fashion. The contractor shall have a single point of contact between the Government and Contractor personnel assigned to support contracts or task orders. The contractor shall assign work effort and maintaining proper and accurate time keeping records of personnel assigned to work on the requirement.

**14.5.3 Personnel Administration**
The contractor shall provide the following management and support as required. The contractor shall provide for employees during designated Government non-workdays or other periods where Government offices are closed due to weather or security conditions. The contractor shall maintain the currency of their employees by providing initial and refresher training as required to meet the PWS requirements. The contractor shall make necessary travel arrangements for employees. The contractor shall provide administrative support to employees in a timely fashion (time keeping, leave processing, pay, emergency needs).

**14.5.4 Subcontract Management**
The contractor shall be responsible for any subcontract management necessary to integrate work performed on this requirement and shall be responsible and accountable for subcontractor performance on this requirement. The prime contractor will manage work distribution to ensure there are no Organizational Conflict of Interest (OCI) considerations. Contractors may add subcontractors to their team after notification in writing to the Procuring Contracting Officer (PCO) or COR. Cross teaming may or may not be permitted. The contractor will provide an updated roster to the COR any time there's a change in personnel (leaving or hiring).

The contractor shall accomplish the work by employing and utilizing qualified personnel with appropriate combinations of education, training, and experience. The contractor shall match personnel skills to the work or task with a minimum of under/over employment of resources.

**14.6 Identification of Contractor Employees**
All contractors are required to obtain a JSSO badge for access to Joint Staff facilities. Contractors operating on Government installations shall also wear a contract furnished identification badge on the front of the body, between the neck and waist, and it shall be visible at all times. Badges shall be removed during times when pictures may be taken and when exiting the government facilities. Badges should never be worn in public. Contractors must always identify themselves as contractors when attending meetings, assisting with exercises, or performing other actions where a reasonable person could assume they are a government employee.

**15. Labor Categories**

The Contractor is responsible for the selection, training, management and performance of the workforce provided to accomplish the tasks specified in the PWS requirements contained herein. The labor categories and associated minimum personnel requirements applicable to this task order are specified and summarized below.

| LABOR CATEGORIES | |
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| **Labor Category** | **Qualifications, Education, Experience** |
| Program Manager | Program Manager Qualifications:<br>**a. Education:**<br>– Master of Science degree from an accredited college or university in Management, Engineering, Computer Science, Management of Information Systems (MIS), or physical science in Information Systems Management, Computer Systems Analysis, Operations Research, or Systems Analysis; or an MBA; or<br>– Master's degree from an accredited college or university in any discipline with at least 5 years related experience; or<br>– Bachelor of Science degree in any discipline with at least 7 years related experience performing similar type services as a site manager job; or<br>– Graduate from a DoD Senior Service College or Command and Staff College.<br>**b. Experience:** Demonstrated success in four (4) or more of the following areas:<br>– At least three 3 years of experience in the last five (5) years determining program objectives and requirements, organizing and scheduling programs and projects, and developing standards and guidelines for supporting activities.<br>– Demonstrated ability to plan, schedule, and coordinate all phases, including initiation, development, implementation, and maintenance of various large, difficult, and complex Joint Force Development projects.<br>– Knowledge and demonstrated ability to successfully direct, manage and coordinate enterprise-wide initiatives in strategic business planning and organizational performance management.<br>– Leadership experience in strategic planning, operations management, financial oversight, and advisory and consulting skills on controversial business issues.<br>– Demonstrated experience with joint and service doctrine, to include combat, combat support and combat service support operations.<br>– Extensive actual knowledge of and experience with service and joint and combined staffs' organization, functions, and procedures. |
| Junior Doctrine Analyst | Junior Doctrine Analyst Qualifications:<br>**a. Education:**<br>– Associate degree with 3 years operational military experience<br>– No degree with at least 5 years operational military experience.<br>**b. Experience: Demonstrated success in six (6) or more of the following areas:**<br>– Knowledge of fundamental principles which describe and guide proper use of joint doctrine.<br>– Knowledge of joint principles relating to the assessment and development of joint and multinational doctrine.<br>– Knowledge of the Joint Staff Structure, mission, programs, and organizational relationships.<br>– Knowledge of Joint Staff relationships with CCMDs, Services, and DoD Agencies.<br>– Demonstrated strong written, verbal, and interpersonal communication skills and ability to establish and maintain effective working relationships.<br>– Knowledge of Joint and Service Lessons Learned Systems to conduct research and develop reports. |

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| | – Knowledge of Universal Joint Tasks process and its relationship with Joint Doctrine.<br>– Knowledge of modern English grammar usage.<br>– Knowledge to preparation for, and conduct working groups and conferences.<br>– Knowledge of conducting quantitative and qualitative analysis and evaluations. |
| Doctrine Analyst | Doctrine Analyst Qualifications:<br>**a. Education:**<br>– Bachelor's degree with a minimum of 3 years' experience; or<br>– No degree with at least 7 years warfighting operational experience.<br>**b. Experience:** Demonstrated success in five (5) or more of the following areas:<br>– 1 year experience equivalent to the Junior Doctrine Analyst category; and<br>– Subject Matter Expertise in one of the functional areas such as intelligence, logistics, command and control, cyberspace, space, and planning.<br>– Experience with fundamental principles which describe and guide proper use of joint doctrine.<br>– Experience with joint principles relating to the assessment and development of joint and multinational doctrine.<br>– Experience with the Joint Staff Structure, mission, programs, and organizational relationships.<br>– Experience with Joint Staff relationships with CCMDs, Services, and DoD Agencies.<br>– Demonstrated strong written, verbal, and interpersonal communication skill and ability to establish and maintain effective working relationships.<br>– Experience with Joint and Service Lessons Learned Systems to conduct research and develop reports.<br>– Experience with Universal Joint Tasks process and its relationship with Joint Doctrine.<br>– Strong understanding of modern English grammar usage. |
| Senior Doctrine Analyst | Senior Doctrine Analyst Qualifications:<br>**a. Education:**<br>– Master's degree with a minimum of 3 years operational experience; or<br>– Bachelor's degree with a minimum of 5 years' operational experience; or<br>– No degree with at least 10 years warfighting operational experience.<br>**b. Experience:** Demonstrated success in four (4) or more of the following areas:<br>– 2 years' experience equivalent to the Doctrine Analyst category; and<br>– In-depth understanding of Staff work.<br>– Expert knowledge and skill to plan, conduct, and coordinate complex, long-range studies, and to develop technical analyses and recommendations.<br>– Expert level skill in leading or participating in major studies of comprehensive and complex issues. Ability to delegate work and evaluate the results of others.<br>– Knowledge of project management.<br>– Expert level interpersonal skills to communicate complex and highly technical information to others. |
| Terminologist | Terminologist Qualifications:<br>**a. Education:**<br>– Associate Degree or equivalent in Business Management; Computer Science, Information Systems, or other related disciplines or;<br>– No degree with 3 years of experience in the areas listed below:<br>**b. Experience:** Demonstrated success in two (2) or more of the following areas:<br>– Familiarity with terms in the DoD Dictionary and process for incorporating approved terminology changes.<br>– Familiarity with doctrine development and publication processes<br>– Experience ensuring consistency of data between related documents<br>– Experience with Excel, MS Word, Power Point. |
| Editor | Editor Qualifications:<br>**a. Education:** |

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| | – Associate Degree or equivalent in Business Management; Computer Science, Information Systems, Engineering, or other related disciplines, or<br>– No degree with 2 years of experience in the areas listed below:<br>**b. Experience:** Demonstrated success in two (2) or more of the following areas:<br>– Knowledge of joint or Service doctrine development and publishing processes.<br>– Experience with document formatting features of software tools.<br>– Experience editing documents according to set standards for order, clarity, conciseness style, and terminology.<br>– Experience with editing software such as Microsoft Word, Adobe, CorelDraw and Photoshop. |
| Senior Editor | Senior Editor Qualifications:<br>**a. Education:**<br>– Bachelor of Arts or Bachelor of Science degree from an accredited college or university in one of the following academic fields: Business Administration or Management Science or a related field or;<br>– No degree and 5 years' experience of demonstrated success in the areas listed below.<br>**b. Experience:** Demonstrated success in three (3) or more of the following areas:<br>– 2 years' experience equivalent to the Editor category; and<br>– Expertise with the joint or Service doctrine development and publishing processes<br>– Experience with document formatting features of software tools.<br>– Experience editing documents according to set standards for order, clarity, conciseness style, and terminology.<br>– Experience with editing software such as Microsoft Word, Adobe, CorelDraw and Photoshop.<br>– Expertise in document formatting features of software tools. |
| Lead Editor | Lead Editor Qualifications:<br>**a. Education:**<br>– Bachelor of Arts or Bachelor of Science degree from an accredited college or university in one of the following academic fields: Business Administration or Management Science or a related field or;<br>– No degree and 10 years' experience of demonstrated success in the areas listed below.<br>**b. Experience:** Demonstrated success in four (4) or more of the following areas:<br>– Expertise with the joint or Service doctrine development and publishing processes<br>– Expertise in managing production schedules via tracking tools and ensuring product quality according to set standards for order, clarity, conciseness style, and terminology.<br>– Expertise in content management.<br>– Certified in the DoD Public Web's (DoDPW) proprietary American Forces Public Information Management System (AFPIMS) content management system.<br>– Demonstrated communication, effective leadership, and interpersonal skills.<br>– Extensive knowledge and ability to successfully direct, manage and coordinate editorial/publishing initiatives and organizational performance management. |
| Graphics Specialist | Graphics Specialist Qualifications:<br>**a. Education:**<br>– Associate Degree or equivalent in Business Management; Computer Science, Information Systems, Engineering, Graphics Design or other related disciplines; or<br>– No degree with 5 years of experience in the areas listed below:<br>**b. Experience:** Demonstrated success in two (2) or more of the following areas:<br>– Experience as a graphics and multi-media developer using software such as CorelDraw and Photoshop CS5 to develop graphics and other multimedia (charts, graphs, illustrations, other visual aids) for publications.<br>– Experience maintaining digital archives (photographs, vignettes, videos, and quotes).<br>– Expertise with the joint or Service doctrine development and publishing processes. |

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| UTJL Analyst | Universal Joint Task List Analyst Qualifications:<br>**a. Education:**<br>– No degree with at least 5 years warfighting operational experience.<br>**b. Experience:** At least 2 years' demonstrated experience in six (6) or more of the following:<br>– Experience developing, maintaining, performing, coordinating and/or delivering user training to CCMD and Joint Task Force Headquarters staffs.<br>– Knowledge of JMETL, UJTL, and Master Training Plan (MTP).<br>– Knowledge of Joint Doctrine process.<br>– Experience with analytical analysis.<br>– Experience in the development of processes and procedures.<br>– Knowledge of Joint Staff Structure, mission, programs, and organizational relationships.<br>– Knowledge of Joint Staff relationships with CCMDs, Services, and DoD Agencies.<br>– Demonstrated strong written, verbal, and interpersonal communication skills and ability to establish and maintain effective working relationships.<br>– Experience in the preparation and conduct of working groups.<br>– Strong understanding of modern English grammar usage.<br>– Knowledge of development of staffing packages. |
| Senior UJTL Analyst | Senior Universal Joint Task List Analyst Qualifications:<br>**a. Education:**<br>– Bachelor's degree with a minimum of 3 years' experience; or<br>– No degree with at least 7 years warfighting operational experience.<br>**b. Experience:** Demonstrated success in seven (7) or more of the following areas:<br>– Experience with JMETL, UJTL, and Master Training Plan (MTP).<br>– Knowledge of Joint Doctrine Process.<br>– Experience developing, maintaining, performing, coordinating and/or delivering use training to CCMD and Joint Task Force Headquarters staffs.<br>– Experience in analytical analysis.<br>– Experience providing strategies and recommending solutions for risk mitigation.<br>– Experience in the development of processes and procedures.<br>– Experience with the Joint Staff Structure, mission, programs, and organizational relationships.<br>– Experience with Joint Staff relationships with CCMDs, Services, and DoD Agencies.<br>– Demonstrated strong written, verbal, and interpersonal communication skills and ability to establish and maintain effective working relationships.<br>– Knowledge of project management.<br>– Experience in the preparation and conduct of working groups.<br>– Strong understanding of modern English grammar usage.<br>– Experience developing staffing packages |
| Education Assessment Analyst | Education Assessment Analyst Qualifications:<br>**a. Education:**<br>– Doctorate degree from an accredited university or college preferred; or<br>– Master's degree with a minimum of 4 years' experience acceptable, or<br>**b. Experience:** Demonstrated success in four (4) or more of the following areas:<br>– Experience with joint, combined staffs' organization, functions and procedures.<br>– Experience collecting and analyzing data, and present findings either in written format or orally at meetings, conferences, and working groups.<br>– JPME experience as a former student, faculty, or institutional effectiveness role<br>– Expertise in Outcomes-based education knowledge and experience to advise program and Senior leaders.<br>– Actual Joint Staff or similar organizational experience at the field grade or above or a civilian equivalent. |

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| | – Experience developing and presenting briefs to Senior Military and Civilian personnel.<br>– Experience developing surveys; collecting and viewing data, performing data searches and analytical analysis; generating reports and determining courses of action.<br>– Experience with human capital, data analysis, professional development, leadership skills, organizational skills and speaking skills. |
| Education Action Officer | Education Action Officer Qualifications:<br>**a. Education:**<br>– Master's degree with a minimum of 4 years' experience, or<br>– Bachelor's degree with a minimum of 8 years' experience; or<br>**b. Experience:** Demonstrated success in seven (7) or more of the following areas:<br>– Expert in the JPME Accreditation process.<br>– Prior service and joint force experience with Joint and Service Professional Military Education and staff procedures preferred.<br>– Actual Joint Staff or similar organizational experience at the field grade or above or a civilian equivalent.<br>– Experience with the Joint Staff Structure, mission, programs, and organizational relationships.<br>– Experience with joint, combined staffs' organization, functions and procedures.<br>– Experience in the facilitation of conferences, working groups and project meetings.<br>– Expert knowledge and experience to support programs and leaders at all levels, including very senior levels, such as the CJCS.<br>– Expert level interpersonal skills to communicate complex and highly technical information to others.<br>– Competency and access to resources necessary to evaluate and make recommendations on policy and position papers from a senior-leadership perspective.<br>– Experience managing organizational workflows, and supporting the development and implementation of SOPs |
| Cybersecurity Analyst | Cybersecurity Analyst Qualifications<br>Must Possess the following DoDM 8140.03 Qualifications:<br>**a. Education:**<br>– Associate degree from accredited University; or<br>– CNSSI 4011 Information System Security (INFOSEC) Professional; or<br>– 3 years experience.<br>**b. Training/Certification:**<br>– IAT Level 1<br>• IAT-1 Certifications: A+, Network+, SSCP, CCNA-Security.<br>– IAM Level 1<br>• IAM-1 Certifications: CAP, GSLC, Security+ CE.<br>– Cyber Defense<br>• CD: CEH, GCIA, CSIH, GCIH.<br>– Operating System/Computing Environment Certificate for applicable systems (with Privileged Access).<br>• Operating System/Computing Environment (OS/CE) certificate of training.<br>**c. Experience:**<br>– Minimum of 3 years of experience in cybersecurity or related field. |
| Senior Systems Administrator | Senior Systems Administrator Qualifications<br>Must possess the following DoDM 8140.03 Qualifications:<br>**a. Education:**<br>– Bachelor's degree from accredited University; or<br>– CNSSI 4012/4013/4014/4015/4016; or<br>– Associates degree and 10 years of experience.<br>**b. Training/Certification:**<br>– IAT Level 2: |

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| | • IAT-2 Certifications: GSEC, Security+ CE, SSCP, CCNA-Security.<br>– IAM Level 2:<br>• IAM-2 Certifications: CAP, GSLC, CISM, CASP-CE, CISSP (or Associate).<br>– Cyber Defense<br>• CD: CEH, GCIA, CSIH, GCIH<br>– Operating System/Computing Environment Certificate for applicable systems (with Privileged Access).<br>• Operating System/Computing Environment (OS/CE) certificate of training.<br>**c. Experience:**<br>– 5-9 years of experience in cybersecurity or related field. |
| Senior Software Engineer | Senior Software Engineer Qualifications<br>Must possess the following DoDM 8140.03 Qualifications:<br>**a. Education:**<br>– Bachelor's degree from accredited University; or<br>– CNSSI 4012/4013/4014/4015/4016; or<br>– Associates degree and 10 years of experience.<br>**b. Training/Certification:**<br>– IAT Level 2:<br>• IAT-2 Certifications: GSEC, Security+ CE, SSCP, CCNA-Security.<br>– IAM Level 2:<br>• IAM-2 Certifications: CAP, GSLC, CISM, CASP-CE, CISSP (or Associate).<br>– Cyber Defense<br>• CD: CEH, GCIA, CSIH, GCIH<br>– Operating System/Computing Environment Certificate for applicable systems (with Privileged Access).<br>• Operating System/Computing Environment (OS/CE) certificate of training.<br>**c. Experience:**<br>– 5-9 years of experience in cybersecurity or related field. |
| Software Developer | Software Developer Qualifications<br>**a. Education:**<br>– Bachelor of Science degree from an accredited college or university in Computer Science, Software Engineering, Information Systems Management/Information Technologies (or similar), and one year experience, or<br>– Equivalent combination of education, training and work experience<br>**b. Experience:** Demonstrated success in five (5) or more technical areas:<br>– Experience understanding client requirements and how they translate in application features.<br>– Experience preparing and/or developing specifications for new applications.<br>– Experience designing creative prototypes according to specifications.<br>– Experience writing source code.<br>– Experience reviewing and analyzing system specifications.<br>– Experience preparing programming specifications.<br>– Experience analyzing existing systems and subsystems for reusability benefits and needed changes.<br>– Experience preparing design plans and written analyses, unit and test scripts and documentation.<br>– Knowledge to evaluate application software packages, application integration and testing tools.<br>Knowledge to develop software user manuals. |
| Senior Software Developer | Senior Software Developer Qualifications:<br>**a. Education:**<br>– Bachelor of Science degree from an accredited college or university in Computer Science, Software Engineering, Information Systems Management/Information Technologies (or similar) with a minimum of 6 years' experience; or |

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| | – Equivalent combination of education, training and work experience<br>**b. Experience:** Demonstrated success in seven (7) or more technical areas:<br>– Experience understanding client requirements and how they translate in application features.<br>– Experience preparing and/or developing specifications for new applications.<br>– Experience designing creative prototypes according to specifications.<br>– Experience writing source code.<br>– Experience reviewing and analyzing system specifications.<br>– Experience preparing programming specifications.<br>– Experience analyzing existing systems and subsystems for reusability benefits and needed changes.<br>– Experience preparing design plans and written analyses, unit and test scripts and documentation.<br>– Experience creating and/or maintaining operation systems, communications software, database packages, compilers, repositories and utility and assembler programs.<br>– Experience modifying existing software and develop special purpose software.<br>– Experience evaluating existing applications to reprogram, update and add new features.<br>– Experience developing technical documents and handbooks to accurately represent application design and code.<br>– Experience leading integration and system testing.<br>– Experience leading end-user training. |
| Senior Web Developer | Senior Web Developer Qualifications<br>Must possess the following DoDM 8140.03 Qualifications:<br>**a. Education:**<br>– Bachelor's degree in Computer Science from accredited University; or<br>– CNSSI 4011 Information System Security (INFOSEC) Professional; or<br>– 6 years of experience<br>**b. Training/Certification:**<br>– IAT Level 1<br>• IAT-1 Certifications: A+, Network+, SSCP, CCNA-Security.<br>– IAM Level 1<br>• IAM-1 Certifications: CAP, GSLC, Security+ CE.<br>– Cyber Defense<br>• CD: CEH, GCIA, CSIH, GCIH.<br>– Operating System/Computing Environment Certificate for applicable systems (with Privileged Access).<br>• Operating System/Computing Environment (OS/CE) certificate of training.<br>**c. Experience:**<br>– 3-5 years of experience in cybersecurity or related field. |
| Help Desk Support | Help Desk Support Qualifications<br>**a. Education:**<br>– Associates degree from an accredited college or university in Computer Science, Information Systems Management, or Computer Science Application Management or related field; or<br>– No degree and 3 years' experience in the areas listed below:<br>**b. Experience:** Demonstrated success in two (2) or more of the following areas:<br>– Experience and ability to perform information systems customer support on networks, and other work in the client/server field, or related fields.<br>– Expert knowledge of PC operating systems, e.g., MS-Windows, as well as networking and mail standards and demonstrated ability to work on a help desk software application. |

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| | - Demonstrated ability to communicate orally and in writing and a positive customer service attitude. |
| Web/Data Content Manager | Web and Data Content Manager Qualifications<br>**a. Education:**<br>– Bachelor's degree in Communications, Web Development, Information Technology, or a related field, with a minimum of 3 years of relevant experience; or<br>– Associate degree from an accredited institution with a minimum of 5 years of relevant experience.<br>**b. Training/Certification:**<br>– Certified Web Accessibility Specialist (CWAS); or<br>– Google Analytics certification<br>– Other certifications related to digital content management, accessibility, or data governance are advantageous.<br><br>**c.** Experience:<br>– 3-5+ years of experience managing digital content in federal or defense environments.<br>– Experience managing, updating, and maintaining content using Content Management Systems (CMS) platforms in compliance with federal standards.<br>– Knowledge of federal and DoD policies regarding web content, including Section 508 accessibility compliance, cybersecurity standards, and Operational Security (OPSEC) considerations.<br>– Proficient in editing, developing, and publishing digital content that aligns with agency messaging, policy, and communications objectives.<br>– Experience with data strategy principles, including data cataloging, metadata management, and alignment with agency-wide data governance frameworks.<br>– Experience applying Search Engine Optimization (SEO) best practices to improve site usability and search performance.<br>– Experience monitoring and interpreting website traffic using analytics tools (e.g., Google Analytics) to inform content strategy and improve user engagement.<br>– Experience working in cross-functional teams that include content creators, UX/UI designers, developers, and federal stakeholders to manage updates, reviews, and approvals.<br>– Understanding of federal records retention policies and processes for content archiving.<br>– Working knowledge of HTML, CSS, and basic JavaScript to support web updates. |

**16. Glossary**

AI - Artificial Intelligence
API - Application Program Interface
AQL - Acceptable Quality Levels
ATD - Authorization Termination Date
ATO - Authority to Operate
CCMDs - Combatant Commands
CJCS - Chairman of the Joint Chiefs of Staff
CJCSI - Chairman of the Joint Chiefs of Staff Instruction
CJCSM - Chairman of the Joint Chiefs of Staff Manual
COR - Contracting Officer Representative
CPARS - Contractors Performance Assessment Reporting System
CRM - Comment Resolution Matrix
CSAs - Combat Support Agencies
CUI - Controlled Unclassified Information
DISA - Defense Information Systems Agency
DoD - Department of Defense
DoDD - Department of Defense Directive
DoDI - Department of Defense Instruction
DRRS - Defense Readiness Reporting System
EC - Elite Constellation
ETMS2 - Enterprise Task Management Software Solutions
GIWG - Globally Integrated Wargame
HTML - HyperText Markup Language
IA - Information Assurance
IAM - Information Assurance Manager
IAT - Information Assurance Technical
IAW - in accordance with
ISO - Information Systems Owner
ISSM - Information Systems Security Manager
ISSO - Information Systems Security Officer
IT - Information Technology
IP - Internet Protocol
JAMIS - Joint Accreditation Management Information System
JDEIS - Joint Doctrine, Education and Training Electronic Information System
JDDC - Joint Doctrine Development Community
JDDT - Joint Doctrine Development Tool
JDDT-N - Joint Doctrine Development Tool - Non-classified Internet Protocol Router Network
JDDT-S - Joint Doctrine Development Tool - Secure Internet Protocol Router Network
JDN - Joint Doctrine Note
JDPC - Joint Doctrine Planning Conference
JEDD - Joint Education and Doctrine Division
JEL - Joint Electronic Library
JEL+ - Joint Electronic Library + (PIV enabled)
JKO – Joint Knowledge Online
JLDC - Joint Leader Development Council
JMETLs - Joint Mission Essential Task Lists
JP - Joint Publications
JPME - Joint Professional Military Education
JPMEB - Joint Professional Military Education Branch
JPMT - Joint Publication Management Tool
JS - Joint Staff
JTMD - Joint Terminology Master Database
JTP - Joint Training Platform
JTT - Joint Training Tool

JWC - Joint Warfighting Concept
JWG - Joint Working Group
JWICS - Joint Worldwide Intelligence Communications System
LLM - Large Language Model
MEACC - Military Education Assessment Advisory Committee
MECC - Military Education Coordination Council
MS - Microsoft
MSR - Monthly Status Report
NATO - North Atlantic Treaty Organization
NGB - National Guard Bureau
NISPOM - National Industrial Security Program Operating Manual
NIPR - Non-classified Internet Protocol Router
NIPRNet - Non-classified Internet Protocol Router Network
NIST - National Institute of Standards and Technology
OBME - Outcomes-Based Military Education
OPOC - Organizational Point of Contact
PAJE - Process of Accreditation for Joint Education
PD - Program Directive
PIV - Personal Identity Verification
PM - Program Manager
POA&M - Plan of Action and Milestone
PWS - Performance Work Statement
QC - Quality Control
QASP - Quality Assurance Surveillance Plan
RMF - Risk Management Framework
RMP - Risk Mitigation Plan
SDLC - Software Development Life Cycle
SIPR - Secure Internet Protocol Router
SIPRNet - Secure Internet Protocol Router Network
SME - Subject Matter Expert
SOP - Standard Operating Procedure
SSO - Single Sign-On
STD - Standard
SwARM - Software Assessment Risk Management
TA - Technical Advisor
TML - Template Markup Language
TMT - Task Management Tool
TS/SCI - Top Secret/Sensitive Compartmented Information
UJT - Universal Joint Task
UJTL - Universal Joint Task List
UTDT - UJTL Task Development Tool
UUAG - UJTL Users Advisory Group
V&V - Validation and Verification
WG - Working Group
XML - eXtensible Markup Language
ZTA - Zero Trust Architecture

**Service Contract Reporting**
Services Contract Reporting (SCR) requirements apply to this contract. The contractor shall report required SCR data fields using the SCR section of the System for Award Management (SAM) at following web address: https://sam.gov/SAM/.

Reporting inputs will be for the labor executed during the period of performance during each Government FY, which runs October 1 through September 30. While inputs may be reported any time during the FY, all data shall be reported no later than October 31 of each calendar year. Contractors may direct questions to the help desk, linked at https://sam.gov/SAM/.

SECTION I - CONTRACT CLAUSES

The following have been modified:

52.217-9 OPTION TO EXTEND THE TERM OF THE CONTRACT (MAR 2000)

(a) The Government may extend the term of this contract by written notice to the Contractor within 30 days provided that the Government gives the Contractor a preliminary written notice of its intent to extend at least 60 days before the contract expires. The preliminary notice does not commit the Government to an extension.

(b) If the Government exercises this option, the extended contract shall be considered to include this option clause.

(c) The total duration of this contract, including the exercise of any options under this clause, shall not exceed 24 months.

(End of clause)

(End of Summary of Changes)