SOLICITATION/CONTRACT/ORDER FOR COMMERCIAL ITEMS
OFFEROR TO COMPLETE BLOCKS 12, 17, 23, 24, AND 30

2. CONTRACT NO. 3. AWARD/EFFECTIVE DATE
HO0304-00-A-3015 D(4)

4. ORDER NUMBER
0010

5. SOLICITATION NUMBER

6. SOLICITATION ISSUE DATE

7. FOR SOLICITATION INFORMATION CALL

8. ISSUE BY
WHIPS-Acquisition Directorate

9. FOR SOLICITATION INFORMATION CALL

10. THIS ACQUISITION IS
UNRESTRICTED

11. DELIVERY FOR FOB
DESTINATION UNLESS
BLOCK IS MARKED

12. DISCOUNT TERMS
Net 30 Days

13a. THIS CONTRACT IS A RATED ORDER
UNDER DPAS (15 CFR 700)

13b. RATING

14. METHOD OF SOLICITATION

15. DELIVER TO

16. ADMINISTERED BY

17a. CONTRACTOR/OFFEROR

17b. CHECK IF REMITTANCE IS DIFFERENT AND PUT
SUCH ADDRESS IN OFFER

18a. PAYMENT WILL BE MADE BY

18b. SUBMIT INVOICES TO ADDRESS SHOWN IN BLOCK 18a. UNLESS BLOCK
BELOW IS CHECKED

19. ITEM NO.

20. SCHEDULE OF SUPPLIES/SERVICES

21. QUANTITY

22. UNIT

23. UNIT PRICE

24. AMOUNT

25. ACCOUNTING AND APPROPRIATION DATA

26. TOTAL AWARD AMOUNT (For Gov't. Use Only)

27a. SOLICITATION INCORPORATES BY REFERENCE FAR 52.212-1, 52.212-4, 52.212-3, 52.212-5 ARE ATTACHED. ADDENDA ARE NOT ATTACHED

27b. CONTRACT/PURCHASE ORDER INCORPORATES BY REFERENCE FAR 52.212-4. FAR 52.212-5 IS ATTACHED. ADDENDA ARE NOT ATTACHED

28. CONTRACTOR IS REQUIRED TO SIGN THIS DOCUMENT AND RETURN 1 COPIES TO ISSUING OFFICE. CONTRACTOR AGREES TO FURNISH AND DELIVER ALL ITEMS SET FORTH OR OTHERWISE IDENTIFIED ABOVE AND ON ANY ADDITIONAL SHEETS SUBJECT TO THE TERMS AND CONDITIONS SPECIFIED HEREIN.

29. AWARD OF CONTRACT: REFERENCE OFFER DATED

30a. SIGNATURE OF OFFEROR/CONTRACTOR

30b. NAME AND TITLE OF SIGNER

30c. DATE SIGNED

STANDARD FORM 1449 (REV 3/2005)
Prescribed by GSA
FAR (48 CFR) 52.212
SEE SCHEDULE

|--------------|-----------------------------------|--------------|----------|----------------|------------|

32a. QUANTITY IN COLUMN 21 HAS BEEN

[ ] RECEIVED  [ ] INSPECTED  [ ] ACCEPTED, AND CONFORMS TO THE CONTRACT, EXCEPT AS NOTED:

32b. SIGNATURE OF AUTHORIZED GOVERNMENT REPRESENTATIVE

32c. DATE

32d. PRINTED NAME AND TITLE OF AUTHORIZED GOVERNMENT REPRESENTATIVE

32e. MAILING ADDRESS OF AUTHORIZED GOVERNMENT REPRESENTATIVE

32f. TELEPHONE NUMBER OF AUTHORIZED GOVERNMENT REPRESENTATIVE

32g. E-MAIL OF AUTHORIZED GOVERNMENT REPRESENTATIVE

33. SHIP NUMBER

34. VOUCHER NUMBER

35. AMOUNT VERIFIED CORRECT FOR

36. PAYMENT

[ ] COMPLETE  [ ] PARTIAL  [ ] FINAL

37. CHECK NUMBER

38. S/R ACCOUNT NUMBER

39. S/R VOUCHER NUMBER

40. PAID BY

41a. I CERTIFY THIS ACCOUNT IS CORRECT AND PROPER FOR PAYMENT

41b. SIGNATURE AND TITLE OF CERTIFYING OFFICER

41c. DATE

42a. RECEIVED BY

42b. RECEIVED AT

42c. DATE REC'D

43a. TOTAL CONTAINERS
This is issued under and pursuant to the provisions of (the “Agreement”). The terms and conditions of the Agreement are hereby incorporated by reference and, except as provided herein by this, remain in full force and effect.

**ITEM NO** 0001  
**SUPPLIES/SERVICES** Study for Equipping the RCs  
**QUANTITY** 4  
**UNIT** Months  
**UNIT PRICE** (b)(4)  
**AMOUNT** (b)(4)  
**NET AMT**  
ACRN AA

**INSPECTION AND ACCEPTANCE TERMS**

Supplies/services will be inspected/accepted at:

<table>
<thead>
<tr>
<th>CLIN</th>
<th>INSPECT AT</th>
<th>INSPECT BY</th>
<th>ACCEPT AT</th>
<th>ACCEPT BY</th>
</tr>
</thead>
<tbody>
<tr>
<td>0001</td>
<td>Destination</td>
<td>Government</td>
<td>Destination</td>
<td>Government</td>
</tr>
</tbody>
</table>

**DELIVERY INFORMATION**

<table>
<thead>
<tr>
<th>CLIN</th>
<th>DELIVERY DATE</th>
<th>QUANTITY</th>
<th>SHIP TO ADDRESS</th>
<th>UIC</th>
</tr>
</thead>
<tbody>
<tr>
<td>0001</td>
<td>(d)(4)</td>
<td>N/A</td>
<td>OSD RESERVE AFFAIRS</td>
<td>HQ0156</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>1500 DEFENSE PENTAGON RM 2E593</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>WASHINGTON DC 20301-1500</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>FOB: Destination</td>
<td></td>
</tr>
</tbody>
</table>
ACCOUNTING AND APPROPRIATION DATA

CLAUSES INCORPORATED BY FULL TEXT

252.209-7999 REPRESENTATION BY CORPORATIONS REGARDING AN UNPAID DELINQUENT TAX LIABILITY OR A FELONY CONVICTION UNDER ANY FEDERAL LAW (DEVIATION 2012-00004) (JAN 2012)

(a) In accordance with sections 8124 and 8125 of Division A of the Consolidated Appropriations Act, 2012, none of the funds made available by that Act may be used to enter into a contract with any corporation that—

(1) Has any unpaid Federal tax liability that has been assessed, for which all judicial and administrative remedies have been exhausted or have lapsed, and that is not being paid in a timely manner pursuant to an agreement with the authority responsible for collecting the tax liability, where the awarding agency is aware of the unpaid tax liability, unless the agency has considered suspension or debarment of the corporation and made a determination that this further action is not necessary to protect the interests of the Government.

(2) Was convicted of a felony criminal violation under any Federal law within the preceding 24 months, where the awarding agency is aware of the conviction, unless the agency has considered suspension or debarment of the corporation and made a determination that this action is not necessary to protect the interests of the Government.

(b) The Offeror represents that—

(1) Is not a corporation that has any unpaid Federal tax liability that has been assessed, for which all judicial and administrative remedies have been exhausted or have lapsed, and that is not being paid in a timely manner pursuant to an agreement with the authority responsible for collecting the tax liability.

(2) Is not a corporation that was convicted of a felony criminal violation under a Federal law within the preceding 24 months.

(End of provision)

CONTRACTING OFFICER’S REPRESENTATIVE (COR) (MARCH 2007)

The COR is a representative for the Government with limited authority who has been designated in writing by the Contracting Officer to provide technical direction, clarification, and guidance with respect to existing specifications and statement of work (SOW)/statement of objectives (SOO) as established in the contract. The COR also monitors the progress and quality of the Contractor’s performance for payment purposes. The COR shall promptly report Contractor performance discrepancies and suggested corrective actions to the Contracting Officer for resolution.
The COR is NOT authorized to take any direct or indirect actions or make any commitments that will result in changes to price, quantity, quality, schedule, place of performance, delivery or any other terms or conditions of the written contract.

The Contractor is responsible for promptly providing written notification to the Contracting Officer if it believes the COR has requested or directed any change to the existing contract (or task/delivery order). No action shall be taken by the Contractor for any proposed change to the contract until the Contracting Officer has issued a written directive or written modification to the contract (or task/delivery order). The Government will not accept and is not liable for any alleged change to the contract unless the change is included in a written contract modification or directive signed by the Contracting Officer.

If the Contracting Officer has designated an Alternate COR (ACOR), the ACOR may act only in the absence of the COR (due to such reasons as leave, official travel, or other reasons for which the COR is expected to be gone and not readily accessible for the day).

COR authority IS NOT delegable.

WHS A&PO WAWF INVOICING INSTRUCTIONS (Apr 2019)

To implement DFARS 252.232-7003, “Electronic Submission of Payment Requests and Receiving Reports (March 2008)”, Washington Headquarters Services, Acquisition & Procurement Office (WHS A&PO) utilizes WAWF to electronically process vendor requests for payment. The web-based system is located at https://wawf.eb.mil, and allows government contractors and authorized Department of Defense (DOD) personnel to generate, capture, process, and track invoice and acceptance documentation electronically. The contractor is required to utilize this system when submitting invoices and receiving reports under this contract. Submission of hard copy DD250/Invoice/Public Vouchers (SF1034) is no longer permitted.

The contractor shall ensure an Electronic Business Point of Contract is designated in Central Contractor Registration at http://www.ccr.gov/ and register to use WAWF at https://wawf.eb.mil within ten (10) days after award of the contract or modification incorporating WAWF into the contract. Step by step instructions to register are available at http://wawf.eb.mil.

The contractor is directed to submit the following invoice type:

2-n-1 - Services Only, including Construction

Back up documentation may be attached to the invoice in WAWF under the “Misc Info” tab. Fill in all applicable information under each tab.

With the exception of extensions, the following required information should automatically populate in WAWF; if it does not populate, or does not populate completely or correctly, enter the following information as noted:

<table>
<thead>
<tr>
<th>Contract Number</th>
<th>HQ0034-09-A-3015-0010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delivery Order</td>
<td>0010</td>
</tr>
<tr>
<td>Pay DoDAAC</td>
<td>HQ0338</td>
</tr>
<tr>
<td>Issue By DoDAAC</td>
<td>HQ0034</td>
</tr>
<tr>
<td>Admin By DoDAAC</td>
<td>HQ0034</td>
</tr>
</tbody>
</table>
The Contractor shall verify that the DoDAACs automatically populated by the WAWF system match the above information. If these DoDAACs do not match then the contractor shall correct the field(s) and notify the contracting officer of the discrepancy (ies).

The Contractor will need to enter a Shipment (or Voucher) Number in a specific format.

- The correct format for a shipment number for MOCAS invoices is AAAXNNN where A = alpha, X = alphanumeric and N = numeric characters, followed by a “Z” suffix if it is a final invoice. (e.g. SER0001, BVN0002Z, SERA003)

- WAWF will affix the prefix “SER” for 2-in-1 invoices and prefix “BVN” for cost vouchers to the Shipment (or Voucher) Number fields. For Combo documents, the contractor may enter their own three letter prefixes.

Take special care when entering Line Item information. The Line Item tab is where you will detail your request for payment and material/services that were provided based upon the contract. Be sure to fill in the following items exactly as they appear in the contract:

- **Item Number**: If the contract schedule has more than one ACRN listed as sub items under the applicable Contract Line Item Number (CLIN), use the 6 character, separately identified Sub Line Item Number (SLIN) (e.g. - 0001AA) or Informational SLIN (e.g. - 000101), otherwise use the 4 character CLIN (e.g. - 0001).

- **Unit Price**

- **Unit of Measure**

- **ACRN**: Fill-in the applicable 2 alpha character ACRN that is associated with the CLIN or SLIN.

*Note – DO NOT INVOICE FOR MORE THAN IS STILL AVAILABLE UNDER ANY CLIN/SLIN/ACRN.*

Before closing out of an invoice session in WAWF but after submitting your document or documents, the contractor will be prompted to send additional email notifications. Contractor shall click on “Send More Email Notification” on the page that appears. Add the following email address in the first email address block and add the following email address in the following blocks. This additional notification to the government is important to ensure that all appropriate persons are aware that the invoice documents have been submitted into the WAWF system.
If you have any questions regarding WAWF, please contact the WAWF Help Desk at 1-866-618-5988.

PERFORMANCE WORK STATEMENT

Study for Equipping the Reserve Component Forces (RA-1201)
For the
Office of the Assistant Secretary of Defense (Reserve Affairs)

1.0 Background.

This requirement supports the Office of the Assistant Secretary of Defense, Reserve Affairs (OASD/RA). The OASD/RA is the principal advisor to the Secretary of Defense with responsibility for overall supervision of matters that involve the Reserve Components (RCs). In this capacity, the OASD/RA develops the policies that set the conditions for a sustainable, seamlessly integrated and complementary Total Force. The overarching policy that deals with equipping the Reserve Components is published in Department of Defense Instruction 1225.06 (DoDI 1225.06), “Equipping the Reserve Components.”

2.0 Scope/Objective.

OASD/RA requires contractor support to use business best practices to evaluate the equipment management processes as defined in DoDI 1225.06. The study should evaluate current approval processes for transfers, withdrawals, and diversions of Reserve Component equipment, research industry and other-governmental processes to assess best means of implementing process changes, and employ those means to improve the processes described in DoDI 1225.06, “Equipping the Reserve Components.” The Contractor shall provide a recommended approval process that must meet the following Objectives:

2.1 Objective 1: Equip each Military Department Reserve Component to provide the operational capabilities and strategic depth required to fulfill assigned missions.

2.2 Objective 2: Develop equipment procurement, distribution programs and plans responsive to Homeland Defense (HD), Defense Support of Civil Authorities (DSCA) and the military combatant commanders’ mission requirements.

2.3 Objective 3: Establish equipment priorities, regardless of component, for the reconstitution and resetting of force capabilities after contingency operations for the transformation of the force into a revised force structure to meet future mission requirements.

2.4 Objective 4: Establish full transparency and traceability from procurement planning to delivery to the RCs.

2.5 Objective 5: Develop a plan for the equipment withdrawals, transfers, and diversions from a Reserve Component to an Active Component with the request and approval of the Secretary of Defense or designated representative, promoting transparency of equipment procurement funding.

2.6 Objective 6: Identify and develop equipment management process improvements to promote manpower cost efficiencies and shorten the current equipment management processes.

3.0 Tasks.

The Contractor shall be directly responsible for ensuring the accuracy, timeliness, and completion of all tasks under this effort, none of which are considered inherently government functions as defined in FAR 2.101 or Subpart 7.5. The contractor will support the tasks below.
3.1 Attend and participate in a project in-brief or kick off meeting with RA to review contract requirements and discuss RA objectives for improving the current RC equipment management processes.

3.2 Identify, evaluate, and analyze current RC equipment management processes in accordance with the stated objectives in 2.0 and DoDI 1225.06.

3.3 Upon completion of the current process analysis and identifying recommendations, prepare a briefing with RA that shows the current status of RC equipment processes and process analysis methods used. Collaborate with RA for concurrence with establishing best practice methods. Recommended methods or approaches must include two or three examples of industry (with supporting research documentation) or other governmental best practices. In addition to the brief, the contractor shall provide documentation of their findings and should be in the form of a written document with graphic attachments in a business standard format, such as Visio diagrams, that describe each service process and the DoD process from receipt of a request from the Services. Briefing slides should also be provided at the end of the evaluation and documentation task. The Contractor shall present the aforementioned briefing to the RA personnel upon approval by the Government.

3.4 Prepare two or more recommended Courses of Actions (COAs). The COAs must meet the intent of the DoDI 1225.06, must address projected savings in calendar days and labor in quantitative terms, and must document the projected cost of implementing the change – to include purchase of required software, training for employees, and any other elements of cost. If suggested COA involves cost through purchase of software, COA should identify any DoD or COTS software currently in use that may meet the requirement and should evaluate the cost-benefit of purchasing new software versus using what is already government-owned. must show that no existing software currently owned and in use by DoD will meet the requirement. Prepare and present recommendations for process improvement in accordance with standards for the method used in the study.

3.5 Status Reports.

3.5.1 Monthly Status Report. The contractor shall provide a monthly written status report documenting task support, issues, and progress. The report shall detail contractor activities during the reporting month and plans for the following month. The report shall include a summary of work performed and deliverables completed, current or projected problems, issues with resolution, an explanation of deviations from the last month’s projections, and any recommendations related to the effort.

3.5.2 Progress Reviews. Perform as instructed by the Contracting Officer’s Representative (COR) and Project Manager to summarize the status and progress of all activities being performed by the contractor under this Performance Work Statement (PWS). Formal Progress Reviews will take place at those locations requested by the COR. A minimum of two Formal Progress Reviews will occur at the three and six month period. Specific dates for formal progress reviews will be agreed between the COR and the contractor’s Program Manager. Informal Progress Reviews will take place Monthly at the 2nd Monday of each month.

4.0 Deliverables.

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Due</th>
<th>Task</th>
<th>Format</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-Disclosure Agreement</td>
<td>NLT 14 days after award; and upon replacement of personnel</td>
<td>3.1</td>
<td>Microsoft Word with original employee signature</td>
</tr>
<tr>
<td>Kickoff meeting with Overview briefing.</td>
<td>NLT 14 days after award</td>
<td>3.1</td>
<td>Microsoft Word and PowerPoint</td>
</tr>
<tr>
<td>Deliverable</td>
<td>Due</td>
<td>Task</td>
<td>Format</td>
</tr>
<tr>
<td>---------------------------------------------------------------------------</td>
<td>----------------------------------</td>
<td>----------</td>
<td>-----------------------------</td>
</tr>
<tr>
<td>Briefing and report on current equipment management process and process recommendations</td>
<td>NLT 60 days after award</td>
<td>3.2-3.3</td>
<td>Microsoft Word and PowerPoint</td>
</tr>
<tr>
<td>Briefing and report on courses of action, recommended COA</td>
<td>NLT 180 days after award</td>
<td>3.4</td>
<td>Microsoft PowerPoint</td>
</tr>
<tr>
<td>Status Report</td>
<td>Monthly, 2nd Monday of each month</td>
<td>3.5.1</td>
<td>Microsoft Word</td>
</tr>
<tr>
<td>Informal Progress Reviews</td>
<td>Monthly, 2nd Monday of each month</td>
<td>3.5.2</td>
<td>Microsoft Word</td>
</tr>
<tr>
<td>Formal Progress Review to Leadership</td>
<td>At 3 and 6 month period</td>
<td>3.5.2</td>
<td>Microsoft Word</td>
</tr>
</tbody>
</table>

4.0 Type of Contract and Period of Performance.

This is a Firm Fixed Price order. The period of performance (POP) will be [0(4)].

5.0 Place of Performance.

Work will primarily be performed at the contractor's site. On occasion work site may include other government sites within the National Capital Region (NCR), greater Washington, DC area.

Recognized Holidays: Unless required under the terms of the contract or authorized by the contracting officer, the contractor shall not plan to work at a Government facility on any of the following Government observed legal holidays: New Year's Day, Labor Day, Martin Luther King Jr.'s Birthday, Columbus Day, President's Day, Veteran's Day, Memorial Day, Thanksgiving Day, Independence Day, and Christmas Day.

6.0 Travel/Other Direct Charges (ODC).

Non-local travel is not anticipated for this task order. Local charges will not be reimbursed by the Government.

7.0 Security.

All tasks must be conducted in full compliance with DoD security regulations. During the period of performance, all contractor personnel will be required to maintain a Secret clearance. All contractor personnel will be required to sign a Non-Disclosure Agreement (attached).

8.0 Contractor Quality Control.

The contractor shall perform all technical and administrative planning, coordination, analysis and tracking of the diverse activities and disciplines provided by the contractor to meet the requirements of this PWS. The contractor shall manage and control task order resources to assure completion of all tasks within schedule and performance requirements.

9.0 Contracting Officer's Representative (COR).

The COR shall be the focal point for all task order administration matters related to performance of this PWS. 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. The contractor will be notified in writing concerning the replacement of the COR for this task order. Subsequent CORs will be appointed in writing and a copy of the appointment letter will be provided to the contractor.