

## PERFORMANCE WORK STATEMENT (PWS)

April 25, 2022

### Specialized and Sensitive Administrative, Security, Policy, Operations, and Analytic Support Services to the Influence and Perception Management Office (IPMO) Office of the Under Secretary of Defense for Intelligence and Security

#### Part I

##### General Information

#### 1. **GENERAL:**

This is a non-personal services contract to provide specialized and sensitive administrative, security, policy, operations, and analytic, support to the Influence and Perception Management Office (IPMO) within the Office of the Under Secretary of Defense, Intelligence and Security (OUSD(I&S)). The Government shall not exercise any supervision or control over the contract service providers performing the services herein. Such contract service providers shall be accountable solely to the Contractor who, in turn is responsible to the Government.

1.1 **Description of Services/Introduction:** The contractor shall provide all personnel, equipment, supplies, facilities, transportation, tools, materials, supervision, and other items and non-personal services necessary to perform specialized and sensitive administrative, security, policy, operational, and analytic support to the IPMO as defined in this Performance Work Statement except for those items specified as government furnished property and services. The contractor shall perform to the standards in this contract.

1.2 **Background:** The Under Secretary of Defense for Intelligence and Security (USD(I&S)) is the principal staff assistant and advisor to the Secretary of Defense and the Deputy Secretary of Defense on intelligence, counterintelligence, security, sensitive activities, and other intelligence-related matters. The USD(I&S) exercises the Secretary of Defense's authority, direction, and control over the Defense Agencies and DoD Field Activities that are Defense intelligence, counterintelligence, or security Components and exercises planning, policy, and strategic oversight over all DoD intelligence, counterintelligence, and security policy, plans, and programs. Among other organizations, the USD(I&S) is supported by the Director for Defense Intelligence (Collection and Special Programs) (DDI (C&SP)), who is supported by the Director of the IPMO for all influence and perception management related matters.

1.3 **Objectives:** The IPMO will develop broad thematic influence guidance focused on key adversaries; promulgate competitive influence strategies focused on specific defense issues, which direct subordinate planning efforts for the conduct of influence-related activities; and fill existing gaps in policy, oversight, governance, and integration related to influence and perception management matters.

1.4 **Scope:** The contractor shall provide specialized and sensitive administrative, security, policy, operational, and analytic, support including the development of strategy and policy, and the conduct of oversight, governance, and integration related to influence and perception management matters conducted by all DoD components. The contractor shall provide wide ranging specialized and sensitive administrative and operational program support at the direction of the Director of the IPMO.

1.5 **Period of Performance:** The period of performance shall be for one (1) Base Period of 12 months.

#### 1.6 **General Information**

1.6.1 **Quality Control:** The contractor shall develop and maintain an effective quality control program to ensure services are performed in accordance with this PWS. The contractor shall develop and implement procedures to identify, prevent, and ensure non-recurrence of defective services. The contractor's quality

control program is the means by which he assures himself that his work complies with the requirement of the contract. The contractor will deliver a quality assurance plan (QAP) to the COR within 30 days after contract award. After review by the COR and acceptance of the quality control plan, the contractor shall receive the contracting officer's acceptance in writing of any proposed change to his QC system.

The contractor will provide a monthly status report (MSR) no later than the 10th of every month accurately reflecting progress and a summary status of the tasks outlined in paragraph 5. The MSR shall identify accomplishments, address any issues encountered, and include a table quantifying cumulative number of actions that have been processed (e.g. meetings, policy revisions, reviews, inspections, reports, briefings, staff packages, administrative transactions, site visits, and any other reports or activities that demonstrate performance of the tasks listed under paragraph 5 and progress toward the objectives in paragraph 1.3).

The MSR shall also include:

- Description of work completed and plans for the next two months
- Summary of Meetings between Contract Managers/PMs and the COR or other GPOC/Program Leads.
- Resource status
- Manning Status and related metrics.
- Travel conducted/projected

The MSR shall be provided in Microsoft word format and shall include the items listed above and other quality measures/metrics from the QAP or other information as requested by the COR.

**1.6.2 Quality Assurance:** The government shall evaluate the contractor's performance under this contract in accordance with the Quality Assurance Surveillance Plan (QASP). This plan is primarily focused on what the Government must do to ensure that the contractor has performed in accordance with the performance standards. It defines how the performance standards will be applied, the frequency of surveillance, and the minimum acceptable defect rate(s).

**1.6.3 Recognized Holidays:** Contractor personnel are not customarily expected to work on holidays, but holiday work is possible, subject to advance scheduling with the contractor. Recognized Federal holidays are as follows:

New Year's Day	Labor Day
Martin Luther King Jr.'s Birthday	Columbus Day
President's Day	Veteran's Day
Memorial Day	Thanksgiving Day
Juneteenth Independence Day	Christmas Day
Independence Day	

**1.6.4 Hours of Operation:** The contractor is responsible for conducting business during OUSD(I&S) normal work hours from 8:30a.m. to 5:00p.m. Monday thru Friday. Contractor personnel typically work eight (8) hours per day, 40 hours per week, with starting times normally no earlier than 6:00 a.m. and end times normally no later than 6:00 p.m. as authorized by the Director of the IPMO. This excludes Federal holidays or when the Government facility is closed due to local or national emergencies, administrative closings, or similar Government directed facility closings. For other than firm fixed price contracts, the contractor will not be reimbursed when the government facility is closed for the above reasons. The Contractor must at all times maintain an adequate workforce for the uninterrupted performance of all tasks defined within this PWS when the Government facility is not closed for the above reasons. When hiring personnel, the Contractor shall keep in mind that the stability and continuity of the workforce are essential.

**1.6.4.1** When the Government grants administrative leave to Government employees, or is closed as a result of inclement weather, potentially hazardous conditions, or other special circumstances, the Contractor's program manager and/or on-site manager shall coordinate with the Contracting Officer and/or Contracting Officer Representative (COR) on the work status of personnel, to the extent that the overall performance is not adversely impacted.

**1.6.5 Place of Performance:** The work to be performed under this contract will be performed at Crystal City, Arlington, VA; Pentagon, Arlington, VA; Mark Center, Alexandria, VA; or other government sites within the National Capital Region. Telework is generally not appropriate for the tasks associated with this contract but may be considered on a situational/ad hoc basis at an approved alternate worksite. Telework must be authorized in writing by the COR, DDI Chief of Staff, and the senior government program manager. The contractor will highlight in monthly status reporting telework hours and activities for contractor personnel that conduct telework on behalf of the government.

**1.6.6 Type of Contract:** The government will award a hybrid contract that consist of Labor Hour and Time and Materials (T&M), ~~contract~~.

**1.6.7 Security Requirements:** The contractor shall have a Top Secret Facility Clearance from Defense Counterintelligence & Security Agency (DCSA) at the time of proposal submission, and maintain the level for the life of the contract. The Contractor shall fully comply with all security requirements established for this Contract in the associated "Contract Security Classification Specification" (DoD Form 254). All tasks shall be conducted in full compliance with DoD security regulations. All personnel are required to have a Top Secret/Sensitive Compartmented Information (SCI) clearance with eligibility for immediate access prior to performing work on this contract. Personnel must also maintain eligibility for access to Special Access Programs (SAP) for all tasks. The contractor personnel must maintain this level of security for the life of the contract.

**1.6.7.1** SCI eligibility, as defined by the Intelligence Community Directive (ICD) 704, Eligibility for Access to SCI, and reinforced in the DoD Manual 5105.21, Volume 3 is considered "in scope" for personnel security investigations (Tier 5, Tier 5 Reinvestigation) and access determinations that are void of deviations, conditions, or waivers. ICD 704.4 defines "in scope investigations" as those that are less than seven years old, without a 24 month break in service. To preserve reciprocity, the subject reinvestigation must be in progress within seven years from the completion of the previous investigation.

**1.6.7.2** Security policy for the protection of SAP information will follow the provisions of DoD Directive 5205.07, Special Access Program Policy, and DoD Instruction 5205.11, Management, Administration, and Oversight of DoD SAPs, including associated DoD Manuals 5205.07, Volumes 1 through 4, and applies on all OUSD(I&S) SAP efforts.

**Continuous Evaluation (CE):** The OUSD(I) Memorandum, "Department of Defense Guidance for the Implementation of Measures to Reduce the Federal Government's Background Investigation Inventory in Fiscal Year 2018", July 27, 2018 allows for the deferment of investigations and enrollment in CE. If a subject appears out of scope consistent with ICD 704, CE enrollment can be confirmed in the Defense Information System for Security (DISS) or Scattered Castles (SC). Once confirmed, the subject's most recent SCI eligibility applies.

The Contractor shall submit a security nomination package to the COR for the personnel assigned to the task order for OUSD(I&S) Security verification prior to performing work on this contract.

In the event that required special accesses are not adjudicated within 45 days for any individual assigned to this task order, the Government will require the Contractor to remove the individual from this task order and provide a replacement meeting the requirements of this PWS.

All contractor personnel shall be required to sign a Classified Information Non-Disclosure Agreement (SF-312).

**1.6.7.1 Physical Security:** The contractor shall be responsible for safeguarding all government equipment, information and property provided for contractor use. At the close of each work period, government facilities, equipment, and materials shall be secured.

**1.6.7.2 Key Control:** The Contractor shall establish and implement methods of making sure all keys/key cards issued to the Contractor by the Government are not lost or misplaced and 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 or duplicate keys/key cards to the Contracting Officer.

1.6.7.2.1. In the event keys, other than master keys, are lost 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.

1.6.7.2.2. The Contractor shall prohibit the use of Government issued keys/key cards by any persons other than the Contractor's employees. The Contractor shall prohibit the opening of locked areas by Contractor employees to permit 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.

1.6.7.3 Lock Combinations: 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.

1.6.8 Post Award Conference/Periodic Progress Meetings: The Contractor agrees to attend any post award conference convened by the contracting activity or contract administration office in accordance with Federal Acquisition Regulation Subpart 42.5. The contracting officer, Contracting Officers Representative (COR), and other Government personnel, as appropriate, may meet periodically with the contractor to review the contractor's performance. At these meetings the contracting officer will apprise the contractor of how the government views the contractor's performance and the contractor will apprise the Government of problems, if any, being experienced. Appropriate action shall be taken to resolve outstanding issues. These meetings shall be at no additional cost to the government.

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

1.6.10 The contractor shall provide an on-site contract task lead who shall be responsible for the performance of the work. The name of this person and an alternate who shall act for the contractor when the task lead is absent shall be designated in writing to the COR. The on-site contract task lead or alternate shall have full authority to act for the contractor on all contract matters relating to daily operation of this contract. The on-site contract task lead or alternate shall be available between 0900 and 1500 hours, Monday thru Friday except Federal holidays or when the government facility is closed for administrative reasons.

1.6.11 Key Personnel: Before replacing any individual designated as Key by the Government, the Contractor shall notify the Contracting Officer **no less than 10 business days in advance**, submit written



justification for replacement, and provide the name and qualifications of any proposed substitute(s). All proposed substitutes shall possess qualifications equal to or superior to those of the *Key* person being replaced, unless otherwise approved by the Contracting Officer. **The Contractor shall not replace Key Contractor personnel without written approval from the Contracting Officer and Contracting Officer Representative (COR).** The following personnel are considered key personnel by the government: Senior Executive Administrator; Senior Administrative Operations Manager; Senior Operations Specialist/Contract Task Lead; Senior Special Security and Compartmented Program Specialist; and Senior Operations Specialist. Qualifications of select key personnel are listed below:

#### **1.6.11.1 Senior Administrative Operations Manager (PWS Task 5.3)**

##### Required Education and Certification:

- Degree: Bachelor's degree from a regionally accredited institution

##### Preferred Education and Certification:

- Degree: Master's degree from a regionally accredited institution
- Certification: Project Management or Program Management Professional
- Certification: Lean Six Sigma Green or Black Belt

##### Required Skills and Relevant Experience:

- Active TS security clearance with immediate SCI eligibility upon award
- Experience with working in a fast-paced, dynamic environment with tight deadlines and competing requirements with organizational, planning, and time management responsibilities.
- Senior level operations management, administrative management, or project management experience within the past five years.

##### Preferred Skills and Relevant Experience:

- Minimum of 5-10 years of operations management, administrative management, or project management experience.
- Strong written and oral communications skills. Experience identifying stakeholders, fostering collaboration, leading groups, developing and advocating positions, and negotiating compromises in a multifunctional environment.
- Ability to develop and maintain personal and professional contacts with senior civilian and military leaders and officials within DoD, the IC, interagency, National Security council, executive branch appointees, members of Congress and their respective staffs, and other government agencies.
- Knowledge and experience with the Planning, Program, Budgeting, and Execution (PPBE) phases of the DoD budget.
- Knowledge and experience with Operation & Maintenance and Research, Development, Test & Evaluation appropriations.

#### **1.6.11.2 Senior Operations Specialist and Contract Task Lead (PWS Task 5.4)**

##### Required Education and Certification:

- Degree: Bachelor's degree from a regionally accredited institution

##### Preferred Education and Certification:

- Degree: Master's degree from a regionally accredited institution
- Certification: Project Management or Program Management Professional
- Certification: Lean Six Sigma Green or Black Belt

##### Required Skills and Relevant Experience:

- Active TS security clearance with immediate SCI eligibility upon award
- Minimum of 2 years of senior level operations management, administrative management, or project management experience.
- Minimum 2 years' experience leading, directing, managing, or supervising subordinates.

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- Experience working in a fast-paced, dynamic environment with tight deadlines and competing requirements with organizational, planning, and time management responsibilities.

Preferred Skills and Relevant Experience:

- Minimum of 5 years of senior level operations management, administrative management, or project management experience.
- Knowledge of DoD, Intelligence Community (IC), and interagency organizations and their functional relationships, programs, and policies.
- Experience in and knowledge of policy development, program oversight, guidance, capabilities development, and resourcing requirements.
- Ability to support management and oversight of sensitive DoD and IC compartmented programs.
- **Strong written and oral communications skills.** Have the ability to identify stakeholders, foster collaboration, lead groups, develop and advocate positions, and negotiate compromises in a multifunctional environment.
- Ability to develop and maintain personal and professional contacts with senior civilian and military leaders and officials within DoD, the IC, interagency, National Security council, executive branch appointees, members of Congress and their respective staffs, and other government agencies.
- Experience in leading groups, negotiating compromises, and influencing key leaders, customers and stakeholders involving problems or public policy issues that have great sensitivity, including national or international consequence.
- Knowledge and experience with the Planning, Program, Budgeting, and Execution (PPBE) phases of the DoD budget.
- Knowledge and experience with Operation & Maintenance and Research, Development, Test & Evaluation appropriations.

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#### 1.6.11.3 Senior Operations Specialist (PWS Task 5.6)

Required Education and Certification:

- Degree: Bachelor's degree from a regionally accredited institution

Preferred Education and Certification:

- Degree: Master's degree from a regionally accredited institution
- Certification: Project Management or Program Management Professional
- Certification: Lean Six Sigma Green or Black Belt

Required Skills and Relevant Experience:

- Active TS security clearance with immediate SCI eligibility upon award
- Senior level operations management, administrative management, or project management experience within the past five years.

Preferred Skills and Relevant Experience:

- Minimum of 5 years of senior level operations management, administrative management, or project management experience.
- Knowledge of DoD, Intelligence Community (IC), and interagency organizations and their functional relationships, programs, and policies.
- Experience in and knowledge of policy development, program oversight, guidance, capabilities development, and resourcing requirements.
- Experience supporting management and oversight of sensitive DoD and IC compartmented programs.
- Experience working in a fast-paced, dynamic environment with tight deadlines and competing requirements with organizational, planning, and time management responsibilities.
- **Strong written and oral communications skills.** Have the ability to identify stakeholders, foster collaboration, lead groups, develop and advocate positions, and negotiate compromises in a multifunctional environment.

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- Ability to develop and maintain personal and professional contacts with senior civilian and military leaders and officials within DoD, the IC, interagency, National Security council, executive branch appointees, members of Congress and their respective staffs, and other government agencies.
- Experience leading groups, negotiating compromises, and influencing key leaders, customers and stakeholders involving problems or public policy issues that have great sensitivity, including national or international consequence.
- Knowledge and experience with the Planning, Program, Budgeting, and Execution (PPBE) phases of the DoD budget.
- Knowledge and experience with Operation & Maintenance and Research, Development, Test & Evaluation appropriations.

**1.6.12 Identification of Contractor Employees:** All contract personnel attending meetings, answering Government telephones, and working in other situations where their contractor status is not obvious to third parties are required to identify themselves as such to avoid creating an impression in the minds of members of the public that they are Government officials. They must also ensure that all documents, reports, and correspondence (e.g. email) produced by contractors are suitably marked as contractor products or that contractor participation is appropriately disclosed.

**1.6.13 Contractor Travel:** In accordance with FAR 31.205-46, Travel Cost, the contractor shall provide travel in support of this contract. The contractor shall provide a written request to the Contracting Officer Representative (COR) for approval prior to making any travel arrangements. Requests for travel shall include the name of the person(s) traveling, travel destination, dates of travel, mode of transportation, and estimated costs for travel. All travel must be pre-approved in writing by the COR prior to purchase of any tickets and commencement of travel. The Contractor shall be reimbursed for actual allowable, allocable, and reasonable travel cost incurred during performance efforts in accordance with FAR 31.205-46. Contractor travel will be a Time-and-Material CLIN.

**1.6.13.1** Contractor personnel may be required to travel CONUS, OCONUS, and within the National Capital Region (NCR) during the performance of this contract to attend meetings, conferences, training, staff assistance visits, and liaison support. Contractor will be authorized travel expenses consistent with the substantive provisions of the Federal Travel Regulation (FTR) and the limitation of funds specified in this contract. All travel requires Government approval/authorization and must be authorized in advance by the COR. Contractor travel within 50 miles of the NCR is not considered reimbursable.

**1.6.14 Other Direct Costs:** Contractor will be required to provide parking to all IPMO employed, assigned, or detailed personnel when the Director of the IPMO determines that additional parking facilities or accesses are necessary to avoid a significant impairment of the IPMO's operating efficiency. The contractor will submit a parking plan and quote prior to payment for approval by the IPMO Director. The total cost for parking shall not exceed \$35,000.00.

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

**Commented [WNNCWA(4):** I've added this language as we need to ensure the contractor is aware of the regulation that

**Commented [WNNCWA(5):** Per my initial comments and our meeting, this section was to pay for contractor parking (which I don't believe we should be spelling out specifically, but i) This reads as we're giving parking to Government employee, and we can't do that. We discussed this matter in the meeting with Legal. This reads unclearly. This needs to be updated. reads u

or she deems necessary, including prohibiting the Contractor from participation in subsequent contracted requirements which may be affected by the OCI.

In addition to the NDA required as a condition of access to classified information (para 1.6.7.), contractor personnel engaged in delivering support services to OUSD(I&S) will sign a NDA to protect and prevent access to and disclosure of nonpublic information

**1.6.16.7 Phase out Period:** The Contractor shall provide a phase-out plan within sixty (60) days prior to expiration of this contract. The Contractor shall maintain complete documentation accessible to designated Government representatives as the Government directs. The Contractor will work with Government personnel and the incoming contractor to transfer knowledge, information and documentation for all projects and tasks related to this contract.

The information and documentation to be transferred includes but is not limited to:

- Historical Files
- Current Work/Staff Packages
- File Management Plan
- SOPs/TTPs developed or maintained by the contractor.
- Assessment of potential transition risks, issues, and mitigation strategies.

**1.6.17 Limitation on Subcontracting Reporting:** The contractor shall comply with FAR 52.219-14, Limitation of Subcontracting that's listed in the contract, and submit yearly report at the end of each period of performance.

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PART 2  
DEFINITIONS & ACRONYMS

**2. DEFINITIONS AND ACRONYMS:**

**2.1. DEFINITIONS:**

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

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

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

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

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

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

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

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

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

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

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

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

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

**2.2. ACRONYMS:**

ACOR	Alternate Contracting Officer's Representative
BCTF	Boards, Commissions, and Task Forces

CFR	Code of Federal Regulations
CONUS	Continental United States (excludes Alaska and Hawaii)
COR	Contracting Officer Representative
COTR	Contracting Officer's Technical Representative
COTS	Commercial-Off-the-Shelf
DD Form 254	Department of Defense Contract Security Requirement List
DFARS	Defense Federal Acquisition Regulation Supplement
DMDC	Defense Manpower Data Center
DOD	Department of Defense
EM	Enterprise Management Directorate
FAR	Federal Acquisition Regulation
HIPAA	Health Insurance Portability and Accountability Act of 1996
IPMO	Influence and Perception Management Office
KO	Contracting Officer
OCI	Organizational Conflict of Interest
OCONUS	Outside Continental United States (includes Alaska and Hawaii)
ODC	Other Direct Costs
OUSD(I&S)	Office of the Under Secretary of Defense for Intelligence & Security
PIPO	Phase-In/Phase-Out
POC	Point of Contact
PRS	Performance Requirements Summary
PWS	Performance Work Statement
QA	Quality Assurance
QAP	Quality Assurance Program
QASP	Quality Assurance Surveillance Plan
QC	Quality Control
QCP	Quality Control Program
TE	Technical Exhibit
WHS	Washington Headquarters Services

PART 3  
GOVERNMENT FURNISHED PROPERTY, EQUIPMENT, AND SERVICES

**3. GOVERNMENT FURNISHED ITEMS AND SERVICES:** Basic facilities such as work space and its associated operating requirements (i.e., phones, desks, utilities, information technology, and consumable and general purpose office supplies) will be provided while working in Government facilities. The Government will provide information, material and forms unique to the Government for supporting the task. All Government unique information related to this requirement, which is necessary for Contractor performance, will be made available to the Contractor.

PART 4  
CONTRACTOR FURNISHED ITEMS AND SERVICES

**4. CONTRACTOR FURNISHED ITEMS AND RESPONSIBILITIES:**

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



PART 5  
SPECIFIC TASKS

**5. Specific Tasks:**

**5.1. Basic Services.** The contractor shall provide services for specialized and sensitive administrative, security, policy, operational, and analytic, support to the IPMO. The contractor shall perform the tasks listed below.

**5.2. Executive Administrative Support (~~Senior Executive Administrative Support, 1 FTE~~)**

In support of the Influence and Perception Management Office, the contractor shall:

- Serve as the front facing point of contact for the IPMO, ensuring external engagements are accomplished in a timely and professional manner.
- Maintain IPMO leadership's daily calendars, and arrange meetings, conferences, and video-teleconferences to include actual meeting management, recording minutes, and maintaining invitations and attendee contact rosters.
- Prepare and oversee travel arrangements for IPMO personnel, assist with developing travel reports and travel vouchers ensuring reimbursement for expenses incurred, and assist with acquisition and renewal of parking permits.
- Review, monitor, and report the status of action item, activities, and products using the Correspondence and Task Management System (CATMS) and Joint Staff Action Processing (JSAP) System.
- Answer phones, maintain office files and the office filing system, and track action items in the OUSD(I&S) suspense portal; use knowledge of administrative management, automation equipment, and/or various software packages to input, retrieve, compile, and manage information.

**Commented [WNNCWA(7)]:** We don't need to identify the number of FTEs at each task title. The number of FTEs should be identified in the estimated workload table.

**5.3. Administrative Operations Management Support (~~Senior Administrative Operations Manager, 1 FTE – Key Personnel~~)**

In support of the Influence and Perception Management Office, the contractor shall:

- Provide support to IPMO personnel for all required correspondence actions (e.g. formal letters, memorandum, read-ahead briefing/meeting packages, activity reports, senior leadership reports). Tasks may include technical writing/editing, editorial consultation, proofreading, or overall documentation review.
- Provide recommendations for increased efficiency and effectiveness in the conduct of strategy development, planning, policy development, oversight, and governance regarding all IPMO assigned authorities, roles, and responsibilities.
- Support IPMO budget and cost analysis activities including, monitoring resources allocated to IPMO, providing advice on options available to IPMO, and preparing budget related matters for DIR IPMO review and decision. The Contractor may also be required to coordinate with OUSD(I&S) Budget officials external to IPMO to inform Dir IPMO decisions and recommendations.
- Provide administrative transaction and management support for office related facilities, furniture, communications, and/or information technology requirements (e.g. submit requests and coordinate work orders approved by IPMO for support services).
- Support IPMO with external engagements, including the Executive Office of the President, National Security Council, Congress, Military Departments, Combatant Commands, Defense Intelligence Components, OSD Components, non-DoD Federal Departments and Agencies, and Foreign Partners.

**Commented [WNNCWA(8)]:** See previous comment.

**5.4. Policy, Operations, Analytic and Contract Task Lead Support (~~Senior Operations Specialist/ Contract Task Lead, 1 FTE – Key Personnel~~)**

In support of the Influence and Perception Management Office, the contractor shall:

- Serve as the primary contractor point of contact for IPMO leadership regarding contractor personnel related issues, including serving as an interlocutor with the contract Program Manager.
- Assist IPMO leadership with the assignment of contractor personnel required to accomplish key tasks identified by IPMO leadership.

**Commented [WNNCWA(9)]:** See previous comment.

- Ensure timeliness and accuracy of deliverables associated with all tasks listed in Para 5 of the PWS consistent with the performance requirements in TECHNICAL EXHIBIT 1.
- Assist IPMO leadership in the development and promulgation of strategy, plans, and policy for DoD influence, deception, and perception management related operations, activities, and investments.
- Assist IPMO leadership in the conduct of oversight and governance, to include staff assistance visits and compliance inspections, for DoD influence, deception, and perception management related operations, activities, and investments.
- Develop and coordinate staff packages that include time-sensitive requirements for IPMO leadership to enable DoD influence, deception, and perception management related operations, activities, and investments.
- Develop and maintain positive working relationships with counterparts across the DoD, including the Joint Staff, other OSD organizations, DoD Components, Military Departments, and Combatant Commands.
- Produce and disseminate reports and briefings that detail DoD influence, deception, and perception management related operations, activities, and investments for Congress and Senior Executive Branch officials.

#### **5.5. Special Security and Compartmented Program Support (Senior Special Security and Special Access Security Manager, 1 FTE)**

In support of the Influence and Perception Management Office, the contractor shall:

- Serve as the Contract Program Security Officer (CPSO) and subject matter expert for special security and special access program support in a sensitive compartmented information facility (SCIF) and/or special access program facility (SAPF)
- Monitor access to SCIF/SAPF, and IPMO compliance with physical and administrative security requirements for the IPMO SCIF/SAPF.
- Develop and establish professional working relationships with the OUSD(I&S) Special Access Program Central Office, Special Security Office, National Programs Directorate, Special Technical Operations Branch, and the National Security Agency Central Security Service Representative. Coordinate with these activities as required for guidance, direction, and resolution of security related issues and requirements
- Coordinate IPMO personnel clearance verifications, visit request requirements, and provide security briefings for IPMO visitors and meetings.
- Initiate and Coordinate Program Access Requests (PARS) and provide access briefings when PARs are approved
- Facilitate Alternate Compensatory Control Measure (ACCM) accesses as required.
- Update and maintain classified access management systems of record (e.g. Scattered Castles, Joint Access Database Environment, Defense Information System for Security) as required and authorized
- Coordinate IPMO facility, equipment, communications, and information technology needs specific to SCIF/SAPF requirements, including preparation for and assistance during required security inspections.
- Maintain records for control and accountability of classified correspondence, and other material received in the office, making distribution to appropriate members of the IPMO staff. Ensure IPMO records are marked, filed, and retained in accordance with the federal records disposition schedule approved by the National Archives and Records Administration.

**Commented [WNNCWA(10)]:** See previous comment.

#### **5.6. Policy, Operations, and Analytic Support (Senior Operations Specialist, 7 FTEs – Key Personnel)**

In support of the Influence and Perception Management Office, the contractor shall:

- Assist IPMO leadership in the development and promulgation of strategy, plans, and policy for DoD influence, deception, and perception management related operations, activities, and investments.
- Assist IPMO leadership in the conduct of oversight and governance, to include staff assistance visits and compliance inspections, for DoD influence, deception, and perception management related operations, activities, and investments.
- Develop and coordinate staff packages that include time-sensitive requirements for IPMO leadership to enable DoD influence, deception, and perception management related operations, activities, and investments.

**Commented [WNNCWA(11)]:** See previous comment.



- Develop and maintain positive working relationships with counterparts across the DoD, including the Joint Staff, other OSD organizations, DoD Components, Military Departments, and Combatant Commands.
- Produce and disseminate reports and briefings that detail DoD influence, deception, and perception management related operations, activities, and investments for Congress and Senior Executive Branch officials.

#### **5.7. Administrative and Information Technology Support (Facilities/IT Manager, 1 FTE)**

In support of the Influence and Perception Management Office, the contractor shall:

- Serve as primary IPMO liaison to Washington Headquarters Services (WHS) to provide administrative and management support for office related facilities, furniture, communications, and/or information technology requirements (e.g. submit requests and coordinate work orders approved by IPMO for support services).
- Provide IT support across a wide range of technical services including supporting remote sites, performing cabling and desktop installation, systems administration, VTC operations, managing cryptography keys, and hardware and software troubleshooting.
- Provide IPMO on-site desk-side support services including account and access management, tailoring directory service entries, mailbox management, supporting equipment installation, move, and change requests, and troubleshooting end-user devices and peripherals.
- Submit, monitor, and approve MAXIMO requests, manage service calls and monitor requests for building service-related requirements.
- Perform administrative, executive support, and security services as required by the contract task lead or IPMO leadership. Primary duties are in support of IPMO personnel, but general support may be provided for other OUSD(I&S) requirements as requested by the OUSD(I&S) Chief of Staff and authorized by the Director, IPMO.

**Commented [WNNCWA(12)]:** See previous comment

#### **5.8 Operations Specialist for Influence and Perception Management Office -- OPTIONAL (Operations Specialist, Not-to-Exceed 5 FTEs)**

In support of the Influence and Perception Management Office, the contractor shall:

- Assist IPMO leadership in the development and promulgation of strategy, plans, and policy for DoD influence, deception, and perception management related operations, activities, and investments.
- Assist IPMO leadership in the conduct of oversight and governance, to include staff assistance visits and compliance inspections, for DoD influence, deception, and perception management related operations, activities, and investments.
- Develop and coordinate staff packages that include time-sensitive requirements for IPMO leadership to enable DoD influence, deception, and perception management related operations, activities, and investments.
- Develop and maintain positive working relationships with counterparts across the DoD, including the Joint Staff, other OSD organizations, DoD Components, Military Departments, and Combatant Commands.
- Produce and disseminate reports and briefings that detail DoD influence, deception, and perception management related operations, activities, and investments for Congress and Senior Executive Branch officials.

**Commented [WNNCWA(13)]:** See previous comment

PART 6  
APPLICABLE PUBLICATIONS

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

- 6.1. The Contractor must abide by all applicable regulations, publications, manuals, and local policies and procedures.
- 6.2. The following documents are cited in the security requirements stipulated in para 1.6.7 "Security Requirements" in this PWS.
  - 6.2.1. Intelligence Community Directive (ICD) 704, "Personnel Security Standards and Procedures Governing Eligibility for Access to Sensitive Compartmented Information and Other Controlled Access Program Information" (1 October 2008)
  - 6.2.2. ICD 704.4 "Reciprocity of Personnel Security Clearance and Access Determinations, (20 June 2018)
  - 6.2.3. DoD Manual 5105.21, Volume 3 "Sensitive Compartmented Information (SCI) Administrative Security Manual: Administration of Personnel Security, Industrial Security, and Special Activities (19 October 2012)
  - 6.2.4. DoD Manual 5205.07, Volumes 1 "DoD Special Access Program (SAP) Security Manual: General Procedures" (18 June 2015)
  - 6.2.5. DoD Manual 5205.07, Volumes 2, "Special Access Program (SAP) Security Manual: Personnel Security" (24 November 2015)
  - 6.2.6. DoD Manual 5205.07, Volumes 3, "DoD Special Access Program (SAP) Security Manual: Physical Security" (23 April 2015)
  - 6.2.7. DoD Manual 5205.07, Volumes 4, "6.2.6. DoD Manual 5205.07, Volumes 3" (10 October 2013)
  - 6.2.8. DoD Instruction 5205.11, "Management, Administration, and Oversight of DoD Special Access Programs(SAPs)" (6 Feb 2013)
  - 6.2.9. OUSD(I) Memorandum, "Department of Defense Guidance for the Implementation of Measures to Reduce the Federal Government's Background Investigation Inventory in Fiscal Year 2018" (July 27, 2018)



PART 7  
ATTACHMENT/TECHNICAL EXHIBIT LISTING

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

7.1. Attachment 1/Technical Exhibit 1 – Performance Requirements Summary

7.2. Attachment 2/Technical Exhibit 2 – Deliverables Schedule

7.3. Attachment 3/Technical Exhibit 3 – Estimated Workload Data

## TECHNICAL EXHIBIT 1

### Performance Requirements Summary



The contractor service requirements are summarized into performance objectives that relate directly to mission essential items. The performance threshold briefly describes the minimum acceptable levels of service required for each requirement. These thresholds are critical to mission success.

Performance Objective	Standard	Performance Threshold	Method of Surveillance
<b>PRS # 1.</b> The contractor shall provide qualified personal to successfully perform the tasks outlined in PWS Paragraph 5.	All contractor personnel possess the skills and experience required to perform the required tasks as specified in the PWS.	All contractor personnel are functional users of OUSD(I&S) systems and processes within 2 weeks of their start date.  The Contractor's work products are suitable to support the full range of tasks specified in the PWS.  The contractor's personnel are qualified and adept at presenting clear, concise, and complete professional work products free of substantive errors, political conclusions, or personal/individual bias.	Periodic Surveillance by COR/GPOC or Validated Customer Complaint received by COR.
<b>PRS # 2</b> The contractor shall manage Key Personnel according to para 1.6.10 of the PWS.	Timelines in para 1.6.10 are met with no more than a 10 business day gap in support for any key positions.	100%	Periodic Surveillance by COR/GPOC or Validated Customer Complaint received by COR.
<b>PRS # 3</b> The contractor shall ensure timeliness and accuracy of deliverables associated with all tasks listed in Para 5 of the PWS or other deliverables specified in the PWS.	Contractor personnel will meet suspense's established by the PWS, GPOC or Contract Task Lead on behalf of the GPOC. Work product will be clear, concise, well written and complete. Deliverables will be 99% free of grammatical errors or misspellings, free of substantive errors, political conclusions or personal/individual bias. No more than 2 submissions for rework per deliverable. Editorial and typographical errors should be few.	100%	Periodic Surveillance by COR/GPOC or Validated Customer Complaint received by COR.

<b>PRS #4</b> The contract program manager or alternate contract program manager shall be available and responsive as stipulated in para 1.6.10	The contract program manager will be responsive in acknowledging urgent matters on the same business day as notified by the COR or Government Program Manager (or representative) or no later than noon of the next business day. For routine matters acknowledgement will be within 2 business days.	100%	Surveillance by COR/GPOC.
<b>PRS # 5</b> The contractor shall meet the phase in requirements stipulated in para 1.6.14	The contractor shall achieve full operational capability for all tasks and deliverables in the PWS by the end of the 30 day phase-in period	100%	Phase-In/Kick-Off Meeting and Surveillance by COR/GPOC
<b>PRS # 6</b> The contractor shall meet the phase out requirements stipulated in para 1.6.16	The contractor will provide a phase out plan no later than 60 days before the end of the contract and will work with Government personnel and the incoming contractor to support a smooth transition.	100%	Phase-Out Meeting and Surveillance by COR/GPOC

**Commented [WNNCWA(14)]:** This needs be removed as we don't have a phase-in plan.

**TECHNICAL EXHIBIT 2**  
**DELIVERABLES SCHEDULE**

<u>DELIVERABLE</u>	<u>FREQUENCY</u>	<u># OF COPIES</u>	<u>MEDIUM/FORMAT</u>	<u>SUBMIT TO</u>
QAP according to para 1.6.1	The contractor will deliver a quality assurance plan (QAP) to the COR within 30 days after contract award.	One	MS Word/Softcopy	COR via email
Monthly Status Report (MSR) per para 1.6.1	By the 10 <sup>th</sup> of every month.	One	MS Word/Softcopy	COR via email
Quality Assurance Plan (QAP) per para 1.6.1	No later than 30 days following award of contract	One	MS Word/Softcopy	COR via email
Non-Disclosure Agreement (Security) per para 1.6.7	Once when in processing or as directed.	One	PDF/Softcopy  Adobe Acrobat Document	OUSD(I&S) Security Officer during in processing Security Briefing
Non-Disclosure Agreement (Nonpublic Information) per para 1.6.16	Once when in processing or as directed.	One	PDF/Softcopy  Adobe Acrobat Document	COR via email
Phase out Plan per para 1.6.17	Once, NLT 60 days prior to end of contract	One	MS Word/Softcopy	COR via email
Limitation on Subcontracting Yearly Reporting (PWS 1.6.17)	The last month of the period of performance of the base period	One	MS Word/Softcopy	COR/CO via email
<u>Travel Trip Reports</u>	<u>If requested, within ten (10) working days of travel</u>	<u>One</u>	<u>MS Word/Softcopy</u>	<u>COR</u>

**Commented [WNNCWA(15)]:** This is listed twice in this table. Please update as it should be identify one time.

**Commented [WNNCWA(16)]:** This needs to be added as an attachment to the solicitation. Meaning we should have this as a separate document and not embedded with the PWS. Make sure you have a separate document.

**Commented [WNNCWA(17)]:** Please see comment above.



### TECHNICAL EXHIBIT 3

#### ESTIMATED WORKLOAD DATA

The data provided below, identifies the labor categories and hours to accomplish the requirements listed in the PWS for the Labor-Hour CLINs

The estimated hours and labor categories are simply estimates on what it may take to perform the requirements listed in this PWS based on history on similar projects. The Contractor is not required to propose the hours listed below and is encouraged to use sound business practices when preparing the price/cost proposal.

PWS Item	Labor Category	FTEs	Hours
5.2	Senior Executive Administrative Support	1	1872
5.3	Senior Administrative Operations Manager	1	1872
5.4	Senior Operations Specialist/ Contract Task Lead	1	1872
5.5	Senior Special Security and Special Access Security Manager	1	1872
5.6	Senior Operations Specialist	7	13,104 (NTE 18,720)
5.7	Facilities/IT Manager	1	1872
5.8	Senior Operations Specialist (Optional)	0 (NTE 3)	0 (NTE 5616)
5.8	Operations Specialist (Optional)	0 (NTE 5)	0 (NTE 9360)

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**Commented [WNNCWA(18):** This language is only used for FFP. This is a Labor Hour Contract so the contractor must perform to the hours we're giving them. They can't propose different hours. I've updated this language and provided it back.

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**Commented [WNNCWA(19):** I don't understand 0 and NTE 3. These are optional CLINs, so we need to identify the number of FTEs and the hours. So remove the "0" amount as the vendor will propose a labor rate that will be needed.

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