

IBP Technical Support Services

SIN: 541990

1 FTE = 1840 Hours

Phase-In Period								
PWS Labor Category	Number of FTE	FSS Labor Category	GSA Contract #	Required Hours	Quoted Rate (FSS Rate with Discount)	Total Price	Discount offered	FSS Rate
Program Manager III	1			153				
Project Manager III	2			306				
Project Manager II	3			459				
Research Analyst III	3			459				
Research Analyst II	5			765				
Research Analyst I	2			306				
Subject Matter Expert III	3			459				
Subject Matter Expert II	7			1,071				
Subject Matter Expert I	3			459				
Cost Analyst II	2			306				
Order-Level Materials							N/A	
Travel							N/A	
Total	31			4,743				

Base Period								
PWS Labor Category		FSS Labor Category	GSA Contract #	Required Hours	Quoted Rate (FSS Rate with Discount)	Total Price	Discount offered	FSS Rate
Program Manager III	1			1,687				
Project Manager III	2			3,374				
Project Manager II	3			5,061				
Research Analyst III	3			5,061				
Research Analyst II	5			8,435				
Research Analyst I	2			3,374				
Subject Matter Expert III	3			5,061				
Subject Matter Expert II	7			11,809				
Subject Matter Expert I	3			5,061				
Cost Analyst II	2			3,374				
Order-Level Materials						\$10,000.00		
Travel						\$50,000.00		
Total	31			52,297				

Option Period 1								
PWS Labor Category		FSS Labor Category	GSA Contract #	Required Hours	Quoted Rate (FSS Rate with Discount)	Total Price	Discount offered	FSS Rate
Program Manager III	1			1,840				
Project Manager III	2			3,680				
Project Manager II	3			5,520				
Research Analyst III	3			5,520				
Research Analyst II	5			9,200				
Research Analyst I	2			3,680				
Subject Matter Expert III	3			5,520				
Subject Matter Expert II	7			12,880				
Subject Matter Expert I	3			5,520				
Cost Analyst II	2			3,680				
Order-Level Materials (OLM)						\$10,000.00		
Travel						\$55,000.00		
Total	31			57,040				

Option Period 2								
PWS Labor Category		FSS Labor Category	GSA Contract #	Required Hours	Quoted Rate (FSS Rate with Discount)	Total Price	Discount offered	FSS Rate
Program Manager III	1			1,840				
Project Manager III	2			3,680				
Project Manager II	3			5,520				
Research Analyst III	3			5,520				
Research Analyst II	5			9,200				
Research Analyst I	2			3,680				
Subject Matter Expert III	3			5,520				
Subject Matter Expert II	7			12,880				
Subject Matter Expert I	3			5,520				
Cost Analyst II	2			3,680				
Order-Level Materials (OLM)						\$10,000.00		
Travel						\$60,500.00		
Total	31			57,040				

Option Period 3								
PWS Labor Category		FSS Labor Category	GSA Contract #	Required Hours	Quoted Rate (FSS Rate with Discount)	Total Price	Discount offered	FSS Rate
Program Manager III	1			1,840				
Project Manager III	2			3,680				
Project Manager II	3			5,520				
Research Analyst III	3			5,520				
Research Analyst II	5			9,200				
Research Analyst I	2			3,680				
Subject Matter Expert III	3			5,520				
Subject Matter Expert II	7			12,880				
Subject Matter Expert I	3			5,520				
Cost Analyst II	2			3,680				
Order-Level Materials (OLM)						\$10,000.00		
Travel						\$66,550.00		

Total	31	57,040
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Option Period 4							
PWS Labor Category	FSS Labor Category	GSA Contract #	Required Hours	Quoted Rate (FSS Rate with Discount)	Total Price	Discount offered	FSS Rate
Program Manager III	1		1,840				
Project Manager III	2		3,680				
Project Manager II	3		5,520				
Research Analyst III	3		5,520				
Research Analyst II	5		9,200				
Research Analyst I	2		3,680				
Subject Matter Expert III	3		5,520				
Subject Matter Expert II	7		12,880				
Subject Matter Expert I	3		5,520				
Cost Analyst II	2		3,680				
Order-Level Materials (OLM)					\$10,000.00		
Travel					\$73,205.00		
Total	31		57,040				

Totals	
Period	Total Price
Phase-In	
Base	
Option Period 1	
Option Period 2	
Option Period 3	
Option Period 4	
Total Price	

OCI ANALYSIS/ DISCLOSURE FORM

1. Solicitation Number HQ003422R0239	2. Program Title IBP Technical Support Services	
3. Contractor Name and Address 	4. Telephone Number and POC 	
5. Type of work to be performed under this agreement:		
Other [insert customer such as USD A&S]-related work requiring analysis and determination:		
6. Contract Number and Program Title 		
7. Brief Summary/ Description of work performed under Block 6 action:		
8. Relationship between requirements of Block 1 action and work performed under Block 6 action (If None, State Why):		
9. Offeror/Contractor OCI Evaluation and Assessment (If either answer is yes, attach a copy of the PWS and complete Block 10): (a) Does Actual OCI exist? () Yes () No (b) Does Potential OCI exist? () Yes () No		
10. Summary of actual/potential OCI, including actions planned to avoid, neutralize, or mitigate conflict or potential conflict:		
11. Typed Name of Responsible Official	12. Signature	13. Date
14. Typed Name of Contracting Officer	15. Approval Signature	16. Date

ADDITIONAL INSTRUCTIONS FOR COMPLETING OCI ANALYSIS/ DISCLOSURE FORM

Blocks 1 through 5: Self explanatory

Block 6: Fill in the number and the short, official title by which the contract or subcontract requiring analysis and determination is formally known. This is work that has already been awarded, is being performed by your company, and requires a comparison with the work described in Blocks 1 – 5. **NOTE:** One OCI Analysis/ Disclosure Form shall be submitted for EACH [INSERT USD A&S])–related contract or subcontract currently being performed.

Block 7: Provide a brief, but specific, narrative summary of the PWS and work performed on the contract or subcontract listed in Block 6, including the period of performance and the value.

Block 8: Provide a brief, but specific, narrative summary of ANY relationship between the work to be performed under the action listed in Block 1 and the previous work performed under the action listed in Block 6. Please be as specific as possible by citing the specific RFP/PWS paragraph where possible.

Block 9: Place an “X” in the appropriate () for your responses.

Block 10: If you answer yes to either 9(a) or to 9(b), provide a summary of the actual or potential OCI.

Blocks 11, 12, and 13: Provide the name of your company official with the responsibility for and/or authority to discuss and commit the company on matters related to OCI issues. That official should then sign and date each form.

Small Business Participation Commitment Document (SBPCD)

1. **Prime Contractor Size:**

Indicate the applicable size and socioeconomic categories -- all that apply:

- ☐ Other than Small Business or
- ☐ Small Business also categorized as a
 - ☐ Small Disadvantaged Business (SDB)
 - ☐ Woman-Owned Small Business (WOSB)
 - ☐ Historically Underutilized Business Zone (HUBZone) Small Business
 - ☐ Service Disabled Veteran Owned Small Business (SDVOSB)

2. **Minimum Quantitative Requirement (MQR) -- Participation of Small Businesses*** %

**Small Business Participation, reporting applies*

Total Contract Value Including all options (Awarded) _____

Minimum Quantitative Requirement (MQR)

Business Category	Dollar Value	% of Total Contract Value
Total Contract Value – Prime Contractor	\$_____	%
Total Small Business	\$_____	%
Small Disadvantaged Business	\$_____	%
Woman-Owned Small Business	\$_____	%
HUBZone Small Business	\$_____	%
Veteran-Owned Small Business	\$_____	%
Service-Disabled Veteran-Owned Small Business	\$_____	%

3. **Small Business Participants ***

** Changes to this form must be pre-approved by Contracting Officer*

Please do not add notation(s) to the form. The form is to be used as it is presented in the solicitation. For every small business listed on this form you must submit a signed binding agreement with the Small Business Concern (SBC) (i.e., letter of commitment, joint ventures, mentor protégé agreements, cooperative teaming arrangements, others). Commitment documents must be provided with signature page(s). Binding commitments shall become enforceable, contractual requirements.

Company	Cage Code/DUNS #	Business Category(ies) (<i>SB, WOSB, SDB, VOSB, SDVOSB</i>)	Product(s)/Service(s) to be Provided.	NAICS Code	Nature of Commitment (i.e., letter of commitment, joint ventures, mentor protégé agreements, others)

Please do not add notation(s) to the form. The form is to be used as it is presented in the solicitation. For every small business listed on this form you must submit a signed binding agreement with the Small Business Concern (SBC) (i.e., letter of commitment, joint ventures, mentor protégé agreements, cooperative teaming arrangements, others). Commitment documents must be provided with signature page(s). Binding commitments shall become enforceable, contractual requirements.

SOLICITATION/CONTRACT/ORDER FOR COMMERCIAL ITEMS (CONTINUED)				PAGE 2 OF 30	
19. ITEM NO.	20. SCHEDULE OF SUPPLIES/ SERVICES	21. QUANTITY	22. UNIT	23. UNIT PRICE	24. AMOUNT
	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		37. CHECK NUMBER
☐ PARTIAL ☐ FINAL			☐ COMPLETE ☐ PARTIAL ☐ FINAL		
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 <i>(Print)</i>		
			42b. RECEIVED AT <i>(Location)</i>		
			42c. DATE REC'D <i>(YY/MM/DD)</i>	42d. TOTAL CONTAINERS	

Section SF 1449 - CONTINUATION SHEET

PERFORMANCE WORK STATEMENT*Support for Industrial Base Policy (IBP) Research and Analytics***General Information**

1. Introduction: This is a non-personal services contract to provide the government with support through the conduct of data analysis and data management, market and financial analysis, operations research analysis, and critical and strategic materials expertise. 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 Background: The mission of the Office of the Under Secretary of Defense Acquisition and Sustainment (OUSD(A&S)) is to enable the delivery and sustainment of secure and resilient capabilities to the warfighter and international partners quickly and cost effectively. OUSD(A&S) priorities include rapidly responding to the Combatant Commands' (COCOMs) needs, modernizing the nuclear deterrent, executing acquisition reforms, sustaining critical weapon systems, collaborating with emerging partners, and ensuring our Nation's industrial base is robust, secure, resilient, and innovative.

The mission of the Office of Industrial Base Policy (IBP) is to ensure robust, secure, resilient, and innovative industrial capabilities upon which the Department of Defense (DoD) can rely in an era of great power competition to fulfill current and future Warfighter capabilities. The IBP Research and Analytics directorate is responsible for assessing the industry sector, industrial base capabilities, and defense supply chains to identify barriers to resilience and develop corresponding policies and strategies to mitigate these challenges.

1.2 Objectives:

- Identify, analyze, and utilize data on the defense industrial base to increase visibility and direct strategic decision-making.
- Analyze market trends and industrial base capacity to improve future assessments and investments for building industrial base resilience long-term.
- Enhance the strength of strategic and critical materials supply chains and policies.
- Review past and present policies, oversight mechanisms, and other authorities to determine how DoD can more effectively incentivize its supplier base.

1.3 Scope: The contractor will provide the government with support through the conduct of data analysis and data management, market and financial analysis, operations research analysis, and critical and strategic materials expertise. Support shall include subject matter expertise and shall be primarily supporting IBP Research & Analytics. Upon request, support may also be provided for other directorates that fall under the purview of the Under Secretary of Defense for Acquisition and Sustainment (USD(A&S)) IBP.

1.4 Period of Performance: The period of performance shall be for one (1) Phase-In Month, (1) Base Year of 11 months and (4) 12-month option years. The Period of Performance reads as follows:

The period of performance will be as follows:

Phase-In:	19 September 2022 – 18 October 2022
Base Year:	19 October 2022 – 18 September 2023
Option Year 1:	19 September 2023 – 18 September 2024
Option Year 2:	19 September 2024 – 18 September 2025
Option Year 3:	19 September 2025 – 18 September 2026
Option Year 4:	19 September 2026 – 18 September 2027

1.5 Hours of Operation: The contractor is responsible for conducting business, between the hours of 0800-1700 Monday thru Friday except 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 Recognized 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
Juneteenth Day	Christmas Day
Independence Day	

1.7 Place of Performance: The primary place of performance is at government workspace (on-site) within the National Capital Region with telework options. Telework shall be approved by the Contracting Officer's Representative (COR).

1.8 Contractor Travel: Contractor personnel may be required to travel in Contiguous United States (CONUS) and Outside Contiguous United States (OCONUS). The Government will inform the contractor of travel as early as possible. The contractor shall provide a written request for travel to the COR prior to finalizing any travel arrangements and shall be approved by the COR prior to incurring expenses.

The contractor shall be reimbursed for actual allowable, allocable, and reasonable travel costs incurred during performance of this effort in accordance with FAR 31.205-46, "Travel Costs," and the Joint Travel Regulation (JTR) per diem rates for that location. Contractor will be authorized travel expenses consistent with the substantive provisions of the Joint Travel Regulation (JTR) and the limitation of funds specified in this contract. All travel requires Government approval/authorization and notification to the COR.

1.9 Government Furnished Items and Services:

1.9.1 Services: The Government will provide training on Government specific applications, systems, and equipment.

1.9.2 Facilities: The Government will provide the necessary workspace for the contractor staff to provide the support outlined in the PWS to include shared desk space with access to telephones, computers, and other items necessary to maintain an office environment.

1.9.3 Equipment: The Government will provide a laptop for contractor personnel in support of the PWS. Contractors will have access to scanners and printers when in government facilities.

1.9.4 Materials: The Government will provide the Standard Operating Procedures and policies necessary for the contractor to provide the support outlined in the PWS.

Level of Effort and Personnel Qualifications

2.0 Level of Effort: The labor under this task order is provided under the Firm-Fixed-Price level-of-effort (FFP-LOE) contract type (FAR 16.207). This requirement will be fulfilled by 31 Full-time Equivalents (FTE) on-site. As such, the contractor must provide the labor mix (crosswalked from their GSA Schedule) specified below during each contract period:

Labor Category	FTEs	Phase-In Hours	Base Hours	OY1-4 Hours
Program Manager III	1	153	1687	1840
Project Manager III	2	306	3374	3680
Project Manager II	3	459	5061	5520
Research Analyst III	3	459	5061	5520
Research Analyst II	5	765	8435	9200
Research Analyst I	2	306	3374	3680
Subject Matter Expert III	3	459	5061	5520
Subject Matter Expert II	7	1071	11809	12880
Subject Matter Expert I	3	459	5061	5520
Cost Analyst II	2	306	3374	3680
Total:	31	4743	52297	57040

2.1 Personnel Qualifications: All personnel must have a Secret clearance and bachelor's degree (any). The years of relevant experience is the following:

- The basic labor category (I) must have at least 3 years of relevant experience.
- The intermediate labor categories (II) must have at least 5 years of relevant experience.
- The advanced labor categories (III) must have at least 10 years of relevant experience.

In addition to the minimum qualifications above, the following education or experience is desired for each labor category:

Project Manager III: Desired Education: Master in Business, Math, Statics, Finance, Applied Economics
Desired Experience: 5 years of experience conducting analysis to support investment and financial decisions for large international corporations.

Research Analyst III: Desired Education: Ph.D. in Physics, Math, Statics, Data Science, or Economics
Desired Experience: 5 years of experience providing support to senior leadership in Government or Industry on investment decisions and market trends.

Subject Matter Expert III: Desired Education: Law, Social Science, Business, Completed Contracting Officer Training, Acquisition Certification. Desired Experience: 5 years experience working in a government contracting or program executive office.

2.2 The following positions are identified as key positions (cross-walked to contractor's GSA schedule labor category). There will be a total of 3 key personnel.

- Project Manager III
- Research Analyst III
- Subject Matter Expert III

The contractor shall provide a contract manager who shall be responsible for the performance of the work. The name of this person and an alternate who shall act for the contractor when the manager is absent shall be designated in writing to the COR. The contract manager or alternate shall have full authority to act for the contractor on all contract matters relating to daily operation of this contract. Prior to removing, replacing, or diverting any of the specified individuals, the Contractor shall notify the COR and shall submit justification (including proposed substitution) in sufficient detail to permit evaluation of the impact on this contract. The contractor shall ensure the availability of key personnel with the requisite skills to perform the work detailed in the PWS for this contract. The

Government shall review all key personnel resumes prior to acceptance of any substitutions, in order to ensure there is no degradation in the quality of personnel assigned to this contract. Substitution of non-key personnel is at the sole discretion of the contractor; however, all proposed substitutions shall meet the applicable educational and experience requirements set forth in the PWS for the substituted position. The Contractor shall provide a detailed explanation of the circumstances necessitating the proposed substitutions, complete resumes for the proposed substitutes, and any additional information requested by the Contracting Officer or COR. The Contractor shall, prior to making any substitution permanent, demonstrate to the satisfaction of the Contracting Officer or COR that the qualifications of the proposed substitute personnel are equal to or better than the qualifications of the personnel originally identified for the position.

2.3 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 or reports produced by contractors are suitably marked as contractor products or that contractor participation is appropriately disclosed.

Tasks

3.0 Basic Services: The contractor shall provide services for the conduct of data analysis and data management, market and financial analysis, operations research analysis, and critical and strategic materials expertise. These efforts are in support of assessing and building more resilient supply chains and identifying and pursuing innovative, diverse, and reliable industrial capabilities.

3.1. Task 1: Program Management

- 3.1.1 Post Award Orientation (PAO).** The PAO shall be held within seven calendar days of the start of performance. The purpose of the PAO is to: 1) discuss any unique characteristics of the requirement(s); 2) identify stakeholders' roles and responsibilities; and 3) establish a common understanding of cost, schedule, and performance expectations (Deliverable 1-1: POA Slides).
- 3.1.2 Project Management Plan (PMP).** The PMP is a resource-loaded baseline that outlines the steps that will be taken, provides the timeline to completion (estimated project start and stop dates), provides an expenditure plan aligned to key milestones within the project (to include any anticipated Other Direct Costs (ODCs)), identifies and quantifies the deliverables associated with each project, and identifies any associated risks and appropriate mitigation needed for execution of the contract. The completion timeline(s) of any given project shall not extend beyond the overall Period of Performance (PoP). The contractor shall provide the initial PMP within 15 days after contract award and provide an updated PMP within 15 days after each new project tasking. Upon acceptance and approval by the Government, the contractor shall meet the cost, schedule, and forecasted delivery date of all deliverables by taking all reasonable measures to fulfill the requirement and report the project status in the Monthly Status Report (MSR). The deliverable quantities listed in Task Three are estimates provided for reference. The actual deliverable quantities will be reflected within the PMP upon assignment of the project(s) and the Final Technical Report (FTR) (Deliverable 1-2: PMP).
- 3.1.3 Monthly Status Report (MSR).** The MSR shall provide a detailed status for each project within the PMP as well as capture an overall status of the contract. The contractor shall deliver the MSR on a date mutually agreed upon by the contractor and the COR. Specific MSR format, and any additional content not specified in this section, shall be mutually agreed upon by the contractor and COR; this format shall be established No Later Than (NLT) the PAO. The MSR reports cost, schedule, and performance against the PMP baseline and identifies planned versus actual expenditures per project; with the total monthly and cumulative ODC expenditures; the status of known risks and risk mitigation efforts; deliverables funded, technical progress made, and schedule status per deliverable; the titles, dates, and the number(s) of each deliverables completed; and the deliverables scheduled to be delivered during the upcoming month. The MSR shall report all funding received and shall detail the projects supported by such funding, the date received, and the funding source (if known). If the MSR shows that a project is not meeting performance

standards, the contractor shall provide the rationale and circumstances preventing the standards from being met (Deliverable 1-3: MSR).

- 3.1.4 Quarterly Project Management Reviews.** Conduct quarterly project management reviews with the COR to include detailed project information on cost, schedule, performance, risk assessment, and risk mitigation plans (Deliverable 1-4: Quarterly Project Management Review).
- 3.1.5 Final Technical Reports (FTRs).** The FTRs shall include contract-specific background information, objectives, assumptions, specific data collected, analyses conducted, recommendations, and conclusions. An initial technical report shall be submitted halfway through the PoP. A draft FTR shall be submitted NLT 45 days prior to the last date of the contract's PoP, and the completed FTR shall be submitted NLT 10 days prior to the last date of the contract's PoP. Each report shall be delivered to the ACOR and COR (Deliverable 1-5: FTR).

3.2 Task 2: Data Analysis and Data Management

- 3.2.1 Defense Industrial Base Data.** Identify the data needed to provide enterprise-level visibility into the health, opportunities, and risks of Department of Defense (DoD) supply chains and the Defense Industrial Base (DIB). This includes review and analysis of available DoD contract, budgeting, programming, and other data; other Government data (e.g., Department of Commerce, Labor, Census Bureau, etc.); and commercial data sources.
- 3.2.2 Data Management Plan.** Develop an IBP data management plan that integrates with Advana and verify that data is updated according to the plan.
- 3.2.3 Support to Ongoing Analysis.** Conduct data analysis to support IBP's mission of ensuring a reliable DIB that is able to provide the quantity and quality of products on time. Products such as charts, tables, and infographics shall be accurate and appropriate for specific audiences (e.g., analysts, technical experts, senior leaders, etc.).

3.3 Task 3: Market and Financial Analysis

- 3.3.1 Market Trend Analysis.** Conduct analysis of defense relevant markets to identify trends and their potential to affect the DoD's ability to develop, acquire, and maintain current and future weapon systems, platforms, and other capabilities.
- 3.3.2 Defense Industrial Base Industrial Capacity.** Evaluate the ability of industrial sectors to meet Major Defense Acquisition Program (MDAP) procurement projections and lifetime sustainment.
- 3.3.3 Future Assessments.** Evaluate emerging threats and coordinate with other government offices to identify future capabilities and determine the industrial capabilities needed to produce the capability.
- 3.3.4 Develop Policy and Investment Recommendations.** Conduct analysis to identify policies or strategies leveraging existing DoD authorities (Title 10, Title 50) to mitigate risks to the DIB or develop new or enhance existing industrial capabilities. This shall include commercialization for emerging technologies.
- 3.3.5 Support to Ongoing Analysis.** Conduct market and financial analysis to support IBP's mission of ensuring a reliable DIB that is able to provide the quantity and quality of products on time. Products shall be accurate and appropriate for specific audiences (e.g., analysts, technical experts, senior leaders, etc.).

3.4 Task 4: Operations Research Analysis

- 3.4.1 Authorities.** Identify all authorities that allow the DoD (e.g., Office of the Secretary of Defense, The Joint Staff, United States Navy, United States Army, United States Marine Corps, United States Air Force, and Field Agencies and Activities, etc.) to invest in or incentivize its supplier base.

- 3.4.2 Conduct Historical Analysis.** Review Planning, Programming, Budget, and Execution Data to determine how the authorities have been historically used. Develop recommendations to improve oversight, revise policy, and/or prioritize investments to resolve capability and capacity shortfalls.
- 3.4.3 Organic Industrial Base.** Examine the approaches of the Services and other DoD agencies to recapitalize and modernize their industrial capabilities. Develop recommendations to improve oversight, revise policy, and/or prioritize investments to resolve capability and capacity shortfalls.
- 3.4.4 Support to Ongoing Analysis.** Conduct operations research analysis to support Industrial Base Policy's mission of ensuring a reliable DIB that is able to provide the quantity and quality of products on time. Products shall be accurate and appropriate for specific audiences (e.g., analysts, technical experts, senior leaders, etc.).

3.5 Task 5: Strategic and Critical Materials Expert

- 3.5.1 Conduct Market Analysis on Key Strategic and Critical Materials.** Track trends, identify risks to DoD and larger U.S. economy and propose mitigating solutions, to include changes in policies, establishing market incentives, and potential investment strategies.
- 3.5.2 Collaborate with Defense Logistics Agency Strategic Material Office (DLA – SM) and Other Government Agencies.** Provide guidance to DLA -SM to verify that data collection and analysis align to strategic priorities (e.g., National Security Strategy, National Defense Strategy, Nuclear Posture Review, etc.). The analyst shall also provide expertise supporting the Office of the United States Trade Representative in evaluation or and implementing international trade policy to include establishing tariffs (i.e., Sec. 232 and Sec. 301).
- 3.5.3 Support to Ongoing Analysis.** Conduct strategic and critical materials analysis to support IBP's mission of ensuring a reliable DIB that is able to provide the quantity and quality of products on time. Products shall support multiple teams and approaches to safeguarding markets (e.g., Defense Federal Acquisition Regulation System revision, Committee on Foreign Investment in the United States, etc.) and be accurate and appropriate for specific audiences (e.g., analysts, technical experts, senior leaders, etc.).

3.6 Task 6: Modernizing Acquisition Processes

- 3.6.1 Conduct Supply Chain Policy Review.** Assist IBP in identifying and analyzing all existing enterprise-level policies that include supply chain risk mitigation (SCRM), including but not limited to policies that address or affect DoD's acquisition processes, supply chain management processes, or supplier or contractor relationships. Assess and develop recommendations regarding if an existing policy can be updated for strategic, proactive SCRM, or if a new policy needs to be created and old policies be sunset to best address 21st century risk. Leverage modern, digital tools for analysis.
- 3.6.2 Identify Oversight Mechanisms.** Work with IBP to streamline the approach to identifying and mitigating risks to the DIB throughout the acquisition and sustainment lifecycles (i.e., from identification of a need for procurement through final system decommissioning and disposition) of a system, platform, or other form of materiel. Survey existing efforts across the enterprise to identify and mitigate risks to the DIB and design a central body to capture high-level overviews of these initiatives to promote alignment and reduce duplication. This shall include researching supply chain authorities within the DoD and assessing existing platforms and mechanisms for collecting SCRM information. Establish a set of mechanisms to oversee efficient and consistent implementation of SCRM across all of DoD, and enable modernization and digitization of the supply chain intelligence capabilities.
- 3.6.3 Support to Ongoing Analysis.** Conduct SCRM analysis to support IBP's mission of ensuring a reliable DIB that is able to provide the quantity and quality of products on time. Products shall support multiple teams and approaches to safeguarding markets (e.g., Defense Federal Acquisition Regulation System

revision, Committee on Foreign Investment in the United States, etc.) and be accurate and appropriate for specific audiences (e.g., analysts, technical experts, senior leaders, etc.).

Deliverables

4.0 Deliverables: The table below provides a schedule of contractor deliverables, and also identifies where the contractor shall assist IBP in meeting the deliverables resulting from the above-defined tasks. All deliverables will be delivered to the COR.

PWS Section	Deliverable	Estimated Due Date / Frequency	Description
3.1	A001 – PAO Slides	7 days after PAO	Identifies, as a minimum, the key stakeholders and highlights their roles and responsibilities, summarizes the tasks and associated deliverables.
3.1	A002 – PMP	15 days after PoP start date; quarterly thereafter	Includes a baseline schedule and cost baseline that outlines the steps to take and a timeline to completion of each project as well as any interdependencies amongst the projects' schedules. As a minimum, the PMP shall provide formal updates to cost, schedule, performance, risk assessment, and risk mitigation plans for each project. The schedule shall specify estimated project start and stop dates as well as expenditure plan aligned to key milestones within the project, to include any anticipated ODCs.
3.1	A003 – MSR	45 days after PoP start date; monthly thereafter	Reports cost, schedule, risks, and performance against PMP and PWS requirements. Includes actual versus planned task expenditures, technical progress made, schedule status, and travel recommendations. Identifies funding compared to the overall estimate, status of known risks, risk mitigation efforts, deliverables funded and date they were funded, schedule status per deliverable, deliverable titles and numbers completed within the previous month, and the deliverables scheduled to be delivered within the upcoming month. Reports all funding and details the funding source or project specified. Establishes a baseline schedule for and steps to completion for each requirement. Upon acceptance and approval by the Government, the contractor shall meet the schedule and forecasted delivery date of all deliverables by taking all reasonable measures to fulfil the requirement.
3.1	A004 – Quarterly Project Management Review	45 days after PoP Start date /quarterly thereafter	Includes a quarterly project management review as a formal presentation to the Requesting Activity. As a minimum, provides formal updates to cost, schedule, performance, risk assessment, and risk mitigation plans for each project. Slides shall be due three days prior to presentation. Minutes shall be provided to all attendees.
3.1	A005 – Final Technical Reports	Initial technical report due halfway through PoP; draft FTR due NLT 45	Includes task background, objectives, assumptions, specific data collected, analyses conducted, recommendations, and conclusions.

PWS Section	Deliverable	Estimated Due Date / Frequency	Description
		days prior to the last date of the PoP; completed FTR due NLT 10 days prior to the last date of the PoP	Each report shall be delivered prior to expiration of the PoP.
3.2	A006 – Defense Industrial Base Data Development Plan	Draft/final due date to be determined by COR.	Includes initial assessment of data used by IBP to track the DIB, and plan evaluate additional data. Plan shall be developed based on consultation with Government staff, market and financial analyst.
3.2	A007- Data Development Plan Status Updates	Provide monthly updates, due the 15 th of each month.	Tracks progress and challenges developing data to support IBP's mission. Progress shall include any modification to the plan based on fact of life or updated information.
3.2	A008-Data Management Plan	Draft/final due date to be determined by COR. Provide monthly updates, due the 15 th of each month indicating progress and verifying adherence.	Data management plans shall adhere to industry best practices to establish clear procedures to collect, clean, validate and organize data to ensure consistency and reliability. The plan shall be compatible with Advana allowing the data to be shared with larger DoD platform. Starting in the second month after contract award, the updates should verify that the data management plan is being followed.
3.2	A008-Support to Task Two Ongoing Analysis	Develop one to three products a month. Provided as requested by task lead.	Products shall be accurate, well written and for the appropriate audience, require minimal revision, and be free of grammatical errors and typos.
3.3	A009 – Market Trend Analysis	Develop a market analysis plan, and conduct one to two analyses per month.	In consultation with government staff, develop a set of prioritized market analyses to conduct and update timeline.
3.3	A010-Defense Industrial Base Capacity	Draft/final due date to be determined by COR. Framework due date to be determined by COR. On the 15 th of each month provide progress report, with first complete assessment due 120 days after contract award.	Develop a framework to evaluate the industrial capacity of defense suppliers and prioritized list of sectors and suppliers. In consultation with government staff, leveraging existing frameworks develop a repeatable process to evaluate the industrial capacity of DIB suppliers. The framework shall consider the base level of industrial capacity for specific sectors, the throughput required to meet DoD procurement and sustainment for MDAPs fielded and in development, compare base and throughput to identify weakness in the DIB. In consultation with government staff, develop a prioritized list sectors and suppliers to assess with the framework. The framework shall be modified based on lessons learned and sector unique attributes.
3.3	A011-Future Assessments	Provide initial framework 60 days after contract award.	Leveraging the National Defense Strategy and Modernization Priorities to compare the capacity and capability of the DIB today to capability 20 – 50 years in the future. Future assessments shall

PWS Section	Deliverable	Estimated Due Date / Frequency	Description
			identify the existing centers of DIB activities and capabilities to include supported weapon systems, platforms, and capabilities. In consultation with government staff, develop scenarios outlining the effect of change (e.g., new manufacturing process, retiring a system, or producing a new capability) on the industrial capacity and economic activity of the regions.
3.3	A012 – Support to Task Three Ongoing Analysis	Develop one to three products a month. Provided as requested by task lead.	Products shall be accurate, well written and for the appropriate audience, requiring minimal revision, and be free of grammatical errors and typos.
3.4	A013 – Authorities	The structure shall be provided 30 days after contract award. The completed catalogue should be provided 180 days after contract award, with updates provide on the last business day of each month.	Provide a catalogue of industrial base preparedness /industrial base investment authorities available to the DoD. The catalogue shall identify the source of the authority in United States code, describe the authority, process to use the authority, and the office responsible for the authority. The catalogue shall be posted on Industrial Base Policies website and be updated once a year.
3.4	A014 - Conduct Historical Analysis	Provide updates on the last business day of the month, with report completed 180 days after contract award.	Identify the program element or other planning, programming, or budgeting identifier for each authority. Conduct a historical assessment to determine how the authority has been used. Examine the PPBE data sources such as, but not limited to, the Defense Resources Data Warehouse to identify available DIB investment resources and execution data to map programming/budget data to executed projects. The report shall provide information on the total value, projects, and results of investments from FY2000 to FY2021. The resources shall be linked to the authorities captured in the authorities' task. Develop a method for IBP to track the DoD's investment in the DIB.
3.4	A015 – Organic Industrial Base	The initial assessment due date will be determined by the COR with the interim deliverable provided 210 days from contract award. The final report should be provided one year from contract award.	Leveraging existing budget exhibits, congressional reports describe the Services investments in their organic industrial capacity from FY2000 – FY2021. The report shall highlight efforts to recapitalize and modernize and investments to maintain existing capability and capacity. The information shall be thorough enough to identify areas of potential investment that would improve capability and capacity over the next 10 to 20 years.
3.4	A016 – Support to Task Four Ongoing Analysis	Develop one to three products a month. Provided as requested by task lead.	Products shall be accurate, well written and for the appropriate audience, requiring minimal revision, and be free of grammatical errors and typos.

PWS Section	Deliverable	Estimated Due Date / Frequency	Description
3.5	A017 – Strategic and Critical Materials Market Analysis	Provide an analysis on the last day business day of each month.	Conduct market analysis on government identified strategic and critical materials. The analysis shall be a thorough assessment of the materials markets to include capturing major sources and down-stream processing supporting DoD procurement needs. The assessment should provide forecasting over the one to five year time horizon.
3.5	A018 – Collaboration with other Government Agencies	Provide a report on the last business day of each month outlining activities.	Meet regularly with DLA and other government agencies to ensure information sharing and develop mutually reinforcing policy and investment strategies. Provide expert input supporting DLA, Office of the United States Trade Representative, and other government agencies in the evaluation of and implementing of government policies.
3.5	A019 - Support to Task Five Ongoing Analysis	Develop one to three products a month. Provided as requested by task lead.	Products shall be accurate, well written and for the appropriate audience, requiring minimal revision, and be free of grammatical errors and typos.
3.6	A020 – SCRM Policy Assessment	Deliver structure 30 days after contract award. The completed assessment of relevant policies should be provided 180 days after contract award, with updates provide on the last business day of each month.	Provide a catalogue of SCRM policies, current and relevant historical, available to the DoD. The assessment shall identify SCRM directives, instructions, memoranda, standards, manuals, and more that influence DoD's ability to collect and assess supply chain risk information. The assessment will include recommendations for updates to existing policies or to create new policies.
3.6	A021 – Oversight Framework	Deliver initial process flow 30 days after contract award. The completed assessment of oversight mechanisms should be provided 180 days after contract award, with updates provide on the last business day of each month.	Document how SCRM is, and should be, performed throughout acquisition and sustainment lifecycles. Includes mechanisms for overseeing proper SCRM and enabling effective modernization.
3.6	A023 - Support to Task Six Ongoing Analysis	Develop one to three products a month. Provided as requested by task lead.	Products shall be accurate, well written and for the appropriate audience, require minimal revision, and be free of grammatical errors and typos.
10.0	Phase-In Final Report	Provide a final report on the last day of the phase-in	Provide a final report on the last day of the phase-in to the COR and IBP Leadership.

4.1 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. After 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.

4.2 Quality Assurance: The government shall evaluate the contractor's performance under this contract in accordance with the Quality Assurance Surveillance Plan. 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).

Special Requirements

5.0 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.

6.0 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.

6.1. 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.

6.2. 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.

6.3 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.

7.0 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 oral communications with the Contractor concerning technical aspects of the contract; issue written interpretations of technical requirements, including Government drawings, designs, specifications; monitor Contractor's performance and notifies both the 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.

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

9.0 Order Level Materials: The Contractor shall provide, when necessary to accomplish the PWS, order level materials (OLMs). This includes, but is not limited to, the development, publication, and distribution of a variety of materials, to include, hand books, vision documents, displays, pamphlets, and other items. The Contractor shall work in a variety of media forms (e.g., print, electronic, etc.) to effectively promulgate the IBP message and ensure the quality of presentations (i.e., complete, logical, and substantive). All OLMs type and quantities require approval from the COR. The contractor may not exceed the cost ceiling of the OLM CLIN.

10.0 Phase-In Plan: The contractor shall have personnel on board, during a 30 day calendar day phase-in. During the phase-in period (beginning at the start of the period of performance), the contractor shall become familiar with performance requirements in order to commence full performance of services. A kickoff meeting will be required within the first 30 days. Throughout the phase-in, 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 distribution of government furnished equipment (e.g. laptops), network access, receive knowledge transfer of tasks from Government officials, delineating the method for processing, and assigning tasks to new employees during the phase-in. Level of effort provided may vary depending on phase-in progress, however, the total level of effort may not exceed 4743 hours. The contractor shall provide a final report to the COR on day 30 of the phase-in.

SECTION L

Instructions to BPA Holders

Washington Headquarters Services/Acquisition Directorate (WHS/AD) intends to award a task order against the Reform Initiative Consulting Blanket Purchase Agreement (BPA). Each BPA holder will provide its Technical Experience/Phase-In Plan, Key Personnel Resumes, and a Price Quote for the work outlined in the PWS, which will contribute to the best value determination for award. This solicitation will be released electronically only. This electronic version of the solicitation is the official version for this acquisition. No hard copy of this solicitation will be issued. BPA holders must submit their quotes electronically to the Procurement Integrated Enterprise Environment (PIEE) Solicitation Module. Each BPA holder will be sent any and all applicable revisions to this solicitation electronically and via the Personnel PIEE Solicitation Module. Quotes shall only be submitted as described herein. Quotes submitted by any other means will not be evaluated.

QUESTIONS

BPA holders are requested to email questions (do not use the PIEE Solicitation Module for questions submission) to the Contract Specialist and the Contracting Officer:

Questions Cutoff Date:	10 August 2022
Time:	3:00 PM EDT
Contract Specialist:	Kimberly Hernandez
Contract Specialist Email:	kimberly.s.hernandez6.civ@mail.mil
Contracting Officer	Warren (Trey) Arthur

Contracting Officer Email: warren.g.arthur.civ@mail.mil

Responses to all questions will be in the form of an amendment to this solicitation and sent electronically via the PIEE Solicitation Module to all BPA holders.

PIEE SOLICITATION MODULE SUBMISSION AND QUOTE DUE DATE

BPA holders shall submit their quotes to the Contract Specialist and the Contracting Officer via the PIEE Solicitation Module before the due date and time in this solicitation. Quotes that are not received by the date and time specified will be considered “late” and will not be considered for award.

Quote Due Date: 19 August 2022
 Time: 10:00 AM EDT
 Website: <https://cac.piee.eb.mil/xhtml/auth/home/home.xhtml>

SUBMISSION REQUIREMENTS

Quotes shall be submitted as follows:

Text:

Text and graphics shall be easily readable (single-spaced) with a minimum one-inch margin all around, 10-point font size and 8-point for graphics. Bolding, underlining, and italics may be used to identify topic demarcations or points of emphasis. Include page numbering. Pages submitted in excess of the limitations stated throughout this document will be removed and not evaluated.

Pricing Data:

All price information shall be in files separate from the Technical Experience/Phase-In Plan, Key Personnel Resumes and Other Documents. ***Pricing information shall only appear in the Price Quote.***

Volumes and Page Limitations:

Responses to “Technical Experience/Phase In-Plan” and “Key Personnel Resumes” shall be presented in Volume 1. The Government shall receive three (3) separate volumes in total. ***No pricing information shall be included in Volume 1.***

Page limitations are as follows:

ATTACHMENTS	PAGE LIMITS
Volume 1	
Factor 1 – Technical Experience/Phase-In Plan	9 pages
Factor 2 – Key Personnel Resumes	2 pages Per Resume
Volume 2	
Factor 3 – Price	Excel Template (Unlimited); Attachment 1
Volume 3	
Signed SF 1449	1 page
OCI Analysis and Disclosure Form	Unlimited; Attachment 2
Small Business Participation Commitment Document (SBPCD)	Unlimited; Attachment 3

Pages submitted in excess of the page limitations stated in this document will be removed and not evaluated.

Factor 1: Technical Experience/Phase-In Plan: *(Shall not exceed nine (9) total pages total including an Executive Summary (1 page); Cover Page, Table of Contents, List of Acronyms will be excluded from the page count).*

(1) BPA holders shall describe in detail their experience performing tasks relevant to the following PWS areas. BPA holders shall only submit experience relevant to the task areas listed below; BPA holders shall not provide experience submissions regarding other areas of the PWS.

3.2 Task 2: Data Analysis and Data Management

3.3 Task 3: Market and Financial Analysis

3.6 Task 6: Modernizing Acquisition Processes

(2) BPA holders shall provide a phase-in plan that details in a logical sequence a 30-day ramp up to full performance and identifies associated risks and risk mitigation strategies.

Factor 2: Key Personnel Resumes: *(Shall not exceed two (2) pages per resume, letters of commitment (required) will be excluded from the page count):*

The BPA holder shall submit exactly three (3) resumes as exemplars for all personnel proposed to perform the PWS. The BPA holder shall submit no less than three (3) resumes and no more than three (3) resumes. The BPA holder must submit a signed letter of commitment for each of the three (3) submitted resumes. The BPA holder shall not submit letters of commitment for any personnel other than the three (3) personnel for whom it submitted resumes.

The BPA holder shall submit resume(s) for each of the following labor categories from PWS section 2.0:

PWS Labor Category:	Number of Resumes:
Project Manager III	1
Research Analyst III	1
Subject Matter Expert III	1
Total:	3

Each resume shall include the following information:

- Name of individual
- Name of applicable PWS-defined labor category.
- Name of Federal Supply Schedule Labor Category and GSA contract number under which the individual's services are quoted
- Security Clearance
- Experience - For each experience, the BPA holder shall include the name of the employer, the position held, the date range, and a description of the duties and responsibilities. The BPA holder may also provide additional explanation as to how the experience is relevant to the position for which the resume is submitted.
- Education - Name of institution, degree conferred (including, if applicable, any specialization), and year that degree was conferred.

- Professional or other specialized certifications - Include the issuing institution and the year obtained. For each professional or other specialized certificate, explain how the certification is relevant to the position for which the individual is proposed.

Note: Each resume must not only meet the applicable minimum personnel requirements listed in section 2.1 of the PWS, but it must also meet the minimum qualifications listed in the pricelist description of the quoted FSS labor category. Where a resume does not meet the pricelist description of the FSS labor category under which it is quoted, the BPA holder is not actually providing the FSS labor category that it quoted to the Government. As such, the services of the resumed individual would be off-schedule, rendering the quote unawardable.

Factor 3: Price (Attachment #1)

The BPA holder shall provide their firm-fixed price, level-of-effort quotes according to the solicitation's CLIN structure. A price quote shall be provided in an Excel file using the Pricing Template Attachment 2 for the 1 month phase-in period, 11 month base period, and all option years. The award will have: Phase-In Period of 1 month, Base Period of 11 months, Option Year 1 for 12 months, Option Year 2 for 12 months, Option Year 3 for 12 months, and Option Year 4 for 12 months. It will also include a FAR 52.217-8 clause for a six month extension. BPA holders are not to include the FAR 52.217-8 pricing. The Government will calculate this pricing as described in Section M.

The BPA holder shall also provide a basis for the price by identifying the quoted FSS labor categories, and for each quoted labor category, listing the quoted labor rate, and the discount that the rate reflects.

BPA holders shall provide this information for each contract period. Significant discounts against the BPA holder's GSA Supply Schedule rates are strongly encouraged. Discounts offered must be explicit. The pricelist description of a quoted FSS labor category must provide for all of the skills and experience of the PWS position to which it corresponds.

Additional Documents:

Organizational Conflict of Interest (OCI) Analysis and Disclosure Form (Attachment #2)

Instructions for completing the OCI Analysis and Disclosure Form:

The BPA holder (and any team members or subcontractors) shall identify any potential OCI or Personal Conflicts of Interest (PCI) that will occur as a result of this task order award and include a specific mitigation plan or mitigation strategy. The BPA holder (and any team members or subcontractors) must complete the OCI Analysis and Disclosure Form (Attachment #2).

It is the BPA holder's (and any team members or subcontractors) responsibility to identify potential conflicts of interest. Any potential conflicts must be clearly described and categorized: Unequal Access to Information, Biased Ground Rules or Impaired Objectivity on the OCI Analysis and Disclosure Form and with enough information for the Contracting Officer to determine if a potential conflict exists.

If the BPA holder (and any team members or subcontractors) determines a potential OCI or PCI exists, the BPA holder must provide a mitigation plan or mitigation strategy which addresses how the potential OCI will be mitigated, neutralized or avoided.

If the BPA holder (and any team members or subcontractors) determines that a potential OCI or PCI does not exist they shall include a statement to that effect as part of the OCI Analysis and Disclosure Form and are not required to submit a specific mitigation plan or mitigation strategy.

Small Business Participation Commitment Document (SBPCD) (Attachment #3)

Instructions for completing the SBPCD:

The BPA holder shall complete Section 1: Prime Contractor Size; Section 2: Minimum Quantitative Requirement (MQR) –Small Business Participation and Section 3: Small Business Participant of the SBPCD (Attachment #3).

The BPA holder shall provide any supporting documentation to demonstrate how it will meet its small business participation goals.

SECTION M

Evaluation Criteria for Award

The Government intends to evaluate all quotes and award a task order against the Reform Initiative Consulting Blanket Purchase Agreement (BPA) to the BPA holder whose quote represents the best value based upon the BPA holders' Technical Experience/Phase-In Plan, Key Personnel Resumes, and Price. Therefore, the BPA holder's initial quote shall contain the best terms. However, the Government reserves the right to make further inquiries regarding a submission if it is determined by the Contracting Officer to be necessary. The Government may reject any or all quotes if such action is in the public interest, accept a quote other than the lowest priced quote, and waive any informalities and/or minor irregularities in quotes received.

EVALUATION FACTORS

The quotes will be evaluated based on the following evaluation factors:

Factor 1	Technical Experience/Phase-In Plan
Factor 2	Key Personnel Resumes
Factor 3	Price

Order of Importance

Factors 1 and 2 are equal. Factors 1 and 2 when combined, are more important than Factor 3.

TECHNICAL EVALUATION CRITERIA

Factor 1: Technical Experience/Phase-In Plan

(1) The Government will evaluate the extent to which the BPA holder's technical experience provides for successful performance PWS requirements:

- 3.2 Task 2: Data Analysis and Data Management
- 3.3 Task 3: Market and Financial Analysis
- 3.6 Task 6: Modernizing Acquisition Processes

(2) The Government will evaluate the extent to which the BPA holder's phase-in plan ensures a successful ramp up to full performance.

Factor 2: Key Personnel Resumes

The Government will evaluate each resume to determine if the proposed individual meets the requirements of the PWS Labor Category. Failure to meet a minimum key personnel requirement will result in a deficiency. The Government will also evaluate each resume to determine the extent to which the individual possesses additional qualifications relevant to the tasks to which the individual is assigned. The Government will also check whether a

signed letter of commitment has been submitted with the resume. Failure to submit a signed letter of commitment with the resume will result in a deficiency.

PRICING EVALUATION

Factor 3: Price

The Total Evaluated Price (TEP) will represent the BPA holder's quote under Factor 3 in the best value tradeoff. The BPA holder's TEP will be calculated as the sum of the following:

- The BPA holder's total quoted labor pricing across the base period and the four 52.217-9 option periods.
- The expected price of the 52.217-8 extension period, to be calculated as one-half of the BPA holder's quoted price for the fourth 52.217-9 option period.
- The expected cost of the Travel CLINs (0002, 1002, 2002, 3002, and 4002) will be factored into the TEP by adding in Base: \$50,000, OY1: \$55,000, OY2: \$60,500, OY3: 66,550, and OY4: \$73,205 for each contract period, for a total of \$305,255.
- The expected cost of the OLM CLINs (0003, 1003, 2003, 3003, and 4003) will be factored into the TEP by adding in \$10,000 for each contract period, for a total of \$50,000.

Note: Evaluation of options will not obligate the Government to exercise the option(s).

As a pre-condition to receiving award, the quoter's price must be fair & reasonable. The Government will determine whether a price is fair & reasonable based one or more of the techniques listed at FAR 15.404-1.

QUOTE EVALUATION AND RATINGS

Evaluators will assess and rate quotes based on how well the BPA holders meet Factors 1 and 2. Each task and resume will be separately evaluated and the strengths, weaknesses, and deficiencies will be identified.

1. A strength is an aspect of the experience or resume that has merit or exceeds specified performance or capability requirements in a way that is advantageous to the Government during contract performance.
2. A weakness is a flaw in the experience or resume that increases the risk of unsuccessful performance. For example, a lack of clarity that hinders an evaluator's understanding is a weakness.
3. A deficiency is a material failure of the experience or resume to meet a Government's requirement, or, a combination of weaknesses in the experience or resume(s) that increases the risk of unsuccessful contract performance to an unacceptable level.

Evaluators will evaluate Factors 1 and 2 and assign one of the below adjectival ratings to each.

The following adjectival ratings shall be used as a guide in assigning the ratings to Factor 1: Technical Experience/Phase-In Plan:

Outstanding (O): Technical Experience/Phase-In Plan describes exceptional experience and understanding of the tasks. Strengths far outweigh any weaknesses. Risk of unsuccessful performance is very low.

Good (G): Technical Experience/Phase-In Plan describes thorough experience and demonstrates a clear understanding of the tasks. Quote contains strengths which outweigh any weaknesses. Risk of unsuccessful performance is low.

Acceptable (A): Technical Experience/Phase-In Plan describes adequate experience and demonstrates an acceptable understanding of the requirements. Strengths and weaknesses are offsetting or will have little or no impact on contract performance. Risk of unsuccessful performance is moderate.

Marginal (M): Technical Experience/Phase-In Plan does not describe adequate experience and/or demonstrates an inadequate understanding of the tasks. Quote has one or more weaknesses which are not offset by strengths. Risk of unsuccessful performance is high.

Unacceptable (U): Technical Experience/Phase-In Plan describes unacceptable experience and/or demonstrates an unacceptable understanding of the tasks. Quote does not meet requirements and contains one or more deficiencies, or quote contains significant areas of weakness. Risk of unsuccessful performance is high.

The following adjectival ratings shall be used as a guide in assigning the ratings to Factor 2: Key Personnel Resumes:

Outstanding (O): Key Personnel Resumes contains strengths which far outweigh any weaknesses. Risk of unsuccessful performance is very low.

Good (G): Key Personnel Resumes contains strengths which outweigh any weaknesses. Risk of unsuccessful performance is low.

Acceptable (A): Key Personnel Resumes strengths and weaknesses are offsetting, or will have little or no impact on contract performance. Risk of unsuccessful performance is no worse than moderate.

Marginal (M): Key Personnel Resumes has one or more weaknesses which are not offset by strengths. Risk of unsuccessful performance is high.

Unacceptable (U): Key Personnel Resumes contains one or more deficiencies. Risk of unsuccessful performance is high.

Responsibility Determination

GSA has already determined that the FSS contractors are responsible, however, the agency may obtain a System of Award Management (SAM) and Federal Awardee Performance and Integrity Information System (FAPIS) report to ensure that the awardee is registered in SAM, is not debarred and does not have any exclusions.

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
0001	Labor FFP-LOE The Contractor shall perform the services as described in the Performance Work Statement (PWS). FOB: Destination R499	1	Lot		
				NET AMT	
				CEILING PRICE	

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
0002	Travel T&M Travel is subject to FAR 31.205-46. All travel must have prior approval in writing from the Contractor Officer's Representative if reimbursement will be sought. FOB: Destination R499	1	Lot		
				TOT ESTIMATED PRICE CEILING PRICE	

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
0003	Order-Level Materials T&M In support of the PWS and approved by the Contracting Officer's Representative in advance. FOB: Destination R499	1	Lot		
				TOT ESTIMATED PRICE CEILING PRICE	

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
0004	Phase-In FFP-LOE FOB: Destination R499	1	Lot		
				NET AMT CEILING PRICE	

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
1001 OPTION	Labor FFP-LOE The Contractor shall perform the services as described in the Performance Work Statement (PWS). FOB: Destination R499	1	Lot		
				NET AMT	
				CEILING PRICE	

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
1002 OPTION	Travel T&M Travel is subject to FAR 31.205-46. All travel must have prior approval in writing from the Contractor Officer's Representative if reimbursement will be sought. FOB: Destination R499	1	Lot		
				TOT ESTIMATED PRICE	
				CEILING PRICE	

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
1003 OPTION	Order-Level Materials T&M In support of the PWS and approved by the Contracting Officer's Representative in advance. FOB: Destination R499	1	Lot		
				TOT ESTIMATED PRICE	
				CEILING PRICE	

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
2001	Labor	1	Lot		
OPTION	FFP-LOE				
	The Contractor shall perform the services as described in the Performance Work Statement (PWS).				
	FOB: Destination				
	R499				

NET AMT
CEILING PRICE

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
2002	Travel	1	Lot		
OPTION	T&M				
	Travel is subject to FAR 31.205-46. All travel must have prior approval in writing from the Contractor Officer's Representative if reimbursement will be sought.				
	FOB: Destination				
	R499				

TOT ESTIMATED PRICE
CEILING PRICE

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
2003	Order-Level Materials	1	Lot		
OPTION	T&M				
	In support of the PWS and approved by the Contracting Officer's Representative in advance.				
	FOB: Destination				
	R499				

TOT ESTIMATED PRICE
CEILING PRICE

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
3001		1	Lot		
OPTION	Labor FFP-LOE The Contractor shall perform the services as described in the Performance Work Statement (PWS). FOB: Destination R499				

NET AMT
CEILING PRICE

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
3002		1	Lot		
OPTION	Travel T&M Travel is subject to FAR 31.205-46. All travel must have prior approval in writing from the Contractor Officer's Representative if reimbursement will be sought. FOB: Destination R499				

TOT ESTIMATED PRICE
CEILING PRICE

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
3003		1	Lot		
OPTION	Order-Level Materials T&M In support of the PWS and approved by the Contracting Officer's Representative in advance. FOB: Destination R499				

TOT ESTIMATED PRICE
CEILING PRICE

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
4001	Labor	1	Lot		
OPTION	FFP-LOE				
	The Contractor shall perform the services as described in the Performance Work Statement (PWS).				
	FOB: Destination				
	R499				
				NET AMT	
				CEILING PRICE	

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
4002	Travel	1	Lot		
OPTION	T&M				
	Travel is subject to FAR 31.205-46. All travel must have prior approval in writing from the Contractor Officer's Representative if reimbursement will be sought.				
	FOB: Destination				
	R499				
				TOT ESTIMATED PRICE	
				CEILING PRICE	

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
4003	Order-Level Materials	1	Lot		
OPTION	T&M				
	In support of the PWS and approved by the Contracting Officer's Representative in advance.				
	FOB: Destination				
	R499				
				TOT ESTIMATED PRICE	
				CEILING PRICE	

INSPECTION AND ACCEPTANCE TERMS

Supplies/services will be inspected/accepted at:

CLIN	INSPECT AT	INSPECT BY	ACCEPT AT	ACCEPT BY
0001	Destination	Government	Destination	Government
0002	Destination	Government	Destination	Government
0003	Destination	Government	Destination	Government
0004	Destination	Government	Destination	Government
1001	Destination	Government	Destination	Government
1002	Destination	Government	Destination	Government
1003	Destination	Government	Destination	Government
2001	Destination	Government	Destination	Government
2002	Destination	Government	Destination	Government
2003	Destination	Government	Destination	Government
3001	Destination	Government	Destination	Government
3002	Destination	Government	Destination	Government
3003	Destination	Government	Destination	Government
4001	Destination	Government	Destination	Government
4002	Destination	Government	Destination	Government
4003	Destination	Government	Destination	Government

DELIVERY INFORMATION

CLIN	DELIVERY DATE	QUANTITY	SHIP TO ADDRESS	DODAAC / CAGE
0001	POP 19-OCT-2022 TO 18-SEP-2023	N/A	OUSD (A&S) INDUSTRIAL BASE POLICY DANIELLE MILLER 3020 DEFENSE PENTAGON ROOM 3C553B WASHINGTON DC 20301 FOB: Destination	HQ0157
0002	POP 19-OCT-2022 TO 18-SEP-2023	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	HQ0157
0003	POP 19-OCT-2022 TO 18-SEP-2023	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	HQ0157
0004	POP 19-SEP-2022 TO 18-OCT-2022	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	HQ0157
1001	POP 19-SEP-2023 TO 18-SEP-2024	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	HQ0157
1002	POP 19-SEP-2023 TO 18-SEP-2024	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	HQ0157
1003	POP 19-SEP-2023 TO 18-SEP-2024	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	HQ0157
2001	POP 19-SEP-2024 TO 18-SEP-2025	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	HQ0157

2002	POP 19-SEP-2024 TO 18-SEP-2025	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	HQ0157
2003	POP 19-SEP-2024 TO 18-SEP-2025	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	HQ0157
3001	POP 19-SEP-2025 TO 18-SEP-2026	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	HQ0157
3002	POP 19-SEP-2025 TO 18-SEP-2026	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	HQ0157
3003	POP 19-SEP-2025 TO 18-SEP-2026	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	HQ0157
4001	POP 19-SEP-2026 TO 18-SEP-2027	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	HQ0157
4002	POP 19-SEP-2026 TO 18-SEP-2027	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	HQ0157
4003	POP 19-SEP-2026 TO 18-SEP-2027	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	HQ0157

CLAUSES INCORPORATED BY REFERENCE

52.204-9	Personal Identity Verification of Contractor Personnel	JAN 2011
52.204-24	Representation Regarding Certain Telecommunications and Video Surveillance Services or Equipment	NOV 2021
52.204-25	Prohibition on Contracting for Certain Telecommunications and Video Surveillance Services or Equipment	NOV 2021
52.204-26	Covered Telecommunications Equipment or Services--Representation.	OCT 2020
52.212-4	Contract Terms and Conditions--Commercial Products and Commercial Services	NOV 2021
52.212-5	Contract Terms and Conditions Required to Implement Statutes or Executive Orders--Commercial Products and Commercial Services	MAY 2022
52.228-3	Worker's Compensation Insurance (Defense Base Act)	JUL 2014
52.228-4	Workers' Compensation and War-Hazard Insurance Overseas	APR 1984
52.229-11	Tax on Certain Foreign Procurements--Notice and Representation	JUN 2020
52.245-1	Government Property	SEP 2021
52.245-2	Government Property Installation Operation Services	APR 2012
52.245-9	Use And Charges	APR 2012
252.203-7000	Requirements Relating to Compensation of Former DoD Officials	SEP 2011
252.203-7002	Requirement to Inform Employees of Whistleblower Rights	SEP 2013
252.203-7003	Agency Office of the Inspector General	AUG 2019
252.204-7003	Control Of Government Personnel Work Product	APR 1992
252.204-7004	Antiterrorism Awareness Training for Contractors.	FEB 2019

252.204-7012	Safeguarding Covered Defense Information and Cyber Incident Reporting	DEC 2019
252.204-7015	Notice of Authorized Disclosure of Information for Litigation Support	MAY 2016
252.204-7017	Prohibition on the Acquisition of Covered Defense Telecommunications Equipment or Services -- Representation	MAY 2021
252.204-7018	Prohibition on the Acquisition of Covered Defense Telecommunications Equipment or Services	JAN 2021
252.204-7019	Notice of NIST SP 800-171 DoD Assessment Requirements	MAR 2022
252.204-7020	NIST SP 800-171 DoD Assessment Requirements	MAR 2022
252.204-7021	Contractor Compliance with the Cybersecurity Maturity Model Certification Level Requirement	NOV 2020
252.205-7000	Provision Of Information To Cooperative Agreement Holders	DEC 1991
252.209-7004	Subcontracting With Firms That Are Owned or Controlled By The Government of a Country that is a State Sponsor of Terrorism	MAY 2019
252.211-7003	Item Unique Identification and Valuation	MAR 2022
252.211-7007	Reporting of Government-Furnished Property	MAR 2022
252.211-7008	Use of Government-Assigned Serial Numbers	SEP 2010
252.223-7004	Drug Free Work Force	SEP 1988
252.225-7012	Preference For Certain Domestic Commodities	MAR 2022
252.225-7031	Secondary Arab Boycott Of Israel	JUN 2005
252.225-7048	Export-Controlled Items	JUN 2013
252.226-7001	Utilization of Indian Organizations and Indian-Owned Economic Enterprises, and Native Hawaiian Small Business Concerns	APR 2019
252.227-7013	Rights in Technical Data--Noncommercial Items	FEB 2014
252.227-7014	Rights in Noncommercial Computer Software and Noncommercial Computer Software Documentation	FEB 2014
252.227-7015	Technical Data--Commercial Items	FEB 2014
252.227-7037	Validation of Restrictive Markings on Technical Data	APR 2022
252.232-7003	Electronic Submission of Payment Requests and Receiving Reports	DEC 2018
252.232-7006	Wide Area WorkFlow Payment Instructions	DEC 2018
252.232-7007	Limitation Of Government's Obligation	APR 2014
252.232-7010	Levies on Contract Payments	DEC 2006
252.237-7010	Prohibition on Interrogation of Detainees by Contractor Personnel	JUN 2013
252.239-7009	Representation of Use of Cloud Computing	SEP 2015
252.243-7001	Pricing Of Contract Modifications	DEC 1991
252.243-7002	Requests for Equitable Adjustment	DEC 2012
252.244-7000	Subcontracts for Commercial Items	JAN 2021
252.245-7001	Tagging, Labeling, and Marking of Government-Furnished Property	APR 2012

CLAUSES INCORPORATED BY FULL TEXT

52.217-8 OPTION TO EXTEND SERVICES (NOV 1999)

The Government may require continued performance of any services within the limits and at the rates specified in the contract. These rates may be adjusted only as a result of revisions to prevailing labor rates provided by the Secretary of Labor. The option provision may be exercised more than once, but the total extension of performance

hereunder shall not exceed 6 months. The Contracting Officer may exercise the option by written notice to the Contractor within 30 days of the end of the contract.

(End of clause)

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 of the end of the contract; provided that the Government gives the Contractor a preliminary written notice of its intent to extend at least 30 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 66 months.

(End of clause)

52.252-2 CLAUSES INCORPORATED BY REFERENCE (FEB 1998)

This contract incorporates one or more clauses by reference, with the same force and effect as if they were given in full text. Upon request, the Contracting Officer will make their full text available. Also, the full text of a clause may be accessed electronically at this/these address(es):

www.acquisition.gov

(End of clause)

252.201-9000 WHS/AD LOCAL CLAUSE: CONTRACTING OFFICER'S REPRESENTATIVE (COR) (MAR 2015)

(a) The Contracting Officer's Representative (COR) is a representative of 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 performance work statement/statement of work/statement of objectives, 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.

(b) 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.

(c) 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. No action shall be taken by the Contractor for any proposed change to the existing contract. 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 a written modification to the contract. 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.

(d) COR authority is not delegable.

(e) The COR for this contract is: Danielle Miller, danielle.miller18.civ@mail.mil

(end of clause)

252.233-9000 WHS/AD LOCAL PROVISION: AGENCY-LEVEL PROTESTS (MAR 2015)

Potential bidders or offerors may submit an agency-level protest directly to the Contracting Officer. As an alternative to the Contracting Officer's consideration of a protest, a potential bidder or offeror may request an independent review of their protest by a WHS Protest Deciding Official. In either case, the agency-level protest must comply with the requirements and procedures in FAR 33.103 for submitting agency-level protests. A request for an independent review by the WHS Protest Deciding Official shall be submitted to: David H. Kao, 4800 Mark Center Drive, Suite 09F09, Alexandria, VA 22350, david.h.kao.civ@mail.mil. A protest decision by the Contracting Officer or WHS Protest Deciding Official is final and not subject to appeal or reconsideration within WHS.

(end of clause)

Performance Work Statement
Support for Industrial Base Policy (IBP) Research and Analytics

General Information

1. Introduction: This is a non-personal services contract to provide the government with support through the conduct of data analysis and data management, market and financial analysis, operations research analysis, and critical and strategic materials expertise. 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 Background: The mission of the Office of the Under Secretary of Defense Acquisition and Sustainment (OUSD(A&S)) is to enable the delivery and sustainment of secure and resilient capabilities to the warfighter and international partners quickly and cost effectively. OUSD(A&S) priorities include rapidly responding to the Combatant Commands' (COCOMs) needs, modernizing the nuclear deterrent, executing acquisition reforms, sustaining critical weapon systems, collaborating with emerging partners, and ensuring our Nation's industrial base is robust, secure, resilient, and innovative.

The mission of the Office of Industrial Base Policy (IBP) is to ensure robust, secure, resilient, and innovative industrial capabilities upon which the Department of Defense (DoD) can rely in an era of great power competition to fulfill current and future Warfighter capabilities. The IBP Research and Analytics directorate is responsible for assessing the industry sector, industrial base capabilities, and defense supply chains to identify barriers to resilience and develop corresponding policies and strategies to mitigate these challenges.

1.2 Objectives:

- Identify, analyze, and utilize data on the defense industrial base to increase visibility and direct strategic decision-making.
- Analyze market trends and industrial base capacity to improve future assessments and investments for building industrial base resilience long-term.
- Enhance the strength of strategic and critical materials supply chains and policies.
- Review past and present policies, oversight mechanisms, and other authorities to determine how DoD can more effectively incentivize its supplier base.

1.3 Scope: The contractor will provide the government with support through the conduct of data analysis and data management, market and financial analysis, operations research analysis, and critical and strategic materials expertise. Support shall include subject matter expertise and shall be primarily supporting IBP Research & Analytics. Upon request, support may also be provided for other directorates that fall under the purview of the Under Secretary of Defense for Acquisition and Sustainment (USD(A&S)) IBP.

1.4 Period of Performance: The period of performance shall be for one (1) Phase-In / Base Period of 12 months and (4) 12-month option years.

1.5 Hours of Operation: The contractor is responsible for conducting business, between the hours of 0800-1700 Monday thru Friday except 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 Recognized Holidays:

New Year's Day	Labor Day
Martin Luther King Jr.'s Birthday	Columbus Day
President's Day	Veteran's Day

Memorial Day
Juneteenth Day
Independence Day

Thanksgiving Day
Christmas Day

1.7 Place of Performance: The primary place of performance is at government workspace (on-site) within the National Capital Region with telework options. Telework shall be approved by the Contracting Officer's Representative (COR).

1.8 Contractor Travel: Contractor personnel may be required to travel in Contiguous United States (CONUS) and Outside Contiguous United States (OCONUS). The Government will inform the contractor of travel as early as possible. The contractor shall provide a written request for travel to the COR prior to finalizing any travel arrangements and shall be approved by the COR prior to incurring expenses.

The contractor shall be reimbursed for actual allowable, allocable, and reasonable travel costs incurred during performance of this effort in accordance with FAR 31.205-46, "Travel Costs," and the Joint Travel Regulation (JTR) per diem rates for that location. Contractor will be authorized travel expenses consistent with the substantive provisions of the Joint Travel Regulation (JTR) and the limitation of funds specified in this contract. All travel requires Government approval/authorization and notification to the COR.

1.9 Government Furnished Items and Services:

1.9.1 Services: The Government will provide training on Government specific applications, systems, and equipment.

1.9.2 Facilities: The Government will provide the necessary workspace for the contractor staff to provide the support outlined in the PWS to include shared desk space with access to telephones, computers, and other items necessary to maintain an office environment.

1.9.3 Equipment: The Government will provide a laptop and cell phones for contractor personnel in support of the PWS. Contractors will have access to scanners and printers when in government facilities.

1.9.4 Materials: The Government will provide the Standard Operating Procedures and policies necessary for the contractor to provide the support outlined in the PWS.

Level of Effort and Personnel Qualifications

2.0 Level of Effort: The labor under this task order is provided under the Firm-Fixed-Price level-of-effort (FFP-LOE) contract type (FAR 16.207). This requirement will be fulfilled by 31 Full-time Equivalents (FTE) on-site. As such, the contractor must provide the labor mix (crosswalked from their GSA Schedule) specified below during each contract period:

Labor Category	FTEs	Phase-In Hours	Base Hours	OY1-4 Hours
Program Manager III	1	153	1687	1840
Project Manager III	2	306	3374	3680
Project Manager II	3	459	5061	5520
Research Analyst III	3	459	5061	5520
Research Analyst II	5	765	8435	9200
Research Analyst I	2	306	3374	3680
Subject Matter Expert III	3	459	5061	5520
Subject Matter Expert II	7	1071	11809	12880
Subject Matter Expert I	3	459	5061	5520
Cost Analyst II	2	306	3374	3680

Total:	31	4743	52297	57040
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2.1 Personnel Qualifications: All personnel must have a Secret clearance and bachelor's degree (any). The years of relevant experience is the following:

- The basic labor category (I) must have at least 3 years of relevant experience.
- The intermediate labor categories (II) must have at least 5 years of relevant experience.
- The advanced labor categories (III) must have at least 10 years of relevant experience.

In addition to the minimum qualifications above, the following education or experience is desired for each labor category:

Program Manager III: Desired experience in oversight or direct program management roles. In addition, it is desired that the Program Manager has at least 10 years' DoD experience in successfully managing several direct reports and multiple functional areas.

Project Manager III: Desired Education: Master in Business, Math, Statics, Finance, Applied Economics
Desired Experience: 5 years of experience conducting analysis to support investment and financial decisions for large international corporations.

Research Analyst III: Desired Education: Ph.D. in Physics, Math, Statics, Data Science, or Economics
Desired Experience: 5 years of experience providing support to senior leadership in Government or Industry on investment decisions and market trends.

Subject Matter Expert III: Desired Education: Law, Social Science, Business, Completed Contracting Officer Training, Acquisition Certification. Desired Experience: 5 years experience working in a government contracting or program executive office.

2.2 The following positions are identified as key positions (cross-walked to contractor's GSA schedule labor category). One FTE from each labor category for a total of 10 key personnel.

- Program Manager III
- Project Manager III
- Project Manager II
- Research Analyst III
- Research Analyst II
- Research Analyst I
- Subject Matter Expert III
- Subject Matter Expert II
- Subject Matter Expert I
- Cost Analyst II

The contractor shall provide a contract manager who shall be responsible for the performance of the work. The name of this person and an alternate who shall act for the contractor when the manager is absent shall be designated in writing to the COR. The contract manager or alternate shall have full authority to act for the contractor on all contract matters relating to daily operation of this contract. Prior to removing, replacing, or diverting any of the specified individuals, the Contractor shall notify the COR and shall submit justification (including proposed substitution) in sufficient detail to permit evaluation of the impact on this contract. The contractor shall ensure the availability of key personnel with the requisite skills to perform the work detailed in the PWS for this contract. The Government shall review all key personnel resumes prior to acceptance of any substitutions, in order to ensure there is no degradation in the quality of personnel assigned to this contract. Substitution of non-key personnel is at the sole discretion of the contractor; however, all proposed substitutions shall meet the applicable educational and experience requirements set forth in the PWS for the substituted position. The Contractor shall provide a detailed explanation of the circumstances necessitating the proposed substitutions, complete resumes for the proposed

substitutes, and any additional information requested by the Contracting Officer or COR. The Contractor shall, prior to making any substitution permanent, demonstrate to the satisfaction of the Contracting Officer or COR that the qualifications of the proposed substitute personnel are equal to or better than the qualifications of the personnel originally identified for the position.

2.3 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 or reports produced by contractors are suitably marked as contractor products or that contractor participation is appropriately disclosed.

Tasks

3.0 Basic Services: The contractor shall provide services for the conduct of data analysis and data management, market and financial analysis, operations research analysis, and critical and strategic materials expertise. These efforts are in support of assessing and building more resilient supply chains and identifying and pursuing innovative, diverse, and reliable industrial capabilities.

3.1. Task 1: Program Management

- 3.1.1 Post Award Orientation (PAO).** The PAO shall be held within seven calendar days of the start of performance. The purpose of the PAO is to: 1) discuss any unique characteristics of the requirement(s); 2) identify stakeholders' roles and responsibilities; and 3) establish a common understanding of cost, schedule, and performance expectations (Deliverable 1-1: POA Slides).
- 3.1.2 Project Management Plan (PMP).** The PMP is a resource-loaded baseline that outlines the steps that will be taken, provides the timeline to completion (estimated project start and stop dates), provides an expenditure plan aligned to key milestones within the project (to include any anticipated Other Direct Costs (ODCs)), identifies and quantifies the deliverables associated with each project, and identifies any associated risks and appropriate mitigation needed for execution of the contract. The completion timeline(s) of any given project shall not extend beyond the overall Period of Performance (PoP). The contractor shall provide the initial PMP within 15 days after contract award and provide an updated PMP within 15 days after each new project tasking. Upon acceptance and approval by the Government, the contractor shall meet the cost, schedule, and forecasted delivery date of all deliverables by taking all reasonable measures to fulfill the requirement and report the project status in the Monthly Status Report (MSR). The deliverable quantities listed in Task Three are estimates provided for reference. The actual deliverable quantities will be reflected within the PMP upon assignment of the project(s) and the Final Technical Report (FTR) (Deliverable 1-2: PMP).
- 3.1.3 Monthly Status Report (MSR).** The MSR shall provide a detailed status for each project within the PMP as well as capture an overall status of the contract. The contractor shall deliver the MSR on a date mutually agreed upon by the contractor and the COR. Specific MSR format, and any additional content not specified in this section, shall be mutually agreed upon by the contractor and COR; this format shall be established No Later Than (NLT) the PAO. The MSR reports cost, schedule, and performance against the PMP baseline and identifies planned versus actual expenditures per project; with the total monthly and cumulative ODC expenditures; the status of known risks and risk mitigation efforts; deliverables funded, technical progress made, and schedule status per deliverable; the titles, dates, and the number(s) of each deliverables completed; and the deliverables scheduled to be delivered during the upcoming month. The MSR shall report all funding received and shall detail the projects supported by such funding, the date received, and the funding source (if known). If the MSR shows that a project is not meeting performance standards, the contractor shall provide the rationale and circumstances preventing the standards from being met (Deliverable 1-3: MSR).
- 3.1.4 Quarterly Project Management Reviews.** Conduct quarterly project management reviews with the COR to include detailed project information on cost, schedule, performance, risk assessment, and risk mitigation plans (Deliverable 1-4: Quarterly Project Management Review).

- 3.1.5 Final Technical Reports (FTRs).** The FTRs shall include contract-specific background information, objectives, assumptions, specific data collected, analyses conducted, recommendations, and conclusions. An initial technical report shall be submitted halfway through the PoP. A draft FTR shall be submitted NLT 45 days prior to the last date of the contract's PoP, and the completed FTR shall be submitted NLT 10 days prior to the last date of the contract's PoP. Each report shall be delivered to the ACOR and COR (Deliverable 1-5: FTR).

3.2 Task 2: Data Analysis and Data Management

- 3.2.1 Defense Industrial Base Data.** Identify the data needed to provide enterprise-level visibility into the health, opportunities, and risks of Department of Defense (DoD) supply chains and the Defense Industrial Base (DIB). This includes review and analysis of available DoD contract, budgeting, programming, and other data; other Government data (e.g., Department of Commerce, Labor, Census Bureau, etc.); and commercial data sources.
- 3.2.2 Data Management Plan.** Develop an IBP data management plan that integrates with Advana and verify that data is updated according to the plan.
- 3.2.3 Support to Ongoing Analysis.** Conduct data analysis to support IBP's mission of ensuring a reliable DIB that is able to provide the quantity and quality of products on time. Products such as charts, tables, and infographics shall be accurate and appropriate for specific audiences (e.g., analysts, technical experts, senior leaders, etc.).

3.3 Task 3: Market and Financial Analysis

- 3.3.1 Market Trend Analysis.** Conduct analysis of defense relevant markets to identify trends and their potential to affect the DoD's ability to develop, acquire, and maintain current and future weapon systems, platforms, and other capabilities.
- 3.3.2 Defense Industrial Base Industrial Capacity.** Evaluate the ability of industrial sectors to meet Major Defense Acquisition Program (MDAP) procurement projections and lifetime sustainment.
- 3.3.3 Future Assessments.** Evaluate emerging threats and coordinate with other government offices to identify future capabilities and determine the industrial capabilities needed to produce the capability.
- 3.3.4 Develop Policy and Investment Recommendations.** Conduct analysis to identify policies or strategies leveraging existing DoD authorities (Title 10, Title 50) to mitigate risks to the DIB or develop new or enhance existing industrial capabilities. This shall include commercialization for emerging technologies.
- 3.3.5 Support to Ongoing Analysis.** Conduct market and financial analysis to support IBP's mission of ensuring a reliable DIB that is able to provide the quantity and quality of products on time. Products shall be accurate and appropriate for specific audiences (e.g., analysts, technical experts, senior leaders, etc.).
- 3.3.6 Domestic Supply Chain Resiliency Framework.**

3.4 Task 4: Operations Research Analysis

- 3.4.1 Authorities.** Identify all authorities that allow the DoD (e.g., Office of the Secretary of Defense, The Joint Staff, United States Navy, United States Army, United States Marine Corps, United States Air Force, and Field Agencies and Activities, etc.) to invest in or incentivize its supplier base.
- 3.4.2 Conduct Historical Analysis.** Review Planning, Programming, Budget, and Execution Data to determine how the authorities have been historically used. Develop recommendations to improve oversight, revise policy, and/or prioritize investments to resolve capability and capacity shortfalls.

- 3.4.3 Organic Industrial Base.** Examine the approaches of the Services and other DoD agencies to recapitalize and modernize their industrial capabilities. Develop recommendations to improve oversight, revise policy, and/or prioritize investments to resolve capability and capacity shortfalls.
- 3.4.4 Support to Ongoing Analysis.** Conduct operations research analysis to support Industrial Base Policy's mission of ensuring a reliable DIB that is able to provide the quantity and quality of products on time. Products shall be accurate and appropriate for specific audiences (e.g., analysts, technical experts, senior leaders, etc.).

3.5 Task 5: Strategic and Critical Materials Expert

- 3.5.1 Conduct Market Analysis on Key Strategic and Critical Materials.** Track trends, identify risks to DoD and larger U.S. economy and propose mitigating solutions, to include changes in policies, establishing market incentives, and potential investment strategies.
- 3.5.2 Collaborate with Defense Logistics Agency Strategic Material Office (DLA – SM) and Other Government Agencies.** Provide guidance to DLA -SM to verify that data collection and analysis align to strategic priorities (e.g., National Security Strategy, National Defense Strategy, Nuclear Posture Review, etc.). The analyst shall also provide expertise supporting the Office of the United States Trade Representative in evaluation or and implementing international trade policy to include establishing tariffs (i.e., Sec. 232 and Sec. 301).
- 3.5.3 Support to Ongoing Analysis.** Conduct strategic and critical materials analysis to support IBP's mission of ensuring a reliable DIB that is able to provide the quantity and quality of products on time. Products shall support multiple teams and approaches to safeguarding markets (e.g., Defense Federal Acquisition Regulation System revision, Committee on Foreign Investment in the United States, etc.) and be accurate and appropriate for specific audiences (e.g., analysts, technical experts, senior leaders, etc.).

3.6 Task 6: Modernizing Acquisition Processes

- 3.6.1 Conduct Supply Chain Policy Review.** Assist IBP in identifying and analyzing all existing enterprise-level policies that include supply chain risk mitigation (SCRM), including but not limited to policies that address or affect DoD's acquisition processes, supply chain management processes, or supplier or contractor relationships. Assess and develop recommendations regarding if an existing policy can be updated for strategic, proactive SCRM, or if a new policy needs to be created and old policies be sunset to best address 21st century risk. Leverage modern, digital tools for analysis.
- 3.6.2 Identify Oversight Mechanisms.** Work with IBP to streamline the approach to identifying and mitigating risks to the DIB throughout the acquisition and sustainment lifecycles (i.e., from identification of a need for procurement through final system decommissioning and disposition) of a system, platform, or other form of materiel. Survey existing efforts across the enterprise to identify and mitigate risks to the DIB and design a central body to capture high-level overviews of these initiatives to promote alignment and reduce duplication. This shall include researching supply chain authorities within the DoD and assessing existing platforms and mechanisms for collecting SCRM information. Establish a set of mechanisms to oversee efficient and consistent implementation of SCRM across all of DoD, and enable modernization and digitization of the supply chain intelligence capabilities.
- 3.6.3 Support to Ongoing Analysis.** Conduct SCRM analysis to support IBP's mission of ensuring a reliable DIB that is able to provide the quantity and quality of products on time. Products shall support multiple teams and approaches to safeguarding markets (e.g., Defense Federal Acquisition Regulation System revision, Committee on Foreign Investment in the United States, etc.) and be accurate and appropriate for specific audiences (e.g., analysts, technical experts, senior leaders, etc.).

Deliverables

4.0 Deliverables: The table below provides a schedule of contractor deliverables, and also identifies where the contractor shall assist IBP in meeting the deliverables resulting from the above-defined tasks. All deliverables will be delivered to the COR.

PWS Section	Deliverable	Estimated Due Date / Frequency	Description
3.1	A001 – PAO Slides	7 days after PAO	Identifies, as a minimum, the key stakeholders and highlights their roles and responsibilities, summarizes the tasks and associated deliverables.
3.1	A002 – PMP	15 days after PoP start date; quarterly thereafter	Includes a baseline schedule and cost baseline that outlines the steps to take and a timeline to completion of each project as well as any interdependencies amongst the projects' schedules. As a minimum, the PMP shall provide formal updates to cost, schedule, performance, risk assessment, and risk mitigation plans for each project. The schedule shall specify estimated project start and stop dates as well as expenditure plan aligned to key milestones within the project, to include any anticipated ODCs.
3.1	A003 – MSR	45 days after PoP start date; monthly thereafter	Reports cost, schedule, risks, and performance against PMP and PWS requirements. Includes actual versus planned task expenditures, technical progress made, schedule status, and travel recommendations. Identifies funding compared to the overall estimate, status of known risks, risk mitigation efforts, deliverables funded and date they were funded, schedule status per deliverable, deliverable titles and numbers completed within the previous month, and the deliverables scheduled to be delivered within the upcoming month. Reports all funding and details the funding source or project specified. Establishes a baseline schedule for and steps to completion for each requirement. Upon acceptance and approval by the Government, the contractor shall meet the schedule and forecasted delivery date of all deliverables by taking all reasonable measures to fulfil the requirement.
3.1	A004 – Quarterly Project Management Review	45 days after PoP Start date /quarterly thereafter	Includes a quarterly project management review as a formal presentation to the Requesting Activity. As a minimum, provides formal updates to cost, schedule, performance, risk assessment, and risk mitigation plans for each project. Slides shall be due three days prior to presentation. Minutes shall be provided to all attendees.
3.1	A005 – Final Technical Reports	Initial technical report due halfway through PoP; draft FTR due NLT 45 days prior to the last date of the PoP; completed FTR due	Includes task background, objectives, assumptions, specific data collected, analyses conducted, recommendations, and conclusions. Each report shall be delivered prior to expiration of the PoP.

PWS Section	Deliverable	Estimated Due Date / Frequency	Description
		NLT 10 days prior to the last date of the PoP	
3.2	A006 – Defense Industrial Base Data Development Plan	30 days after contract award.	Includes initial assessment of data used by IBP to track the DIB, and plan evaluate additional data. Plan shall be developed based on consultation with Government staff, market and financial analyst.
3.2	A007- Data Development Plan Status Updates	Provide monthly updates, due the 15 th of each month.	Tracks progress and challenges developing data to support IBP’s mission. Progress shall include any modification to the plan based on fact of life or updated information.
3.2	A008-Data Management Plan	Data management plan due 30 days after contract award. Provide monthly updates, due the 15 th of each month indicating progress and verifying adherence.	Data management plans shall adhere to industry best practices to establish clear procedures to collect, clean, validate and organize data to ensure consistency and reliability. The plan shall be compatible with Advana allowing the data to be shared with larger DoD platform. Starting in the second month after contract award, the updates should verify that the data management plan is being followed.
3.2	A008-Support to Task Two Ongoing Analysis	Develop one to three products a month. Provided as requested by task lead.	Products shall be accurate, well written and for the appropriate audience, require minimal revision, and be free of grammatical errors and typos.
3.3	A009 – Market Trend Analysis	Develop a market analysis plan, and conduct one to two analyses per month.	In consultation with government staff, develop a set of prioritized market analyses to conduct and update timeline.
3.3	A010-Defense Industrial Base Capacity	Framework to be evaluated 60 days after contract award. On the 15 th of each month provide progress report, with first complete assessment due 120 days after contract award.	Develop a framework to evaluate the industrial capacity of defense suppliers and prioritized list of sectors and suppliers. In consultation with government staff, leveraging existing frameworks develop a repeatable process to evaluate the industrial capacity of DIB suppliers. The framework shall consider the base level of industrial capacity for specific sectors, the through put required to meet DoD procurement and sustainment for MDAPs fielded and in development, compare base and throughput to identify weakness in the DIB. In consultation with government staff, develop a prioritized list sectors and suppliers to assess with the framework. The framework shall be modified based on lessons learned and sector unique attributes.
3.3	A011-Future Assessments	Provide initial framework 60 days after contract award.	Leveraging the National Defense Strategy and Modernization Priorities to compare the capacity and capability of the DIB today to capability 20 – 50 years in the future. Future assessments shall

PWS Section	Deliverable	Estimated Due Date / Frequency	Description
			identify the existing centers of DIB activities and capabilities to include supported weapon systems, platforms, and capabilities. In consultation with government staff, develop scenarios outlining the effect of change (e.g., new manufacturing process, retiring a system, or producing a new capability) on the industrial capacity and economic activity of the regions.
3.3	A012 – Support to Task Three Ongoing Analysis	Develop one to three products a month. Provided as requested by task lead.	Products shall be accurate, well written and for the appropriate audience, requiring minimal revision, and be free of grammatical errors and typos.
3.3.6	A013 - Matrix	Draft Matrix: 90 days after contract award. Final Product: 360 days after contract award	The matrix should include identification of current supply base capabilities by region, state, and city as focus on strengthening and diversifying underserved areas of the supply chain including small and minority owned businesses.
3.4	A014 – Authorities	The structure shall be provided 30 days after contract award. The completed catalogue should be provided 180 days after contract award, with updates provide on the last business day of each month.	Provide a catalogue of industrial base preparedness /industrial base investment authorities available to the DoD. The catalogue shall identify the source of the authority in United States code, describe the authority, process to use the authority, and the office responsible for the authority. The catalogue shall be posted on Industrial Base Policies website and be updated once a year.
3.4	A015 - Conduct Historical Analysis	Provide updates on the last business day of the month, with report completed 180 days after contract award.	Identify the program element or other planning, programming, or budgeting identifier for each authority. Conduct a historical assessment to determine how the authority has been used. Examine the PPBE data sources such as, but not limited to, the Defense Resources Data Warehouse to identify available DIB investment resources and execution data to map programming/budget data to executed projects. The report shall provide information on the total value, projects, and results of investments from FY2000 to FY2021. The resources shall be linked to the authorities captured in the authorities' task. Develop a method for IBP to track the DoD's investment in the DIB.
3.4	A016 – Organic Industrial Base	The initial assessment will be provided 60 days after contract award with the interim deliverable provided 210 days from	Leveraging existing budget exhibits, congressional reports describe the Services investments in their organic industrial capacity from FY2000 – FY2021. The report shall highlight efforts to recapitalize and modernize and investments to maintain existing capability and capacity. The information shall be through

PWS Section	Deliverable	Estimated Due Date / Frequency	Description
		contract award. The final report should be provided one year from contract award.	enough to identify areas of potential investment that would improve capability and capacity over the next 10 to 20 years.
3.4	A017 – Support to Task Four Ongoing Analysis	Develop one to three products a month. Provided as requested by task lead.	Products shall be accurate, well written and for the appropriate audience, requiring minimal revision, and be free of grammatical errors and typos.
3.5	A018 – Strategic and Critical Materials Market Analysis	Provide an analysis on the last day business day of each month.	Conduct market analysis on government identified strategic and critical materials. The analysis shall be a thorough assessment of the materials markets to include capturing major sources and down-stream processing supporting DoD procurement needs. The assessment should provide forecasting over the one to five year time horizon.
3.5	A019 – Collaboration with other Government Agencies	Provide a report on the last business day of each month outlining activities.	Meet regularly with DLA and other government agencies to ensure information sharing and develop mutually reinforcing policy and investment strategies. Provide expert input supporting DLA, Office of the United States Trade Representative, and other government agencies in the evaluation of and implementing of government policies.
3.5	A020 - Support to Task Five Ongoing Analysis	Develop one to three products a month. Provided as requested by task lead.	Products shall be accurate, well written and for the appropriate audience, requiring minimal revision, and be free of grammatical errors and typos.
3.6	A021 – SCRM Policy Assessment	Deliver structure 30 days after contract award. The completed assessment of relevant policies should be provided 180 days after contract award, with updates provide on the last business day of each month.	Provide a catalogue of SCRM policies, current and relevant historical, available to the DoD. The assessment shall identify SCRM directives, instructions, memoranda, standards, manuals, and more that influence DoD's ability to collect and assess supply chain risk information. The assessment will include recommendations for updates to existing policies or to create new policies.
3.6	A022 – Oversight Framework	Deliver initial process flow 30 days after contract award. The completed assessment of oversight mechanisms should be provided 180 days after contract award, with updates provide	Document how SCRM is, and should be, performed throughout acquisition and sustainment lifecycles. Includes mechanisms for overseeing proper SCRM and enabling effective modernization.

PWS Section	Deliverable	Estimated Due Date / Frequency	Description
		on the last business day of each month.	
3.6	A023 - Support to Task Six Ongoing Analysis	Develop one to three products a month. Provided as requested by task lead.	Products shall be accurate, well written and for the appropriate audience, require minimal revision, and be free of grammatical errors and typos.
10.0	Phase-In Final Report	Provide a final report on the last day of the phase-in	Provide a final report on the last day of the phase-in to the COR and IBP Leadership.

4.1 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. After 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.

4.2 Quality Assurance: The government shall evaluate the contractor's performance under this contract in accordance with the Quality Assurance Surveillance Plan. 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).

Special Requirements

5.0 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.

6.0 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.

6.1. 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.

6.2. 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.

6.3 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.

7.0 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 oral communications with the Contractor concerning technical aspects of the contract; issue written interpretations of technical requirements, including Government drawings, designs, specifications; monitor Contractor's performance and notifies both the 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.

8.0 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 effect other remedies as he or she deems necessary, including prohibiting the Contractor from participation in subsequent contracted requirements which may be affected by the OCI.

9.0 Other Direct Costs: The Contractor shall provide, when necessary to accomplish the PWS, other direct costs (ODCs). This includes, but is not limited to, the development, publication, and distribution of a variety of materials, to include, hand books, vision documents, displays, pamphlets, and other items. The Contractor shall work in a variety of media forms (e.g., print, electronic, etc.) to effectively promulgate the IBP message and ensure the quality of presentations (i.e., complete, logical, and substantive). All ODCs type and quantities require approval from the COR. The contractor may not exceed the cost ceiling of the ODC CLIN.

10.0 Phase-In Plan: The contractor shall have personnel on board, during a 30 day calendar day phase-in. During the phase-in period (beginning at the start of the period of performance), the contractor shall become familiar with performance requirements in order to commence full performance of services. A kickoff meeting will be required within the first 30 days. Throughout the phase-in, 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 distribution of government furnished equipment (e.g. laptops), network access, receive knowledge transfer of tasks from Government officials, delineating the method for processing, and assigning tasks to new employees during the phase-in. Level of effort for each labor category may be adjusted depending on phase-in progress, however, the total level of effort may not exceed 4743 hours. The contractor shall provide a final report to the COR on day 30 of the phase-in.

Performance Work Statement
Support for Industrial Base Policy (IBP) Industrial Base Resilience

Revised Sept 2025

General Information

1. **Introduction:** This is a non-personal services contract to provide the government with support through the conduct of data analysis and data management, market and financial analysis, operations research analysis, and critical and strategic materials expertise to inform Senior Leader decision-making, prioritization, and strategic investments that address supply chain and industrial base challenges. 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 **Background:** The mission of the Office of the Under Secretary of Defense Acquisition and Sustainment (OUSD(A&S)) is to enable the delivery and sustainment of secure and resilient capabilities to the warfighter and international partners quickly and cost effectively. OUSD(A&S) priorities include rapidly responding to the Combatant Commands' (COCOMs) needs, modernizing the nuclear deterrent, executing acquisition reforms, sustaining critical weapon systems, collaborating with emerging partners, and ensuring our Nation's industrial base is robust, secure, resilient, and innovative.

The mission of the Office of Industrial Base Policy (IBP) is to ensure robust, secure, resilient, and innovative industrial capabilities upon which the Department of Defense (DoD) can rely in an era of great power competition to fulfill current and future Warfighter capabilities. The Office of Industrial Base Resilience is responsible for assessing the industry sector, industrial base capabilities, and defense supply chains to identify barriers to resilience and develop corresponding policies and strategies to mitigate these challenges by enabling production in key areas through investment and innovative acquisition strategies.

1.2 **Objectives:**

- Identify, analyze, and utilize data on the defense industrial base to increase visibility and direct strategic decision-making.
- Analyze market trends and industrial base capacity to improve future assessments and investments for building industrial base resilience long-term.
- Enhance the strength of strategic and critical materials supply chains and policies.
- Review past and present policies, oversight mechanisms, and other authorities to determine how DoD can more effectively incentivize its supplier base.

1.3 **Scope:** The contractor will provide the government with support through the conduct of data analysis and data management, market and financial analysis, operations research analysis, and critical and strategic materials expertise. Support shall include subject matter expertise and shall be primarily supporting Industrial Base Resilience. Upon request, support may also be provided for other directorates that fall under the purview of the Under Secretary of Defense for Acquisition and Sustainment (USD(A&S)) IBP.

1.4 **Period of Performance:** The period of performance shall be for one (1) Phase-In / Base Period of 12 months and (4) 12-month option years.

1.5 **Hours of Operation:** The contractor is responsible for conducting business, between the hours of 0800-1700 Monday thru Friday except 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 **Recognized 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

Juneteenth Day
Independence Day

Christmas Day

1.7 Place of Performance: The primary place of performance is at government workspace (on-site) within the National Capital Region with telework options. Telework shall be approved by the Contracting Officer's Representative (COR).

1.8 Contractor Travel: Contractor personnel may be required to travel in Contiguous United States (CONUS) and Outside Contiguous United States (OCONUS). The Government will inform the contractor of travel as early as possible. The contractor shall provide a written request for travel to the COR prior to finalizing any travel arrangements and shall be approved by the COR prior to incurring expenses.

The contractor shall be reimbursed for actual allowable, allocable, and reasonable travel costs incurred during performance of this effort in accordance with FAR 31.205-46, "Travel Costs," and the Joint Travel Regulation (JTR) per diem rates for that location. Contractor will be authorized travel expenses consistent with the substantive provisions of the Joint Travel Regulation (JTR) and the limitation of funds specified in this contract. All travel requires Government approval/authorization and notification to the COR.

1.9 Government Furnished Items and Services:

1.9.1 Services: The Government will provide training on Government specific applications, systems, and equipment.

1.9.2 Facilities: The Government will provide the necessary workspace for the contractor staff to provide the support outlined in the PWS to include shared desk space with access to telephones, computers, and other items necessary to maintain an office environment.

1.9.3 Equipment: The Government will provide a laptop and cell phones for contractor personnel in support of the PWS. Contractors will have access to scanners and printers when in government facilities.

1.9.4 Materials: The Government will provide the Standard Operating Procedures and policies necessary for the contractor to provide the support outlined in the PWS.

Level of Effort and Personnel Qualifications

2.0 Level of Effort: The labor under this task order is provided under the Firm-Fixed-Price level-of-effort (FFP-LOE) contract type (FAR 16.207). As such, the contractor must provide the labor mix (crosswalked from their GSA Schedule) specified below before each contract period:

Labor Category	Base FTEs	Phase-In Hours	Base Hours	OY1-2 FTEs (PA&T)	OY1-2 Hours	OY1-4 FTEs (GIES)	OY1-4 Hours
Program Manager III	1	153	1687	1	1840		
Project Manager III	2	306	3374	2	3680	1	1840
Project Manager II	3	459	5061	3	5520	1	1840
Research Analyst III	3	459	5061	2	3680	1	1840
Research Analyst II	5	765	8435	5	9200	3	5520
Research Analyst I	2	306	3374	2	3680		
Subject Matter Expert IV				0.75	1527		
Subject Matter Expert III	3	459	5061	3	5520		
Subject Matter Expert II	7	1071	11809	7	12880		
Subject Matter Expert I	3	459	5061	3	5520		
Cost Analyst II	2	306	3374	2	3680		
Branding/Graphic Designer SME						.25	460
Total:	31	4743	52297	30.75	56727	6.25	11500

Revised PA&T Effort:

Labor Category	Updated OY 3-4 FTEs (PA&T)	Updated OY 3-4 Hours (PA&T)
Program Manager III	1	1840
Project Manager III	2	3680
Project Manager II	3	5520
Research Analyst III	2	3680
Research Analyst II	5	9200
Research Analyst I	2	3680
Subject Matter Expert IV	4.75	8740
Subject Matter Expert III	3	5520
Subject Matter Expert II	7	12880
Subject Matter Expert I	3	5520
Cost Analyst II	2	3680
Total	34.75	63,940

2.1 Personnel Qualifications: All PA&T personnel must have a Secret clearance and bachelor's degree (any). Personnel supporting the GIES task must have a Top Secret/SCI clearance. The years of relevant experience is the following:

- The basic labor category (I) must have at least 3 years of relevant experience.
- The intermediate labor categories (II) must have at least 5 years of relevant experience.
- The advanced labor categories (III) must have at least 10 years of relevant experience.
- The specialized labor category (IV) must have an advanced degree and at least 15 years of relevant experience

In addition to the minimum qualifications above, the following education or experience is desired for each labor category:

Program Manager III: Desired experience in oversight or direct program management roles. In addition, it is desired that the Program Manager has at least 10 years' DoD experience in successfully managing several direct reports and multiple functional areas.

Project Manager III: Desired Education: Master in Business, Math, Statics, Finance, Applied Economics
Desired Experience: 5 years of experience conducting analysis to support investment and financial decisions for large international corporations.

Research Analyst III: Desired Education: Ph.D. in Physics, Math, Statics, Data Science, or Economics
Desired Experience: 5 years of experience providing support to senior leadership in Government or Industry on investment decisions and market trends.

Subject Matter Expert III: Desired Education: Law, Social Science, Business, Completed Contracting Officer Training, Acquisition Certification. Desired Experience: 5 years experience working in a government contracting or program executive office.

2.2 The following positions are identified as key positions (cross-walked to contractor's GSA schedule labor category). All Subject Matter Expert IV shall be designated as key personnel. One FTE from the remaining labor categories, except for basic labor category, shall be designated as key personnel for a total of 14 key personnel.

- Program Manager III
- Project Manager III (1 PA&T and 1 GIES)
- Project Manager II

- Research Analyst III
- Research Analyst II (1 PA&T and 1 GIES)
- Research Analyst I
- Subject Matter Expert IV
- Subject Matter Expert III
- Subject Matter Expert II
- Subject Matter Expert I
- Cost Analyst II

The contractor shall provide a contract manager who shall be responsible for the performance of the work. The name of this person and an alternate who shall act for the contractor when the manager is absent shall be designated in writing to the COR. The contract manager or alternate shall have full authority to act for the contractor on all contract matters relating to daily operation of this contract. Prior to removing, replacing, or diverting any of the specified individuals, the Contractor shall notify the COR and shall submit justification (including proposed substitution) in sufficient detail to permit evaluation of the impact on this contract. The contractor shall ensure the availability of key personnel with the requisite skills to perform the work detailed in the PWS for this contract. The Government shall review all key personnel resumes prior to acceptance of any substitutions, in order to ensure there is no degradation in the quality of personnel assigned to this contract. Substitution of non-key personnel is at the sole discretion of the contractor; however, all proposed substitutions shall meet the applicable educational and experience requirements set forth in the PWS for the substituted position. The Contractor shall provide a detailed explanation of the circumstances necessitating the proposed substitutions, complete resumes for the proposed substitutes, and any additional information requested by the Contracting Officer or COR. The Contractor shall, prior to making any substitution permanent, demonstrate to the satisfaction of the Contracting Officer or COR that the qualifications of the proposed substitute personnel are equal to or better than the qualifications of the personnel originally identified for the position.

2.3 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 or reports produced by contractors are suitably marked as contractor products or that contractor participation is appropriately disclosed.

Tasks

3.0 Basic Services: The contractor shall provide services for the conduct of data analysis and data management, market and financial analysis, operations research analysis, and critical and strategic materials expertise. These efforts are in support of assessing and building more resilient supply chains and identifying and pursuing innovative, diverse, and reliable industrial capabilities.

3.1. Task 1: Program Management

3.1.1 Post Award Orientation (PAO). The PAO shall be held within seven calendar days of the start of performance. The purpose of the PAO is to: 1) discuss any unique characteristics of the requirement(s); 2) identify stakeholders' roles and responsibilities; and 3) establish a common understanding of cost, schedule, and performance expectations (Deliverable 1-1: POA Slides).

3.1.2 Project Management Plan (PMP). The PMP is a resource-loaded baseline that outlines the steps that will be taken, provides the timeline to completion (estimated project start and stop dates), provides an expenditure plan aligned to key milestones within the project (to include any anticipated Other Direct Costs (ODCs)), identifies and quantifies the deliverables associated with each project, and identifies any associated risks and appropriate mitigation needed for execution of the contract. The completion timeline(s) of any given project shall not extend beyond the overall Period of Performance (PoP). The contractor shall provide the initial PMP within 15 days after contract award and provide an updated PMP within 15 days after each new project tasking. Upon acceptance and approval by the Government, the contractor shall meet the cost, schedule, and forecasted delivery date of all deliverables by taking all reasonable measures to fulfill the requirement and report the project status in the Monthly Status Report (MSR). The deliverable quantities listed in Task Three are estimates provided for reference. The actual deliverable quantities will be reflected within the PMP upon assignment of the project(s) and the Final Technical Report (FTR) (Deliverable 1-2: PMP).

- 3.1.3 Monthly Status Report (MSR).** The MSR shall provide a detailed status for each project within the PMP as well as capture an overall status of the contract. The contractor shall deliver the MSR on a date mutually agreed upon by the contractor and the COR. Specific MSR format, and any additional content not specified in this section, shall be mutually agreed upon by the contractor and COR; this format shall be established No Later Than (NLT) the PAO. The MSR reports cost, schedule, and performance against the PMP baseline and identifies planned versus actual expenditures per project; with the total monthly and cumulative ODC expenditures; the status of known risks and risk mitigation efforts; deliverables funded, technical progress made, and schedule status per deliverable; the titles, dates, and the number(s) of each deliverables completed; and the deliverables scheduled to be delivered during the upcoming month. The MSR shall report all funding received and shall detail the projects supported by such funding, the date received, and the funding source (if known). If the MSR shows that a project is not meeting performance standards, the contractor shall provide the rationale and circumstances preventing the standards from being met (Deliverable 1-3: MSR).
- 3.1.4 Quarterly Project Management Reviews.** Conduct quarterly project management reviews with the COR to include detailed project information on cost, schedule, performance, risk assessment, and risk mitigation plans (Deliverable 1-4: Quarterly Project Management Review).
- 3.1.5 Final Technical Reports (FTRs).** The FTRs shall include contract-specific background information, objectives, assumptions, specific data collected, analyses conducted, recommendations, and conclusions. An initial technical report shall be submitted halfway through the PoP. A draft FTR shall be submitted NLT 45 days prior to the last date of the contract's PoP, and the completed FTR shall be submitted NLT 10 days prior to the last date of the contract's PoP. Each report shall be delivered to the ACOR and COR (Deliverable 1-5: FTR).

Deliverables

PWS Section	Deliverable	Estimated Due Date / Frequency	Description
3.1	A001 – PAO Slides	7 days after PAO	Identifies, as a minimum, the key stakeholders and highlights their roles and responsibilities, summarizes the tasks and associated deliverables.
3.1	A002 – PMP	15 days after PoP start date; quarterly thereafter	Includes a baseline schedule and cost baseline that outlines the steps to take and a timeline to completion of each project as well as any interdependencies amongst the projects' schedules. As a minimum, the PMP shall provide formal updates to cost, schedule, performance, risk assessment, and risk mitigation plans for each project. The schedule shall specify estimated project start and stop dates as well as expenditure plan aligned to key milestones within the project, to include any anticipated ODCs.

3.1	A003 – MSR	45 days after PoP start date; monthly thereafter	Reports cost, schedule, risks, and performance against PMP and PWS requirements. Includes actual versus planned task expenditures, technical progress made, schedule status, and travel recommendations. Identifies funding compared to the overall estimate, status of known risks, risk mitigation efforts, deliverables funded and date they were funded, schedule status per deliverable, deliverable titles and numbers completed within the previous month, and the deliverables scheduled to be delivered within the upcoming month. Reports all funding and details the funding source or project specified. Establishes a baseline schedule for and steps to completion for each requirement. Upon acceptance and approval by the Government, the contractor shall meet the schedule and forecasted delivery date of all deliverables by taking all reasonable measures to fulfil the requirement.
3.1	A004 – Quarterly Project Management Review	45 days after PoP Start date /quarterly thereafter	Includes a quarterly project management review as a formal presentation to the Requesting Activity. As a minimum, provides formal updates to cost, schedule, performance, risk assessment, and risk mitigation plans for each project. Slides shall be due three days prior to presentation. Minutes shall be provided to all attendees.
3.1	A005 – Final Technical Reports	Initial technical report due halfway through PoP; draft FTR due NLT 45 days prior to the last date of the PoP; completed FTR due NLT 10 days prior to the last date of the PoP	Includes task background, objectives, assumptions, specific data collected, analyses conducted, recommendations, and conclusions. Each report shall be delivered prior to expiration of the PoP.
10.0	Phase-In Final Report (COMPLETED DURING BASE YEAR)	Provide a final report on the last day of the phase-in	Provide a final report on the last day of the phase-in to the COR and IBP Leadership.

3.2 Task 2: Data Analysis and Data Management

These subtasks inform investment decisions to support materiel production for the warfighter, and critical communications with stakeholders engaged with IBP.

- 3.2.1 Defense Industrial Base Data.** Identify the data needed to provide enterprise-level visibility into the health, opportunities, and risks of Department of Defense (DoD) Defense Industrial Base (DIB). This includes review and analysis of available DoD contract, budgeting, programming, and other data; other Government data (e.g., Department of Commerce, Labor, Census Bureau, etc.); and commercial data

sources.

3.2.2 Data Management Plan. Develop an IBP data management plan that integrates with Advana and verify that data is updated according to the plan.

3.2.3 Support to Ongoing Analysis. Conduct data analysis to support IBP's mission of ensuring a reliable DIB that is able to provide the quantity and quality of products on time. Products such as charts, tables, and infographics shall be accurate and appropriate for specific audiences (e.g., analysts, technical experts, senior leaders, etc.). Major analyses and development of specific analytic capabilities will be largely shaped by an annual analysis plan, aligned to the calendar year.

Deliverables

PWS Section	Deliverable	Estimated Due Date / Frequency	Description
3.2	A006 – Defense Industrial Base Data Development Plan	30 days after contract award.	Includes initial assessment of data used by IBP to track the DIB, and plan evaluate additional data. Plan shall be developed based on consultation with Government staff, market and financial analyst.
3.2	A007- Data Development Plan Status Updates	Provide monthly updates, due the 15 th of each month.	Tracks progress and challenges developing data to support IBP's mission. Progress shall include any modification to the plan based on fact of life or updated information.
3.2	A008-Data Management Plan	Data management plan due 30 days after contract award. Provide monthly updates, due the 15 th of each month indicating progress and verifying adherence.	Data management plans shall adhere to industry best practices to establish clear procedures to collect, clean, validate and organize data to ensure consistency and reliability. The plan shall be compatible with Advana allowing the data to be shared with larger DoD platform. Starting in the second month after contract award, the updates should verify that the data management plan is being followed.
3.2	A024-Annual Data Analysis Plan	Draft due 60 days after the beginning of each option year	Identify plans for major analyses to be conducted during the following calendar year, to include specification of analytic capabilities to be developed.
3.2	A025-Support to Task Two Ongoing Analysis	Develop one to three products a month. Provided as requested by task lead.	Products shall be accurate, well written and for the appropriate audience, require minimal revision, and be free of grammatical errors and typos.

3.3 Task 3: Market and Financial Analysis

These subtasks inform investment decisions to support materiel production for the warfighter, and critical communications with stakeholders engaged with IBP.

3.3.1 Market Trend Analysis. Conduct analysis of defense relevant markets to identify trends and their potential to affect the DoD's ability to develop, acquire, and maintain current and future weapon systems, platforms, and other capabilities.

3.3.2 Defense Industrial Base Industrial Capacity. Evaluate the ability of industrial sectors to meet Major Defense Acquisition Program (MDAP) procurement projections and lifetime sustainment.

- 3.3.3 Future Assessments.** Evaluate emerging threats and coordinate with other government offices to identify future capabilities and determine the industrial capabilities needed to produce the capability.
- 3.3.4 Develop Policy and Investment Recommendations.** Conduct analysis to identify policies or strategies leveraging existing DoD authorities (Title 10, Title 50) to mitigate risks to the DIB or develop new or enhance existing industrial capabilities. This shall include commercialization for emerging technologies.
- 3.3.5 Support to Ongoing Analysis.** Conduct market and financial analysis to support IBP's mission of ensuring a reliable DIB that is able to provide the quantity and quality of products on time. Products shall be accurate and appropriate for specific audiences (e.g., analysts, technical experts, senior leaders, etc.). Analyses may include requests requiring specialized technical knowledge of specific technologies or processes.

3.3.6 Domestic Supply Chain Resiliency Framework. (description in deliverable table)

PWS Section	Deliverable	Estimated Due Date / Frequency	Description
3.3	A009 – Market Trend Analysis	Develop a market analysis plan, and conduct one to two analyses per month.	In consultation with government staff, develop a set of prioritized market analyses to conduct and update timeline.
3.3	A010-Defense Industrial Base Capacity (COMPLETED DURING BASE YEAR)	Framework to be evaluated 60 days after contract award. On the 15 th of each month provide progress report, with first complete assessment due 120 days after contract award.	Develop a framework to evaluate the industrial capacity of defense suppliers and prioritized list of sectors and suppliers. In consultation with government staff, leveraging existing frameworks develop a repeatable process to evaluate the industrial capacity of DIB suppliers. The framework shall consider the base level of industrial capacity for specific sectors, the throughput required to meet DoD procurement and sustainment for MDAPs fielded and in development, compare base and throughput to identify weakness in the DIB. In consultation with government staff, develop a prioritized list sectors and suppliers to assess with the framework. The framework shall be modified based on lessons learned and sector unique attributes.
3.3	A011-Future Assessments (COMPLETED DURING BASE YEAR)	Provide initial framework 60 days after contract award.	Leveraging the National Defense Strategy and Modernization Priorities to compare the capacity and capability of the DIB today to capability 20 – 50 years in the future. Future assessments shall identify the existing centers of DIB activities and capabilities to include supported weapon systems, platforms, and capabilities. In consultation with government staff, develop scenarios outlining the effect of change (e.g., new manufacturing process, retiring a system, or producing a new capability) on the industrial capacity and economic activity of the regions.

3.3	A026-Future Assessment (COMPLETED DURING OY2)	Completed 6 months after initiation of the option year	Deliver and document a Futures Assessment based on the Futures framework and methodology developed and delivered during the base year.
3.3	A012 – Support to Task Three Ongoing Analysis	Develop one to three products a month. Provided as requested by task lead.	Products shall be accurate, well written and for the appropriate audience, requiring minimal revision, and be free of grammatical errors and typos.
3.3	A013 – Matrix (COMPLETED DURING BASE YEAR)	Draft Matrix: 90 days after contract award. Final Product: 360 days after contract award	The matrix should include identification of current supply base capabilities by region, state, and city as focus on strengthening and diversifying underserved areas of the supply chain including small and minority owned businesses.

3.4 Task 4: Operations Research Analysis

These subtasks inform investment decisions to support materiel production for the warfighter, development of policy for managing the defense industrial base, and critical communications with stakeholders engaged with IBP.

- 3.4.1 Authorities.** Identify all authorities that allow the DoD (e.g., Office of the Secretary of Defense, The Joint Staff, United States Navy, United States Army, United States Marine Corps, United States Air Force, and Field Agencies and Activities, etc.) to invest in or incentivize its supplier base.
- 3.4.2 Conduct Historical Analysis.** Review Planning, Programming, Budget, and Execution Data to determine how the authorities have been historically used. Develop recommendations to improve oversight, revise policy, and/or prioritize investments to resolve capability and capacity shortfalls.
- 3.4.3 Organic Industrial Base.** Examine the approaches of the Services and other DoD agencies to recapitalize and modernize their industrial capabilities. Develop recommendations to improve oversight, revise policy, and/or prioritize investments to resolve capability and capacity shortfalls.
- 3.4.4 Support to Ongoing Analysis.** Conduct operations research analysis to support Industrial Base Policy's mission of ensuring a reliable DIB that is able to provide the quantity and quality of products on time. Products shall be accurate and appropriate for specific audiences (e.g., analysts, technical experts, senior leaders, etc.). Analyses may include requests requiring specialized technical knowledge of specific technologies or processes.

PWS Section	Deliverable	Estimated Due Date / Frequency	Description
3.4	A014 – Authorities	The structure shall be provided 30 days after contract award. The completed catalogue should be provided 180 days after contract award, with updates provide on the last business day of each month.	Provide a catalogue of industrial base preparedness /industrial base investment authorities available to the DoD. The catalogue shall identify the source of the authority in United States code, describe the authority, process to use the authority, and the office responsible for the authority. The catalogue shall be posted on Industrial Base Policies website and be updated once a year.

3.4	A015 - Conduct Historical Analysis (COMPLETED DURING BASE YEAR)	Provide updates on the last business day of the month, with report completed 180 days after contract award.	Identify the program element or other planning, programming, or budgeting identifier for each authority. Conduct a historical assessment to determine how the authority has been used. Examine the PPBE data sources such as, but not limited to, the Defense Resources Data Warehouse to identify available DIB investment resources and execution data to map programming/budget data to executed projects. The report shall provide information on the total value, projects, and results of investments from FY2000 to FY2021. The resources shall be linked to the authorities captured in the authorities' task. Develop a method for IBP to track the DoD's investment in the DIB.
3.4	A016 – Organic Industrial Base (COMPLETED DURING BASE YEAR)	The initial assessment will be provided 60 days after contract award with the interim deliverable provided 210 days from contract award. The final report should be provided one year from contract award.	Leveraging existing budget exhibits, congressional reports describe the Services investments in their organic industrial capacity from FY2000 – FY2021. The report shall highlight efforts to recapitalize and modernize and investments to maintain existing capability and capacity. The information shall be thorough enough to identify areas of potential investment that would improve capability and capacity over the next 10 to 20 years.
3.4	A017 – Support to Task Four Ongoing Analysis	Develop one to three products a month. Provided as requested by task lead.	Products shall be accurate, well written and for the appropriate audience, requiring minimal revision, and be free of grammatical errors and typos.
3.5	A018 – Strategic and Critical Materials Market Analysis	Provide an analysis on the last day business day of each month.	Conduct market analysis on government identified strategic and critical materials. The analysis shall be a thorough assessment of the materials markets to include capturing major sources and down-stream processing supporting DoD procurement needs. The assessment should provide forecasting over the one to five year time horizon.

3.4.5 Holistic view of Production Systems 155mm Munitions – Enhancing Throughput with Alternative and Advanced Manufacturing Technologies (AAMT).

3.4.5.1 Conduct a review of planned, underway, and recently completed throughput improvement efforts for 155mm production operations – The Contractor will collaborate with the Government to assemble, analyze, and categorize available documentation on throughput improvement initiatives to identify best practices from previously successful initiatives, and capture lessons learned/applied from historical improvement efforts.

3.4.5.2 Obtain and analyze technical data associated with common 155mm applications – The Contractor will work with the Government to analyze (non-classified) 155mm munition technical data (e.g., MIL- DTL-63245) to identify key production, processing, inspection, and testing requirements.

3.4.5.3 Enhance documentation of operations – The Contractor will develop an understanding of the current state and status of current efforts to increase production. Where needed, this will include a review of process documentation (e.g., control charts, scrap/rework rates, resource availability, process maps) and any additional site surveys that may be available. The Contractor will also review the current level of connectivity available in production facilities to understand potential AAMT communications & integration constraints. Where appropriate, the Contractor will develop paper-based or digital process maps to serve as a basis for improvement identification. Process mapping may include estimates of resources and inputs required to understand improvement potential.

Develop recommendations for digital and physical AAMT opportunities – The Contractor will synthesize the outputs from Tasks 1-3 to develop a prioritized list of AAMT opportunities for 155mm production. Opportunities may include purely digital initiatives (e.g., Robotic Process Automation), purely physical initiatives (e.g., Additive Manufacturing, AMRs), or combined digital-physical initiatives (e.g., the application of sensors to control equipment). The Contractor will work with the Government to prioritize opportunities according to agreed-upon metrics (e.g., cost, ease of implementation, implementation risk). Concordant with the goal to prioritize AAMT initiatives, the Contractor will collaborate with the Government to develop approaches to deploy prioritized AAMT to mitigate the impact of demand variability and demand surges for the 155mm. Contractor will also assist in the development of business cases for high-priority AAMT opportunities. Business cases will include ROM estimates of implementation timing and cost, Including an estimate of expected impact on production throughput.

3.4.5.4 Develop a preliminary human capital plan to support deployment of AAMT and other recommendations –The Government recognizes that for AAMT efforts to succeed, the supervisors, engineers, shop-floor personnel, and others tasked with production must understand and embrace proposed AAMT deployments. To that end, the Contractor will perform a high-level assessment of up to three operations’ cultures with respect to readiness for technological change. The assessment report will offer recommendations for approaches to mitigate AAMT deployment risks with respect to operations and supervisory personnel.

3.4.5.5 Develop recommendations for approach and prioritization of AAMT opportunities – The Contractor will work with the Government to create a final report that details findings from the completion of Tasks 1-5. To the extent possible, the document will include a proposed timeline for execution of recommended pilots and broader deployment initiatives, and an estimate of impact on anticipated ramp up in throughput. The Contractor will make itself available to the Government for follow up discussions and to address questions that may arise after the delivery of the final report and other administrative efforts.

3.4.5.6 Develop an Implementation Roadmap. The Contractor will work with the Government to develop a comprehensive report that contains an analysis of requirements and detailed set of actions that must be undertaken in order to implement the recommendations and other outputs from Tasks 3.4.5.4-6. At a minimum, this report must establish a time-phased deployment schedule and project plan for each of the 23 recommendations included in the final report for Task 3.4.5.6. Each time-phased deployment schedule and project plan shall include a detailed cost estimate, a market analysis to identify at least three vendors capable of providing the necessary resources and equipment (including, where applicable, a simulated user interface), a facility or site analysis to establish the recommended location of the project, a human capital and resource assessment (including safety considerations, as well as operator training requirements and material), and a thorough deployment timeline that segments the project into defined tasks and date-aligned phases

3.4.5.7 Support to Ongoing Analysis and Implementation Efforts. As requested by the Government, on an as-needed basis, the Contractor will conduct further analysis and provide additional products in order to support the Government’s efforts to efficiently and successfully deploy AAMT technologies across the OIB.

Labor Category	OY1	OY2
Strategy Executive I	37	65
Strategy Management Lead I	111	194
Strategy Project Leader I	210	373

Strategy Senior Practitioner I	432	771
Strategy Practitioner II	361	644
Total:	1151	2047

Munitions Study Deliverables

PWS Section	Deliverable	Estimated Due Date / Frequency	Description
3.4.5.1	Assessment of 155mm throughput assessment improvements. (COMPLETED DURING BASE YEAR)	-Once during initial progress review with Action Officer IPR #1, O/A 15 Nov 23 -Once at completion of study: Outbrief, O/A 10 April 2024 -Informal updates as requested by task lead.	Provide a summary of production requirements critical to accelerated operations derived from previously successful initiatives. This summary will include findings from an evaluation for preexisting process documentation, and from the assessment of connectivity across the different enterprises.
3.4.5.2	155mm technical data analysis (COMPLETED DURING BASE YEAR)	-Once at completion of study: Outbrief, O/A 10 April 2024 -Informal updates as requested by task lead.	Provide a summary of the overall production process that would be enhanced by AAMT. Include a description of how AAMT would improve each process.
3.4.5.3	Enhanced production process maps (COMPLETED DURING BASE YEAR)	-Once at IPR #2, O/A 12 Dec 2023 -Once at completion of study: Outbrief, O/A 10 April 2024 - Informal updates as requested by task lead.	Produce paper-based or digital process maps to serve as a basis for improvement identification. Process maps shall: -include estimates of resources and inputs required to improve throughput, -summarize existing work and information flows across the production enterprise, -identify bottlenecks, interruptions, and other points at which AAMT can be deployed to increase throughput, -identify surge opportunities (when needed) to balance demand, -include a review of the current level of connectivity available in production facilities to understand potential AAMT communications & integration constraints. Where needed, process maps will include a review of process documentation (e.g., control charts, scrap/rework rates, resource availability, process maps) and site surveys that may be available.
3.4.5.4	Recommendations for digital and physical AAMT (COMPLETED DURING BASE YEAR)	-Once at IPR #2, O/A 12 Dec 2023 -Once at completion of study: Outbrief, O/A 10 April 2024 - Informal updates as requested by task lead.	Produce paper-based or digital process maps and a report that summarizes AAMT opportunities. Shall include: -Summary of findings for individual AAMT efforts - Approaches to deploy prioritized AAMT opportunities to mitigate the impact of demand variability and demand surges for 155mm production on the industrial base. -Overview of business case development for AAMT implementation (e.g. ROM estimates of implementation timing and cost and estimate of expected impact on production throughput).

3.4.5.5	Preliminary human capital plan (COMPLETED DURING BASE YEAR)	-Once at IPR #2, O/A 12 Dec 2023 -Once at completion of study: Outbrief, O/A 10 April 2024 - Informal updates as requested by task lead.	A high-level report summarizing change readiness and deployment risk mitigation actions that are recommended to reduce the risk of rejection for prioritized AAMT opportunities.
3.4.5.6	Final Report (COMPLETED DURING BASE YEAR)	At the end of the Period of Performance	A document summarizing results from Tasks 1- 5, providing specific recommendations for AAMT in support of increased production throughput. The final report will draw upon and integrate all Task 1-5 deliverables in a manner that is easy to read and communicate to a broader Government community of interest. Report shall include but not be limited to: -cost benefit analysis, -human capital recommendations, - a proposed timeline for execution of recommended pilots and broader deployment initiatives, -and an estimate of impact on anticipated ramp up in throughput. Products shall be accurate, well written and for the appropriate audience, requiring minimal revision, and be free of grammatical errors and typographical errors.
3.4.5	Status Reports (Required for 3.4.5.7 and 3.4.5.8) (COMPLETED DURING BASE YEAR)	At the end of every month following contract award. Status reports including working completed due every two weeks. Tasks 3.4.5.7 and 3.4.5.8	These will be short form status reports of approximately one-to-two pages that provide the Government with information related to project task completion and any issues relevant to project quality and execution.
3.4.5.7	Implementation Roadmap (COMPLETED DURING BASE YEAR)	Draft to be evaluated 30 days and 60 days after contract modification. Final deliverable due 90 days after contract modification.	A report that establishes a time-phased deployment schedule and project plan for each of the 23 recommendations included in the final report for Task 3.4.5.6. Each time-phased deployment schedule and project plan shall include a detailed cost estimate, a market analysis to identify at least three vendors capable of providing the necessary resources and equipment (including, where applicable, a simulated user interface), a facility or site analysis to establish the recommended location of the project, a human capital and resource assessment (including safety considerations, as well as operator training requirements and material), and a thorough deployment timeline that segments the project into defined tasks and date-aligned phases. Products shall be accurate, well written and for the appropriate audience, requiring minimal revision, and be free of grammatical errors and typographical errors.

3.5 Task 5: Strategic and Critical Materials Expert

These subtasks inform investment decisions to support materiel production for the warfighter, development of policy for managing the defense industrial base, and critical communications with stakeholders engaged with IBP.

- 3.5.1 Conduct Market Analysis on Key Strategic and Critical Materials.** Track trends, identify risks to DoD and larger U.S. economy and propose mitigating solutions, to include changes in policies, establishing market incentives, and potential investment strategies.
- 3.5.2 Collaborate with Defense Logistics Agency Strategic Material Office (DLA – SM) and Other Government Agencies.** Provide guidance to DLA -SM to verify that data collection and analysis align to strategic priorities (e.g., National Security Strategy, National Defense Strategy, Nuclear Posture Review, etc.). The analyst shall also provide expertise supporting the Office of the United States Trade Representative in evaluation or and implementing international trade policy to include establishing tariffs (i.e., Sec. 232 and Sec. 301).
- 3.5.3 Support to Ongoing Analysis.** Conduct strategic and critical materials analysis to support IBP’s mission of ensuring a reliable DIB that is able to provide the quantity and quality of products on time. Products shall support multiple teams and approaches to safeguarding markets (e.g., Defense Federal Acquisition Regulation System revision, Committee on Foreign Investment in the United States, etc.) and be accurate and appropriate for specific audiences (e.g., analysts, technical experts, senior leaders, etc.). Analyses may include requests requiring specialized technical knowledge of specific materials.

PWS Section	Deliverable	Estimated Due Date / Frequency	Description
3.5	A018 – Strategic and Critical Materials Market Analysis	Provide an analysis on the last day business day of each month.	Conduct market analysis on government identified strategic and critical materials. The analysis shall be a thorough assessment of the materials markets to include capturing major sources and down-stream processing supporting DoD procurement needs. The assessment should provide forecasting over the one to five year time horizon.
3.5	A027-Draft Strategy for the National Defense Stockpile (COMPLETED DURING OY1)	Draft Strategy provide 210 days after beginning of Option Year 1	Develop initial draft of a strategy to update management of the National Defense Stockpile, consistent with new governance of the stockpile.
3.5	A019 – Collaboration with other Government Agencies	Provide a report on the last business day of each month outlining activities.	investment strategies. Provide expert input supporting DLA, Office of the United States Trade Representative, and other government agencies in the evaluation of and implementing of government policies.
3.5	A020 - Support to Task Five Ongoing Analysis	Develop one to three products a month. Provided as requested by task lead.	Products shall be accurate, well written and for the appropriate audience, requiring minimal revision, and be free of grammatical errors and typos.

3.6 Task 6: Modernizing Acquisition Processes

These subtasks inform investment decisions to support materiel production for the warfighter, development of policy for managing the defense industrial base, and critical communications with stakeholders engaged with IBP.

- 3.6.1 Conduct Industrial Base Resiliency Policy Review.** Assist IBP in identifying and analyzing all existing enterprise-level policies that address industrial base resiliency, including but not limited to policies that

address or affect DoD's acquisition processes and supplier or contractor relationships. Assess and develop recommendations regarding if an existing policy can be updated for strategic, proactive resiliency, or if a new policy needs to be created and old policies be sunset to best address 21st century risk. Leverage modern, digital tools for analysis.

- 3.6.2 Identify Oversight Mechanisms.** Work with IBP to streamline the approach to identifying and mitigating risks to the DIB throughout the acquisition and sustainment lifecycles (i.e., from identification of a need for procurement through final system decommissioning and disposition) of a system, platform, or other form of materiel. Survey existing efforts across the enterprise to identify and mitigate risks to the DIB and design a central body to capture high-level overviews of these initiatives to promote alignment and reduce duplication. This shall include researching industrial base resiliency authorities within the DoD and assessing existing platforms and mechanisms for collecting supplier information and capacity and capability data. Establish a set of mechanisms to oversee efficient and consistent implementation of industrial base resiliency across all of DoD, and enable modernization and digitization of the DIB intelligence capabilities.
- 3.6.3 Strategy and Planning for Industrial Base Policy.** Provide support for development of strategic documents for Industrial Base Resilience.
- 3.6.4 Support to Ongoing Analysis.** Conduct industrial base analysis to support IBP's mission of ensuring a reliable DIB that is able to provide the quantity and quality of products on time. Products shall support multiple teams and approaches to safeguarding markets (e.g., Defense Federal Acquisition Regulation System revision, Committee on Foreign Investment in the United States, etc.) and be accurate and appropriate for specific audiences (e.g., analysts, technical experts, senior leaders, etc.). Analyses may include requests requiring specialized technical knowledge of specific technologies or processes.

PWS Section	Deliverable	Estimated Due Date / Frequency	Description
3.6	A021 – Industrial Base Resiliency Policy Assessment (COMPLETED DURING BASE YEAR)	Deliver structure 30 days after contract award. The completed assessment of relevant policies should be provided 180 days after contract award, with updates provide on the last business day of each month.	Provide a catalogue of industrial base resiliency policies, current and relevant historical, available to the DoD. The assessment shall identify DIB resiliency directives, instructions, memoranda, standards, manuals, and more that influence DoD's ability to collect and assess industrial base vulnerability information. The assessment will include recommendations for updates to existing policies or to create new policies.
3.6	A022 – Oversight Framework (COMPLETED DURING BASE YEAR)	Deliver initial process flow 30 days after contract award. The completed assessment of oversight mechanisms should be provided 180 days after contract award, with updates provide on the last business day of each month.	Document how industrial base resiliency is, and should be, performed throughout acquisition and sustainment lifecycles. Includes mechanisms for overseeing proper industrial base vulnerabilities and enabling effective modernization.

3.6	A028 – Industrial Base Strategy (COMPLETED DURING OY1)	Deliver strategy document for Industrial Base Policy no later than 180 days after award of option year 1	Supporting government leadership developing a strategy to improve resilience of the defense industrial base, provide necessary writing, editing, and supporting briefing materials to produce a strategy document for Industrial Base Policy.
3.6	A023 - Support to Task Six Ongoing Analysis	Develop one to three products a month. Provided as requested by task lead.	Products shall be accurate, well written and for the appropriate audience, require minimal revision, and be free of grammatical errors and typos.

3.7 Task 8: GIES Support (requires resources at the TS/SCI clearance level)

- 3.7.1 Project Management.** The team shall provide a project manager who shall provide a primary point of contact for GIES, representing the overall contract manager, and provide support for management of day-to-day contract activities at GIES, reporting to the contract manager. This project management lead will be designated as Key Personnel.
- 3.7.2 Support Economic and Trend Analysis.** Conduct analysis of defense relevant markets and investment flow to identify trends, impact of adversarial capital and their potential to affect the DoD's ability to develop, acquire, and maintain current and future weapon systems, platforms, and other capabilities.
- 3.7.2.1** Provide data-driven assessments, research, investment trend analysis and counterintelligence analysis of the defense industrial base through economic surveillance. Assist with conducting due diligence research on business transactions that may pose a threat to U.S. national security through investments/acquisitions into U.S. companies that produce critical and emerging technologies.
- 3.7.2.2** Provide analysis in support of the Hart-Scott-Rodino Antitrust Improvement Act. Provide Department-wide reviews and due diligence of proposed mergers of major defense suppliers to assess impacts on national security; the industrial and technological base; competition and innovation; and/or the public interest. Assist in performing merger analysis and providing support to the antitrust agencies. Products shall be accurate and appropriate for specific audiences (e.g., analysts, technical experts, senior leaders, etc.).
- 3.7.3 Support Economic Security Operations Analysis.** Conduct economic and operations research analysis to evaluate and counter adversarial capital and economic coercion by leveraging tactical analysis to inform strategic decision-making. Provide analytical support to war games and tabletop exercises to assess the health and resilience of industrial base and its value chain engaging in international, interagency, and non-traditional partner outreach. Products shall be accurate and appropriate for specific audiences (e.g., analysts, technical experts, senior leaders, etc.).
- 3.7.4 Support Strategic Planning, Analysis, Project and Program Management.** Support GIES senior leadership in conducting strategic planning, analysis, project and program management activities in support of GIES leadership decision making.
- 3.7.4.1** Provide senior level program management and strategic planning support to the GIES missions, and economic security and adversarial capital initiatives. Provide change management, transformation, and integration, facilitation, and management efforts, writing, editing, and conducting briefings. Products shall support multiple teams and approaches and be accurate and appropriate for specific audiences (e.g., analysts, technical experts, senior leaders, etc.).
- 3.7.4.2** Provide project management and analytical support for communications, outreach, transformation, integration and change management efforts; inclusive of metrics and key performance indicators to enable strategic objectives. Provide graphic design support for GIES products. Products such as charts, tables, and infographics shall be accurate and appropriate for specific audiences (e.g., analysts, technical experts, senior leaders, etc.).

PWS Section	Deliverable	Estimated Due Date / Frequency	Description
3.7	A029-Analytic Implementation Plan (Optional Task 3.7)	Draft due 45 days after acceptance of A009-Annual Data Analysis Plan	Identify necessary requirements and implementation planning for the team's support for updates to the use case guiding development of the government-provided data environment (e.g., Advana)
3.7	GIES Trend Analysis	Develop products as needed. Provide as requested by task lead.	Conduct analysis of defense relevant markets to identify trends and impact on DoD. Products shall be accurate, well written and for the appropriate audience, requiring minimal revision, and be free of grammatical errors and typos.
3.7	GIES economic security analysis	Develop products as needed. Provide as requested by task lead.	Products shall be accurate, well written and for the appropriate audience, requiring minimal revision, and be free of grammatical errors and typos.
3.7	GIES economic security and adversarial capital strategy and framework	Develop products as needed. Provide as requested by task lead.	Support GIES senior leadership in providing senior program management and strategic planning expertise to produce a strategy document and implementation plan. Products shall be accurate, well written and for the appropriate audience, requiring minimal revision, and be free of grammatical errors and typos..
3.7	GIES Mergers & Acquisitions analysis	Develop products as needed. Provide as requested by task lead.	Products shall be accurate, well written and for the appropriate audience, requiring minimal revision, and be free of grammatical errors and typos.
3.7	GIES project management integration support	Develop products as needed. Provide as requested by task lead.	Products shall be accurate, well written and for the appropriate audience, requiring minimal revision, and be free of grammatical errors and typos.
3.7	GIES Monthly Status Report	45 days after PoP start date; monthly thereafter	Reports cost, schedule, risks, and performance against PWS GIES requirements. Includes actual versus planned, technical progress made, schedule status per deliverable, and travel recommendations. Deliverable titles and numbers completed within the previous month, and the deliverables scheduled to be delivered within the upcoming month. Upon acceptance and approval by the Government, the contractor shall meet the schedule and forecasted delivery date of all deliverables by taking all reasonable measures to fulfil the requirement.

Deliverables

4.0 Deliverables: A deliverables table has been provided under each task. Each table provides a schedule of contractor deliverables, and also identifies where the contractor shall assist IBP in meeting the deliverables resulting from the -defined tasks. All deliverables will be delivered to the COR. Emboldened deliverable identifiers (A0xx) have been updated to reflect option-year deliverables.

4.1 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. After 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.

4.2 Quality Assurance: The government shall evaluate the contractor's performance under this contract in accordance with the Quality Assurance Surveillance Plan. 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).

Special Requirements

5.0 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.

6.0 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.

6.1. 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.

6.2. 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.

6.3 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.

7.0 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 oral communications with the Contractor concerning technical aspects of the contract; issue written interpretations of technical requirements, including Government drawings, designs, specifications; monitor Contractor's performance and notifies both the

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.

8.0 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 effect other remedies as he or she deems necessary, including prohibiting the Contractor from participation in subsequent contracted requirements which may be affected by the OCI.

9.0 Other Direct Costs: The Contractor shall provide, when necessary to accomplish the PWS, other direct costs (ODCs). This includes, but is not limited to, the development, publication, and distribution of a variety of materials, to include, hand books, vision documents, displays, pamphlets, and other items. The Contractor shall work in a variety of media forms (e.g., print, electronic, etc.) to effectively promulgate the IBP message and ensure the quality of presentations (i.e., complete, logical, and substantive). All ODCs type and quantities require approval from the COR. The contractor may not exceed the cost ceiling of the ODC CLIN.

10.0 Phase-In Plan (Base Year): The contractor shall have personnel on board, during a 30 day calendar day phase-in. During the phase-in period (beginning at the start of the period of performance), the contractor shall become familiar with performance requirements in order to commence full performance of services. A kickoff meeting will be required within the first 30 days. Throughout the phase-in, 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 distribution of government furnished equipment (e.g. laptops), network access, receive knowledge transfer of tasks from Government officials, delineating the method for processing, and assigning tasks to new employees during the phase-in. Level of effort for each labor category may be adjusted depending on phase-in progress, however, the total level of effort may not exceed 4743 hours. The contractor shall provide a final report to the COR on day 30 of the phase-in.

**The Office of the Assistant Secretary of War for Industrial Base Policy
(IBP)
Analysis Support Services**

January 2026

Task 9: Performance Management Framework

The Contractor shall establish a performance management framework that supports the amalgamation, visualization, analysis, modeling, and reporting of productivity-related data from across the IBP to provide more comprehensive and quantifiable information to senior decision makers.

3. 9.1: Project Management: The Contractor shall provide contract/task order program management services in accordance with Task 1: Program Management under this order. The Contractor shall develop and finalize a Project Management Plan outlining how the project will be initiated through to completion/closing complete with incremental progress checkpoint reviews and a project schedule. All Contractor personnel supporting Task 9 shall submit a signed Non-Disclosure Agreement to the Government. The Contractor shall develop and finalize an Organizational Conflict of Interest plan specific to this task.

3.9.1.1: Project Kick-Off Meeting

The Contractor shall schedule, coordinate, and host a TO Project Kick-Off Meeting at the location approved by the Government within five business days of contract award. The meeting shall provide an introduction between the Contractor personnel and Government personnel who will be involved with the TO. The meeting shall provide the opportunity to discuss technical or management issues and reporting procedures. At a minimum, the attendees shall include the Contracting Officer (CO), Contractor Key Personnel, the IBP Project Manager, the IBP Human Resources Specialist, other key Government personnel, and the Contracting Officer's Representative (COR). The Contractor shall provide an agenda at least one business prior to the meeting, the meeting minutes within five business days following the meeting, and the updated PMP within 15 days after contract award (per PWS paragraph 3.1.2).

3.9.1.2: Convene Technical Status Meetings (TSM)

The Contractor shall convene periodic Technical Status Meetings (TSMs) with the IBP Project Manager, the COR, and other Government stakeholders. This TSM may be held at the Government site, Contractor site, or virtually. The purpose of this meeting is to ensure all stakeholders are informed of the activities, provide opportunities to identify other activities and establish priorities, and coordinate resolution of identified problems or opportunities. The Contractor shall track the attendance and outcomes of the meetings including issues discussed, decisions made, and action items assigned as well as status towards completion via shared team site or minutes submitted , to both the COR and the IBP Project Manager two business days following the meeting. It is envisioned the meetings will occur weekly.

3.9.2: IBP Mission, Tasks, and Functions (MTF) Analysis

The Contractor shall identify the MTFs performed by all personnel including but not limited to government, military, and contractor, necessary to support effective and efficient IBP operations. The Contractor may conduct stakeholder engagements, such as one-on-one interviews or working group sessions and review available IBP artifacts such as

- Mission and Strategy Documentation
 - Organization mission statements, charters, strategic plans, and task breakdowns
 - Key policy and regulatory documents, including relevant Executive Orders, DoDIs, and DoDMs
- Organizational and Manpower Data
 - Organizational charts, component function maps, and alignment of personnel to mission tasks
 - Role descriptions, and functional codes for billets
 - Deliverable Tracking Systems outputs by role/function
- Process and Workflow Information
 - Standard operating procedures (SOPs), workflow diagrams, and task execution timelines
 - Documentation of interdependencies across organizational functions or components

- Operational and Performance Records
 - Standard work products, level of effort, annual reports, audits, and summary statistics
 - Key performance indicators (KPIs), readiness assessments, and after-action reviews

The Contractor shall provide a MFT Analysis Report that at a minimum includes:

- The resource requirements to complete each MFT in terms of labor hours, competency level, and frequency;
- The source of the requirement, when available (e.g. public law, National Defense Authorization Act, Executive Orders, etc.);
- Any known interdependencies;
- The MFT identified standards;
- Any risks, issues, or and/or opportunities for increased efficiencies;
- The results of any stakeholder engagements; and
- Any other applicable information.

All available data obtained or created during this task is considered Government Furnished Information or Contractor Acquisition Information respectively.

Task 9.3: Performance Measurement Framework Solution

The Contractor shall provide a deployed performance measurement framework solution that will provide IBP a way to effectively evaluate and measure total workforce productivity. The solution shall extract, integrate, and analyze information from all available data sources. When required, new interfaces will be developed and implemented in order to consume new data. The solution shall provide live performance data via standard reports, dashboards, and visualizations that can be standalone or integrated into larger products and presentations that employ a variety of quantitative and qualitative analytical techniques to improve transparency and decision-making.

The performance measure framework solution shall

- Leverage existing, accredited commercial-off-the-shelf (COTS) and Government-off-the-shelf (GOTS) solutions to the maximum extent possible;
- Ensure compatibility with existing DoW and OUSW(A&S) software solutions such as DoD365 and Microsoft 365;
- Deploy and operate within a government hosted environment in ;
- Scale and flex as IBP's requirements evolve; and
- Automate tasks and functions to the maximum extent possible.

The Contract shall develop and finalize a performance measurement plan document outlining the inputs, outputs, processes/procedures, governance, metrics and targets.

The Contractor shall develop or refine and provide the Government with the technical data necessary to maintain the Performance Measurement Framework solution. This includes but is not limited to data structure & schema, security & permissions; software source code & configurations, requirements documentation (i.e. business requirements, technical requirements, business rules, workflows, user stories), automations; and user-friendly manuals/guides for user and administrators.

PWS Section	Deliverable	Estimated Due Date/Frequency	Description
3.9.1	Project Management Plan	Draft provided 1 day prior to kick off meeting. Final provided 4 days after Kick-Off Meeting.	Provide electronic format compatible with MS Word or PDF to COR and IBP Project Manager via email.
3.9.1	Non-Disclosure Agreement for all personnel supporting Task 9	5 days from employee start date	Provide electronic format compatible with MS Word or PDF to COR and IBP Project Manager via email.

3.9.1	Organizational Conflict of Interest Mitigation Plan	Draft provided 1 day prior to kick off meeting. Final provided 4 days after Kick-Off Meeting.	Provide electronic format compatible with MS Word or PDF to CO, COR and IBP Project Manager via email.
3.9.1.1	Project Kick-Off Meeting Agenda	4 Days after Contract Award or 1 day prior to Project Kick-Off Meeting, whichever comes first	Agenda for the Project Kick-Off meeting to be held no later than 5 days after contract award. Provide electronic format compatible with MS Word or PDF to COR and IBP Project Manager via email.
3.9.1.1	Project Kick-Off Meeting Minutes	2 business days after Project Kick-Off Meeting	Provide electronic format compatible with MS Word or PDF to COR and IBP Project Manager via email. Should include attendees, key issues discussed, decisions made and any action items.
3.9.1.2	Technical Status Meeting Shared Site or Minutes	2 business days after TSM	Provide electronic format compatible with MS Word or PDF to COR and IBP Project Manager via email. Should include attendees, key issues discussed, decisions made and any action items.
3.9.2	Mission, Functions, and Tasks (MFT) Analysis Report	Initial outline 30 days after contract award; First draft 90 days after contract award; Final Report 120 after contract award	Provide electronic format compatible with MS Word or PDF to COR and IBP Project Manager via email.
3.9.3	Performance Measurement Framework Solution	180 days after contract award	Deploy to Government-Hosted Environment in coordination with DBO Data Services
3.9.3	Performance Measurement Framework Plan	15 days after contract award	Provide electronic format compatible with MS Word or PDF to COR and IBP Project Manager via email.
3.9.3	Technical Data Package	NLT 1 day after Performance Measurement Framework Solution Deployment	Provide electronic format compatible with MS Word or PDF to COR and IBP Project Manager on SharePoint location as determined by COR and/or IBP Project Manager.

Place of Performance: Contractor shall complete tasks at Government and Contractor facilities in the National Capitol Region.

Security: Secret

The Contractor will require a NIPR account to have access to data. All work shall be performed on Government-hosted servers.

Data Rights: Unlimited Data Rights

***Performance Work Statement
Support for Industrial Base Policy (IBP) Research and Analytics***

Revised January 2026

General Information

1. **Introduction:** This is a non-personal services contract to provide the government with support through the conduct of data analysis and data management, market and financial analysis, operations research analysis, and critical and strategic materials expertise to inform Senior Leader decision-making, prioritization, and strategic investments that address supply chain and industrial base challenges. 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 **Background:** The mission of the Office of the Under Secretary of Defense Acquisition and Sustainment (OUSD(A&S)) is to enable the delivery and sustainment of secure and resilient capabilities to the warfighter and international partners quickly and cost effectively. OUSD(A&S) priorities include rapidly responding to the Combatant Commands' (COCOMs) needs, modernizing the nuclear deterrent, executing acquisition reforms, sustaining critical weapon systems, collaborating with emerging partners, and ensuring our Nation's industrial base is robust, secure, resilient, and innovative.

The mission of the Office of Industrial Base Policy (IBP) is to ensure robust, secure, resilient, and innovative industrial capabilities upon which the Department of Defense (DoD) can rely in an era of great power competition to fulfill current and future Warfighter capabilities. The Office of Industrial Base Resilience is responsible for assessing the industry sector, industrial base capabilities, and defense supply chains to identify barriers to resilience and develop corresponding policies and strategies to mitigate these challenges by enabling production in key areas through investment and innovative acquisition strategies.

1.2 **Objectives:**

- Identify, analyze, and utilize data on the defense industrial base to increase visibility and direct strategic decision-making.
- Analyze market trends and industrial base capacity to improve future assessments and investments for building industrial base resilience long-term.
- Enhance the strength of strategic and critical materials supply chains and policies.
- Review past and present policies, oversight mechanisms, and other authorities to determine how DoD can more effectively incentivize its supplier base.

1.3 **Scope:** The contractor will provide the government with support through the conduct of data analysis and data management, market and financial analysis, operations research analysis, and critical and strategic materials expertise. Support shall include subject matter expertise and shall be primarily supporting Industrial Base Resilience. Upon request, support may also be provided for other directorates that fall under the purview of the Under Secretary of Defense for Acquisition and Sustainment (USD(A&S)) IBP.

1.4 **Period of Performance:** The period of performance shall be for one (1) Phase-In / Base Period of 12 months and (4) 12-month option years.

1.5 **Hours of Operation:** The contractor is responsible for conducting business, between the hours of 0800-1700 Monday thru Friday except 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 **Recognized 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

Juneteenth Day
 Independence Day

Christmas Day

1.7 Place of Performance: The primary place of performance is at government workspace (on-site) within the National Capital Region with telework options. Telework shall be approved by the Contracting Officer's Representative (COR).

1.8 Contractor Travel: Contractor personnel may be required to travel in Contiguous United States (CONUS) and Outside Contiguous United States (OCONUS). The Government will inform the contractor of travel as early as possible. The contractor shall provide a written request for travel to the COR prior to finalizing any travel arrangements and shall be approved by the COR prior to incurring expenses.

The contractor shall be reimbursed for actual allowable, allocable, and reasonable travel costs incurred during performance of this effort in accordance with FAR 31.205-46, "Travel Costs," and the Joint Travel Regulation (JTR) per diem rates for that location. Contractor will be authorized travel expenses consistent with the substantive provisions of the Joint Travel Regulation (JTR) and the limitation of funds specified in this contract. All travel requires Government approval/authorization and notification to the COR.

1.9 Government Furnished Items and Services:

1.9.1 Services: The Government will provide training on Government specific applications, systems, and equipment.

1.9.2 Facilities: The Government will provide the necessary workspace for the contractor staff to provide the support outlined in the PWS to include shared desk space with access to telephones, computers, and other items necessary to maintain an office environment.

1.9.3 Equipment: The Government will provide a laptop and cell phones for contractor personnel in support of the PWS. Contractors will have access to scanners and printers when in government facilities.

1.9.4 Materials: The Government will provide the Standard Operating Procedures and policies necessary for the contractor to provide the support outlined in the PWS.

Level of Effort and Personnel Qualifications

2.0 Level of Effort: The labor under this task order is provided under the Firm-Fixed-Price level-of-effort (FFP-LOE) contract type (FAR 16.207). As such, the contractor must provide the labor mix (crosswalked from their GSA Schedule) specified below before each contract period:

LOEs for OY 1-2:

Labor Category	Base FTEs	Phase-In Hours	Base Hours	OY1-2 FTEs (PA&T)	OY1-2 Hours	OY1-2 FTEs (GIES)	OY1-2 Hours
Program Manager III	1	153	1687	1	1840		
Project Manager III	2	306	3374	2	3680	1	1840
Project Manager II	3	459	5061	3	5520	1	1840
Research Analyst III	3	459	5061	2	3680	1	1840
Research Analyst II	5	765	8435	5	9200	3	5520
Research Analyst I	2	306	3374	2	3680		
Subject Matter Expert IV				0.75	1527		
Subject Matter Expert III	3	459	5061	3	5520		
Subject Matter Expert II	7	1071	11809	7	12880		
Subject Matter Expert I	3	459	5061	3	5520		
Cost Analyst II	2	306	3374	2	3680		
Branding/Graphic Designer SME						.25	460
Total:	31	4743	52297	30.75	56727	6.25	11500

Revised LOEs for OY 3-4:

Labor Category	OY3-4 (GIES)	OY3-4 Hours (GIES)	OY3-4 (PA&T)	OY3-4 Hours (PA&T)	OY3-4 (MCEIP)	OY3-4 Hours (MCEIP)
Program Manager III			1	1840		
Project Manager III			2	3680		
Project Manager II			3	5520		
Research Analyst III			2	3680		
Research Analyst II			5	9200		
Research Analyst I			2	3680		
Subject Matter Expert IV			4.75	8740	2	3680
Subject Matter Expert III			3	5520	2.5	4600
Subject Matter Expert II			7	12880		
Subject Matter Expert I			3	5520		
Cost Analyst II			2	3680		
Branding / Graphic Designer SME			0	0		
Graphic Designer	1		0	0	1	1840
Total:	0	0	34.75	63940	5	9200

2.1 Personnel Qualifications: All PA&T and MCEIP personnel, with the exception of Graphic Designers, must have a bachelor's degree (any) and a Secret clearance at a minimum. Personnel supporting the GIES and Graphic Designers require public trust able to manage up to CUI at a minimum. All personnel may have up to a Top Secret/SCI and CNWDI clearance. The years of relevant experience is the following:

- The basic labor category (I) must have at least 3 years of relevant experience.
- The intermediate labor categories (II) must have at least 5 years of relevant experience.
- The advanced labor categories (III) must have at least 10 years of relevant experience.
- The specialized labor category (IV) must have an advanced degree and at least 15 years of relevant experience

In addition to the minimum qualifications above, the following education or experience is desired for each labor category:

Program Manager III: Desired experience in oversight or direct program management roles. In addition, it is desired that the Program Manager has at least 10 years' DoD experience in successfully managing several direct reports and multiple functional areas.

Project Manager III: Desired Education: Master in Business, Math, Statics, Finance, Applied Economics
 Desired Experience: 5 years of experience conducting analysis to support investment and financial decisions for large international corporations.

Research Analyst III: Desired Education: Ph.D. in Physics, Math, Statics, Data Science, or Economics
 Desired Experience: 5 years of experience providing support to senior leadership in Government or Industry on investment decisions and market trends.

Subject Matter Expert III: Desired Education: Law, Social Science, Business, Completed Contracting Officer Training, Acquisition Certification. Desired Experience: 5 years experience working in a government contracting or

program executive office.

2.2 The following positions are identified as key positions (cross-walked to contractor's GSA schedule labor category), for a total of 18 key personnel.

- Program Manager III (1 PA&T)
- Project Manager III (1 PA&T)
- Project Manager II (1 PA&T)
- Research Analyst III (1 PA&T)
- Research Analyst II (1 PA&T)
- Research Analyst I (1 PA&T)
- Subject Matter Expert IV (4 PA&T and 1 MCEIP)
- Subject Matter Expert III (1 PA&T, and 2 MCEIP)
- Subject Matter Expert II (1 PA&T)
- Subject Matter Expert I (1 PA&T)
- Cost Analyst II (1 PA&T)
- Graphic Designer (1 MCEIP)

The contractor shall provide a contract manager who shall be responsible for the performance of the work. The name of this person and an alternate who shall act for the contractor when the manager is absent shall be designated in writing to the COR. The contract manager or alternate shall have full authority to act for the contractor on all contract matters relating to daily operation of this contract. Prior to removing, replacing, or diverting any of the specified individuals, the Contractor shall notify the COR and shall submit justification (including proposed substitution) in sufficient detail to permit evaluation of the impact on this contract. The contractor shall ensure the availability of key personnel with the requisite skills to perform the work detailed in the PWS for this contract. The Government shall review all key personnel resumes prior to acceptance of any substitutions, in order to ensure there is no degradation in the quality of personnel assigned to this contract. Substitution of non-key personnel is at the sole discretion of the contractor; however, all proposed substitutions shall meet the applicable educational and experience requirements set forth in the PWS for the substituted position. The Contractor shall provide a detailed explanation of the circumstances necessitating the proposed substitutions, complete resumes for the proposed substitutes, and any additional information requested by the Contracting Officer or COR. The Contractor shall, prior to making any substitution permanent, demonstrate to the satisfaction of the Contracting Officer or COR that the qualifications of the proposed substitute personnel are equal to or better than the qualifications of the personnel originally identified for the position.

2.3 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 or reports produced by contractors are suitably marked as contractor products or that contractor participation is appropriately disclosed.

Tasks

3.0 Basic Services: The contractor shall provide services for the conduct of data analysis and data management, market and financial analysis, operations research analysis, and critical and strategic materials expertise. These efforts are in support of assessing and building more resilient supply chains and identifying and pursuing innovative, diverse, and reliable industrial capabilities.

3.1. Task 1: Program Management

3.1.1 Post Award Orientation (PAO). The PAO shall be held within seven calendar days of the start of performance. The purpose of the PAO is to: 1) discuss any unique characteristics of the requirement(s); 2) identify stakeholders' roles and responsibilities; and 3) establish a common understanding of cost, schedule, and performance expectations (Deliverable 1-1: POA Slides).

3.1.2 Project Management Plan (PMP). The PMP is a resource-loaded baseline that outlines the steps that will be taken, provides the timeline to completion (estimated project start and stop dates), provides an expenditure plan aligned to key milestones within the project (to include any anticipated Other Direct Costs (ODCs)), identifies and quantifies the deliverables associated with each project, and identifies any associated risks and appropriate mitigation needed for execution of the contract. The completion timeline(s) of any given project shall not extend beyond the overall Period of Performance (PoP). The contractor shall

provide the initial PMP within 15 days after contract award and provide an updated PMP within 15 days after each new project tasking. Upon acceptance and approval by the Government, the contractor shall meet the cost, schedule, and forecasted delivery date of all deliverables by taking all reasonable measures to fulfill the requirement and report the project status in the Monthly Status Report (MSR). The deliverable quantities listed in Task Three are estimates provided for reference. The actual deliverable quantities will be reflected within the PMP upon assignment of the project(s) and the Final Technical Report (FTR) (Deliverable 1-2: PMP).

3.1.3 Monthly Status Report (MSR). The MSR shall provide a detailed status for each project within the PMP as well as capture an overall status of the contract. The contractor shall deliver the MSR on a date mutually agreed upon by the contractor and the COR. Specific MSR format, and any additional content not specified in this section, shall be mutually agreed upon by the contractor and COR; this format shall be established No Later Than (NLT) the PAO. The MSR reports cost, schedule, and performance against the PMP baseline and identifies planned versus actual expenditures per project; with the total monthly and cumulative ODC expenditures; the status of known risks and risk mitigation efforts; deliverables funded, technical progress made, and schedule status per deliverable; the titles, dates, and the number(s) of each deliverables completed; and the deliverables scheduled to be delivered during the upcoming month. The MSR shall report all funding received and shall detail the projects supported by such funding, the date received, and the funding source (if known). If the MSR shows that a project is not meeting performance standards, the contractor shall provide the rationale and circumstances preventing the standards from being met (Deliverable 1-3: MSR).

3.1.4 Quarterly Project Management Reviews. Conduct quarterly project management reviews with the COR to include detailed project information on cost, schedule, performance, risk assessment, and risk mitigation plans (Deliverable 1-4: Quarterly Project Management Review).

3.1.5 Final Technical Reports (FTRs). The FTRs shall include contract-specific background information, objectives, assumptions, specific data collected, analyses conducted, recommendations, and conclusions. An initial technical report shall be submitted halfway through the PoP. A draft FTR shall be submitted NLT 45 days prior to the last date of the contract's PoP, and the completed FTR shall be submitted NLT 10 days prior to the last date of the contract's PoP. Each report shall be delivered to the ACOR and COR (Deliverable 1-5: FTR).

Deliverables

PWS Section	Deliverable	Estimated Due Date / Frequency	Description
3.1	A001 – PAO Slides	7 days after PAO	Identifies, as a minimum, the key stakeholders and highlights their roles and responsibilities, summarizes the tasks and associated deliverables.
3.1	A002 – PMP	15 days after PoP start date;	Includes a baseline schedule and cost baseline that outlines the steps to take
		quarterly thereafter	and a timeline to completion of each project as well as any interdependencies amongst the projects' schedules. As a minimum, the PMP shall provide formal updates to cost, schedule, performance, risk assessment, and risk mitigation plans for each project. The schedule shall specify estimated project start and stop dates as well as expenditure plan aligned to key milestones within the project, to include any anticipated ODCs.

3.1	A003 – MSR	45 days after PoP start date; monthly thereafter	Reports cost, schedule, risks, and performance against PMP and PWS requirements. Includes actual versus planned task expenditures, technical progress made, schedule status, and travel recommendations. Identifies funding compared to the overall estimate, status of known risks, risk mitigation efforts, deliverables funded and date they were funded, schedule status per deliverable, deliverable titles and numbers completed within the previous month, and the deliverables scheduled to be delivered within the upcoming month. Reports all funding and details the funding source or project specified. Establishes a baseline schedule for and steps to completion for each requirement. Upon acceptance and approval by the Government, the contractor shall meet the schedule and forecasted delivery date of all deliverables by taking all reasonable measures to fulfil the requirement.
3.1	A004 – Quarterly Project Management Review	45 days after PoP Start date /quarterly thereafter	Includes a quarterly project management review as a formal presentation to the Requesting Activity. As a minimum, provides formal updates to cost, schedule, performance, risk assessment, and risk mitigation plans for each project. Slides shall be due three days prior to presentation. Minutes shall be provided to all attendees.
3.1	A005 – Final Technical Reports	Initial technical report due halfway through PoP; draft FTR due NLT 45 days prior to the last date of the PoP; completed FTR due NLT 10 days prior to the last date of the PoP	Includes task background, objectives, assumptions, specific data collected, analyses conducted, recommendations, and conclusions. Each report shall be delivered prior to expiration of the PoP.
10.0	Phase-In Final Report (COMPLETED DURING BASE YEAR)	Provide a final report on the last day of the phase-in	Provide a final report on the last day of the phase-in to the COR and IBP Leadership.

3.2 Task 2: Data Analysis and Data Management

These subtasks inform investment decisions to support materiel production for the warfighter, and critical communications with stakeholders engaged with IBP.

- 3.2.1 Defense Industrial Base Data.** Identify the data needed to provide enterprise-level visibility into the health, opportunities, and risks of Department of Defense (DoD) Defense Industrial Base (DIB). This includes review and analysis of available DoD contract, budgeting, programming, and other data; other Government data (e.g., Department of Commerce, Labor, Census Bureau, etc.); and commercial data

sources.

- 3.2.2 Data Management Plan.** Develop an IBP data management plan that integrates with Advana and verify that data is updated according to the plan.
- 3.2.3 Support to Ongoing Analysis.** Conduct data analysis to support IBP's mission of ensuring a reliable DIB that is able to provide the quantity and quality of products on time. Provide graphic design support for IBP products. Products such as charts, tables, and infographics shall be accurate and appropriate for specific audiences (e.g., analysts, technical experts, senior leaders, etc.). Major analyses and development of specific analytic capabilities will be largely shaped by an annual analysis plan, aligned to the calendar year.

Deliverables

PWS Section	Deliverable	Estimated Due Date / Frequency	Description
3.2	A006 – Defense Industrial Base Data Development Plan	30 days after contract award.	Includes initial assessment of data used by IBP to track the DIB, and plan evaluate additional data. Plan shall be developed based on consultation with Government staff, market and financial analyst.
3.2	A007- Data Development Plan Status Updates	Provide monthly updates, due the 15 th of each month.	Tracks progress and challenges developing data to support IBP's mission. Progress shall include any modification to the plan based on fact of life or updated information.
3.2	A008-Data Management Plan	Data management plan due 30 days after contract award. Provide monthly updates, due the 15 th of each month indicating progress and verifying adherence.	Data management plans shall adhere to industry best practices to establish clear procedures to collect, clean, validate and organize data to ensure consistency and reliability. The plan shall be compatible with Advana allowing the data to be shared with larger DoD platform. Starting in the second month after contract award, the updates should verify that the data management plan is being followed.
3.2	A024-Annual Data Analysis Plan	Draft due 60 days after the beginning of each option year	Identify plans for major analyses to be conducted during the following calendar year, to include specification of analytic capabilities to be developed.
3.2	A025-Support to Task Two Ongoing Analysis	Develop one to three products a month. Provided as requested by task lead.	Products shall be accurate, well written and for the appropriate audience, require minimal revision, and be free of grammatical errors and typos.

3.3 Task 3: Market and Financial Analysis

These subtasks inform investment decisions to support materiel production for the warfighter, and critical communications with stakeholders engaged with IBP.

- 3.3.1 Market Trend Analysis.** Conduct analysis of defense relevant markets to identify trends and their potential to affect the DoD's ability to develop, acquire, and maintain current and future weapon systems, platforms, and other capabilities.
- 3.3.2 Defense Industrial Base Industrial Capacity.** Evaluate the ability of industrial sectors to meet Major Defense Acquisition Program (MDAP) procurement projections and lifetime sustainment.

- 3.3.3 Future Assessments.** Evaluate emerging threats and coordinate with other government offices to identify future capabilities and determine the industrial capabilities needed to produce the capability.
- 3.3.4 Develop Policy and Investment Recommendations.** Conduct analysis to identify policies or strategies leveraging existing DoD authorities (Title 10, Title 50) to mitigate risks to the DIB or develop new or enhance existing industrial capabilities. This shall include commercialization for emerging technologies.
- 3.3.5 Support to Ongoing Analysis.** Conduct market and financial analysis to support IBP's mission of ensuring a reliable DIB that is able to provide the quantity and quality of products on time. Products shall be accurate and appropriate for specific audiences (e.g., analysts, technical experts, senior leaders, etc.). Analyses may include requests requiring specialized technical knowledge of specific technologies or processes.
- 3.3.6 Domestic Supply Chain Resiliency Framework.** (description in deliverable table)

PWS Section	Deliverable	Estimated Due Date / Frequency	Description
3.3	A009 – Market Trend Analysis	Develop a market analysis plan, and conduct one to two analyses per month.	In consultation with government staff, develop a set of prioritized market analyses to conduct and update timeline.
3.3	A010-Defense Industrial Base Capacity (COMPLETED DURING BASE YEAR)	Framework to be evaluated 60 days after contract award. On the 15 th of each month provide progress report, with first complete assessment due 120 days after contract award.	Develop a framework to evaluate the industrial capacity of defense suppliers and prioritized list of sectors and suppliers. In consultation with government staff, leveraging existing frameworks develop a repeatable process to evaluate the industrial capacity of DIB suppliers. The framework shall consider the base level of industrial capacity for specific sectors, the throughput required to meet DoD procurement and sustainment for MDAPs fielded and in development, compare base and throughput to identify weakness in the DIB. In consultation with government staff, develop a prioritized list sectors and suppliers to assess with the framework. The framework shall be modified based on lessons learned and sector unique attributes.
3.3	A011-Future Assessments (COMPLETED DURING BASE YEAR)	Provide initial framework 60 days after contract award.	Leveraging the National Defense Strategy and Modernization Priorities to compare the capacity and capability of the DIB today to capability 20 – 50 years in the future. Future assessments shall identify the existing centers of DIB activities and capabilities to include supported weapon systems, platforms, and capabilities. In consultation with government staff, develop scenarios outlining the effect of change (e.g., new manufacturing process, retiring a system, or producing a new capability) on the industrial capacity and economic activity of the regions.

3.3	A026-Future Assessment (COMPLETED DURING OY2)	Completed 6 months after initiation of the option year	Deliver and document a Futures Assessment based on the Futures framework and methodology developed and delivered during the base year.
3.3	A012 – Support to Task Three Ongoing Analysis	Develop one to three products a month. Provided as requested by task lead.	Products shall be accurate, well written and for the appropriate audience, requiring minimal revision, and be free of grammatical errors and typos.
3.3	A013 – Matrix (COMPLETED DURING BASE YEAR)	Draft Matrix: 90 days after contract award. Final Product: 360 days after contract award	The matrix should include identification of current supply base capabilities by region, state, and city as focus on strengthening and diversifying underserved areas of the supply chain including small and minority owned businesses.

3.4 Task 4: Operations Research Analysis

These subtasks inform investment decisions to support materiel production for the warfighter, development of policy for managing the defense industrial base, and critical communications with stakeholders engaged with IBP.

- 3.4.1 Authorities.** Identify all authorities that allow the DoD (e.g., Office of the Secretary of Defense, The Joint Staff, United States Navy, United States Army, United States Marine Corps, United States Air Force, and Field Agencies and Activities, etc.) to invest in or incentivize its supplier base.
- 3.4.2 Conduct Historical Analysis.** Review Planning, Programming, Budget, and Execution Data to determine how the authorities have been historically used. Develop recommendations to improve oversight, revise policy, and/or prioritize investments to resolve capability and capacity shortfalls.
- 3.4.3 Organic Industrial Base.** Examine the approaches of the Services and other DoD agencies to recapitalize and modernize their industrial capabilities. Develop recommendations to improve oversight, revise policy, and/or prioritize investments to resolve capability and capacity shortfalls.
- 3.4.4 Support to Ongoing Analysis.** Conduct operations research analysis to support Industrial Base Policy’s mission of ensuring a reliable DIB that is able to provide the quantity and quality of products on time. Products shall be accurate and appropriate for specific audiences (e.g., analysts, technical experts, senior leaders, etc.). Analyses may include requests requiring specialized technical knowledge of specific technologies or processes.

PWS Section	Deliverable	Estimated Due Date / Frequency	Description
3.4	A014 – Authorities	The structure shall be provided 30 days after contract award. The completed catalogue should be provided 180 days after contract award, with updates provide on the last business day of each month.	Provide a catalogue of industrial base preparedness /industrial base investment authorities available to the DoD. The catalogue shall identify the source of the authority in United States code, describe the authority, process to use the authority, and the office responsible for the authority. The catalogue shall be posted on Industrial Base Policies website and be updated once a year.

3.4	A015 - Conduct Historical Analysis (COMPLETED DURING BASE YEAR)	Provide updates on the last business day of the month, with report completed 180 days after contract award.	Identify the program element or other planning, programming, or budgeting identifier for each authority. Conduct a historical assessment to determine how the authority has been used. Examine the PPBE data sources such as, but not limited to, the Defense Resources Data Warehouse to identify available DIB investment resources and execution data to map programming/budget data to executed projects. The report shall provide information on the total value, projects, and results of investments from FY2000 to FY2021. The resources shall be linked to the authorities captured in the authorities' task. Develop a method for IBP to track the DoD's investment in the DIB.
3.4	A016 – Organic Industrial Base (COMPLETED DURING BASE YEAR)	The initial assessment will be provided 60 days after contract award with the interim deliverable provided 210 days from contract award. The final report should be provided one year from contract award.	Leveraging existing budget exhibits, congressional reports describe the Services investments in their organic industrial capacity from FY2000 – FY2021. The report shall highlight efforts to recapitalize and modernize and investments to maintain existing capability and capacity. The information shall be thorough enough to identify areas of potential investment that would improve capability and capacity over the next 10 to 20 years.
3.4	A017 – Support to Task Four Ongoing Analysis	Develop one to three products a month. Provided as requested by task lead.	Products shall be accurate, well written and for the appropriate audience, requiring minimal revision, and be free of grammatical errors and typos.
3.5	A018 – Strategic and Critical Materials Market Analysis	Provide an analysis on the last day business day of each month.	Conduct market analysis on government identified strategic and critical materials. The analysis shall be a thorough assessment of the materials markets to include capturing major sources and down-stream processing supporting DoD procurement needs. The assessment should provide forecasting over the one to five year time horizon.

3.4.5 Holistic view of Production Systems 155mm Munitions – Enhancing Throughput with Alternative and Advanced Manufacturing Technologies (AAMT).

3.4.5.1 Conduct a review of planned, underway, and recently completed throughput improvement efforts for 155mm production operations – The Contractor will collaborate with the Government to assemble, analyze, and categorize available documentation on throughput improvement initiatives to identify best practices from previously successful initiatives, and capture lessons learned/applied from historical improvement efforts.

3.4.5.2 Obtain and analyze technical data associated with common 155mm applications – The Contractor will work with the Government to analyze (non-classified) 155mm munition technical data (e.g., MIL- DTL-63245) to identify key production, processing, inspection, and testing requirements.

3.4.5.3 Enhance documentation of operations – The Contractor will develop an understanding of the current state and status of current efforts to increase production. Where needed, this will include a review of process documentation (e.g., control charts, scrap/rework rates, resource availability, process maps) and any additional site surveys that may be available. The Contractor will also review the current level of connectivity available in production facilities to understand potential AAMT communications & integration constraints. Where appropriate, the Contractor will develop paper-based or digital process maps to serve as a basis for improvement identification. Process mapping may include estimates of resources and inputs required to understand improvement potential.

3.4.5.4 Develop recommendations for digital and physical AAMT opportunities – The Contractor will synthesize the outputs from Tasks 1-3 to develop a prioritized list of AAMT opportunities for 155mm production. Opportunities may include purely digital initiatives (e.g., Robotic Process Automation), purely physical initiatives (e.g., Additive Manufacturing, AMRs), or combined digital-physical initiatives (e.g., the application of sensors to control equipment). The Contractor will work with the Government to prioritize

opportunities according to agreed-upon metrics (e.g., cost, ease of implementation, implementation risk). Concordant with the goal to prioritize AAMT initiatives, the Contractor will collaborate with the Government to develop approaches to deploy prioritized AAMT to mitigate the impact of demand variability and demand surges for the 155mm. Contractor will also assist in the development of business cases for high-priority AAMT opportunities. Business cases will include ROM estimates of implementation timing and cost, Including an estimate of expected impact on production throughput.

3.4.5.5 Develop a preliminary human capital plan to support deployment of AAMT and other recommendations –The Government recognizes that for AAMT efforts to succeed, the supervisors, engineers, shop-floor personnel, and others tasked with production must understand and embrace proposed AAMT deployments. To that end, the Contractor will perform a high-level assessment of up to three operations’ cultures with respect to readiness for technological change. The assessment report will offer recommendations for approaches to mitigate AAMT deployment risks with respect to operations and supervisory personnel.

3.4.5.6 Develop recommendations for approach and prioritization of AAMT opportunities – The Contractor will work with the Government to create a final report that details findings from the completion of Tasks 1-5. To the extent possible, the document will include a proposed timeline for execution of recommended pilots and broader deployment initiatives, and an estimate of impact on anticipated ramp up in throughput. The Contractor will make itself available to the Government for follow up discussions and to address questions that may arise after the delivery of the final report and other administrative efforts.

3.4.5.7 Develop an Implementation Roadmap. The Contractor will work with the Government to develop a comprehensive report that contains an analysis of requirements and detailed set of actions that must be undertaken in order to implement the recommendations and other outputs from Tasks 3.4.5.4-6. At a minimum, this report must establish a time-phased deployment schedule and project plan for each of the 23 recommendations included in the final report for Task 3.4.5.6. Each time-phased deployment schedule and project plan shall include a detailed cost estimate, a market analysis to identify at least three vendors capable of providing the necessary resources and equipment (including, where applicable, a simulated user interface), a facility or site analysis to establish the recommended location of the project, a human capital and resource assessment (including safety considerations, as well as operator training requirements and material), and a thorough deployment timeline that segments the project into defined tasks and date-aligned phases.

3.4.5.8 Support to Ongoing Analysis and Implementation Efforts. As requested by the Government, on an as-needed basis, the Contractor will conduct further analysis and provide additional products in order to support the Government’s efforts to efficiently and successfully deploy AAMT technologies across the OIB.

Labor Category	OY1	OY2
Strategy Executive I	37	65
Strategy Management Lead I	111	194
Strategy Project Leader I	210	373
Strategy Senior Practitioner I	432	771
Strategy Practitioner II	361	644
Total:	1151	2047

Munitions Study Deliverables

PWS Section	Deliverable	Estimated Due Date / Frequency	Description
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3.4.5.1	Assessment of 155mm throughput assessment improvements. (COMPLETED DURING BASE YEAR)	-Once during initial progress review with Action Officer IPR #1, O/A 15 Nov 23 -Once at completion of study: Outbrief, O/A 10 April 2024 -Informal updates as requested by task lead.	Provide a summary of production requirements critical to accelerated operations derived from previously successful initiatives. This summary will include findings from an evaluation for preexisting process documentation, and from the assessment of connectivity across the different enterprises.
3.4.5.2	155mm technical data analysis (COMPLETED DURING BASE YEAR)	-Once at completion of study: Outbrief, O/A 10 April 2024 -Informal updates as requested by task lead.	Provide a summary of the overall production process that would be enhanced by AAMT. Include a description of how AAMT would improve each process.
3.4.5.3	Enhanced production process maps (COMPLETED DURING BASE YEAR)	-Once at IPR #2, O/A 12 Dec 2023 -Once at completion of study: Outbrief, O/A 10 April 2024 - Informal updates as requested by task lead.	Produce paper-based or digital process maps to serve as a basis for improvement identification. Process maps shall: -include estimates of resources and inputs required to improve throughput, -summarize existing work and information flows across the production enterprise, -identify bottlenecks, interruptions, and other points at which AAMT can be deployed to increase throughput, -identify surge opportunities (when needed) to balance demand, -include a review of the current level of connectivity available in production facilities to understand potential AAMT communications & integration constraints. Where needed, process maps will include a review of process documentation (e.g., control charts, scrap/rework rates, resource availability, process maps) and site surveys that may be available.
3.4.5.4	Recommendations for digital and physical AAMT (COMPLETED DURING BASE YEAR)	-Once at IPR #2, O/A 12 Dec 2023 -Once at completion of study: Outbrief, O/A 10 April 2024 - Informal updates as requested by task lead.	Produce paper-based or digital process maps and a report that summarizes AAMT opportunities. Shall include: -Summary of findings for individual AAMT efforts - Approaches to deploy prioritized AAMT opportunities to mitigate the impact of demand variability and demand surges for 155mm production on the industrial base. -Overview of business case development for AAMT implementation (e.g. ROM estimates of implementation timing and cost and estimate of expected impact on production throughput).
3.4.5.5	Preliminary human capital plan (COMPLETED DURING BASE YEAR)	-Once at IPR #2, O/A 12 Dec 2023 -Once at completion of study: Outbrief, O/A 10 April 2024 - Informal updates as requested by task lead.	A high-level report summarizing change readiness and deployment risk mitigation actions that are recommended to reduce the risk of rejection for prioritized AAMT opportunities.

3.4.5.6	Final Report (COMPLETED DURING BASE YEAR)	At the end of the Period of Performance	A document summarizing results from Tasks 1- 5, providing specific recommendations for AAMT in support of increased production throughput. The final report will draw upon and integrate all Task 1-5 deliverables in a manner that is easy to read and communicate to a broader Government community of interest. Report shall include but not be limited to: -cost benefit analysis, -human capital recommendations, - a proposed timeline for execution of recommended pilots and broader deployment initiatives, -and an estimate of impact on anticipated ramp up in throughput. Products shall be accurate, well written and for the appropriate audience, requiring minimal revision, and be free of grammatical errors and typographical errors.
3.4.5	Status Reports (Required for 3.4.5.7 and 3.4.5.8) (COMPLETED DURING BASE YEAR)	At the end of every month following contract award. Status reports including working completed due every two weeks. Tasks 3.4.5.7 and 3.4.5.8	These will be short form status reports of approximately one-to-two pages that provide the Government with information related to project task completion and any issues relevant to project quality and execution.
3.4.5.7	Implementation Roadmap (COMPLETED DURING BASE YEAR)	Draft to be evaluated 30 days and 60 days after contract modification. Final deliverable due 90 days after contract modification.	A report that establishes a time-phased deployment schedule and project plan for each of the 23 recommendations included in the final report for Task 3.4.5.6. Each time-phased deployment schedule and project plan shall include a detailed cost estimate, a market analysis to identify at least three vendors capable of providing the necessary resources and equipment (including, where applicable, a simulated user interface), a facility or site analysis to establish the recommended location of the project, a human capital and resource assessment (including safety considerations, as well as operator training requirements and material), and a thorough deployment timeline that segments the project into defined tasks and date-aligned phases. Products shall be accurate, well written and for the appropriate audience, requiring minimal revision, and be free of grammatical errors and typographical errors.

3.5 Task 5: Strategic and Critical Materials Expert

These subtasks inform investment decisions to support materiel production for the warfighter, development of policy for managing the defense industrial base, and critical communications with stakeholders engaged with IBP.

3.5.1 Conduct Market Analysis on Key Strategic and Critical Materials. Track trends, identify risks to DoD and larger U.S. economy and propose mitigating solutions, to include changes in policies, establishing

market incentives, and potential investment strategies.

- 3.5.2 Collaborate with Defense Logistics Agency Strategic Material Office (DLA – SM) and Other Government Agencies.** Provide guidance to DLA -SM to verify that data collection and analysis align to strategic priorities (e.g., National Security Strategy, National Defense Strategy, Nuclear Posture Review, etc.). The analyst shall also provide expertise supporting the Office of the United States Trade Representative in evaluation or and implementing international trade policy to include establishing tariffs (i.e., Sec. 232 and Sec. 301).
- 3.5.3 Support to Ongoing Analysis.** Conduct strategic and critical materials analysis to support IBP’s mission of ensuring a reliable DIB that is able to provide the quantity and quality of products on time. Products shall support multiple teams and approaches to safeguarding markets (e.g., Defense Federal Acquisition Regulation System revision, Committee on Foreign Investment in the United States, etc.) and be accurate and appropriate for specific audiences (e.g., analysts, technical experts, senior leaders, etc.). Analyses may include requests requiring specialized technical knowledge of specific materials.

PWS Section	Deliverable	Estimated Due Date / Frequency	Description
3.5	A018 – Strategic and Critical Materials Market Analysis	Provide an analysis on the last day business day of each month.	Conduct market analysis on government identified strategic and critical materials. The analysis shall be a thorough assessment of the materials markets to include capturing major sources and down-stream processing supporting DoD procurement needs. The assessment should provide forecasting over the one to five year time horizon.
3.5	A027-Draft Strategy for the National Defense Stockpile (COMPLETED DURING OY1)	Draft Strategy provide 210 days after beginning of Option Year 1	Develop initial draft of a strategy to update management of the National Defense Stockpile, consistent with new governance of the stockpile.
3.5	A019 – Collaboration with other Government Agencies	Provide a report on the last business day of each month outlining activities.	investment strategies. Provide expert input supporting DLA, Office of the United States Trade Representative, and other government agencies in the evaluation of and implementing of government policies.
3.5	A020 - Support to Task Five Ongoing Analysis	Develop one to three products a month. Provided as requested by task lead.	Products shall be accurate, well written and for the appropriate audience, requiring minimal revision, and be free of grammatical errors and typos.

3.6 Task 6: Modernizing Acquisition Processes

These subtasks inform investment decisions to support materiel production for the warfighter, development of policy for managing the defense industrial base, and critical communications with stakeholders engaged with IBP.

- 3.6.1 Conduct Industrial Base Resiliency Policy Review.** Assist IBP in identifying and analyzing all existing enterprise-level policies that address industrial base resiliency, including but not limited to policies that address or affect DoD’s acquisition processes and supplier or contractor relationships. Assess and develop recommendations regarding if an existing policy can be updated for strategic, proactive resiliency, or if a new policy needs to be created and old policies be sunset to best address 21st century risk. Leverage modern, digital tools for analysis.
- 3.6.2 Identify Oversight Mechanisms.** Work with IBP to streamline the approach to identifying and mitigating

risks to the DIB throughout the acquisition and sustainment lifecycles (i.e., from identification of a need for procurement through final system decommissioning and disposition) of a system, platform, or other form of materiel. Survey existing efforts across the enterprise to identify and mitigate risks to the DIB and design a central body to capture high-level overviews of these initiatives to promote alignment and reduce duplication. This shall include researching industrial base resiliency authorities within the DoD and assessing existing platforms and mechanisms for collecting supplier information and capacity and capability data. Establish a set of mechanisms to oversee efficient and consistent implementation of industrial base resiliency across all of DoD, and enable modernization and digitization of the DIB intelligence capabilities.

3.6.3 Strategy and Planning for Industrial Base Policy. Provide support for development of strategic documents for Industrial Base Resilience.

3.6.4 Support to Ongoing Analysis. Conduct industrial base analysis to support IBP's mission of ensuring a reliable DIB that is able to provide the quantity and quality of products on time. Products shall support multiple teams and approaches to safeguarding markets (e.g., Defense Federal Acquisition Regulation System revision, Committee on Foreign Investment in the United States, etc.) and be accurate and appropriate for specific audiences (e.g., analysts, technical experts, senior leaders, etc.). Analyses may include requests requiring specialized technical knowledge of specific technologies or processes.

PWS Section	Deliverable	Estimated Due Date / Frequency	Description
3.6	A021 – Industrial Base Resiliency Policy Assessment (COMPLETED DURING BASE YEAR)	Deliver structure 30 days after contract award. The completed assessment of relevant policies should be provided 180 days after contract award, with updates provide on the last business day of each month.	Provide a catalogue of industrial base resiliency policies, current and relevant historical, available to the DoD. The assessment shall identify DIB resiliency directives, instructions, memoranda, standards, manuals, and more that influence DoD's ability to collect and assess industrial base vulnerability information. The assessment will include recommendations for updates to existing policies or to create new policies.
3.6	A022 – Oversight Framework (COMPLETED DURING BASE YEAR)	Deliver initial process flow 30 days after contract award. The completed assessment of oversight mechanisms should be provided 180 days after contract award, with updates provide on the last business day of each month.	Document how industrial base resiliency is, and should be, performed throughout acquisition and sustainment lifecycles. Includes mechanisms for overseeing proper industrial base vulnerabilities and enabling effective modernization.
3.6	A028 – Industrial Base Strategy (COMPLETED DURING OY1)	Deliver strategy document for Industrial Base Policy no later than 180 days after award of option year 1	Supporting government leadership developing a strategy to improve resilience of the defense industrial base, provide necessary writing, editing, and supporting briefing materials to produce a strategy document for Industrial Base Policy.

3.6	A023 - Support to Task Six Ongoing Analysis	Develop one to three products a month. Provided as requested by task lead.	Products shall be accurate, well written and for the appropriate audience, require minimal revision, and be free of grammatical errors and typos.
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3.7 Task 8: GIES Support

- 3.7.1 Project Management.** The team shall provide a project manager who shall provide a primary point of contact for GIES, representing the overall contract manager, and provide support for management of day-to-day contract activities at GIES, reporting to the contract manager. This project management lead will be designated as Key Personnel.
- 3.7.2 Support Economic and Trend Analysis.** Conduct analysis of defense relevant markets and investment flow to identify trends, impact of adversarial capital and their potential to affect the DoD's ability to develop, acquire, and maintain current and future weapon systems, platforms, and other capabilities.
- 3.7.2.1** Provide data-driven assessments, research, investment trend analysis and counterintelligence analysis of the defense industrial base through economic surveillance. Assist with conducting due diligence research on business transactions that may pose a threat to U.S. national security through investments/acquisitions into U.S. companies that produce critical and emerging technologies.
 - 3.7.2.2** Provide analysis in support of the Hart-Scott-Rodino Antitrust Improvement Act. Provide Department-wide reviews and due diligence of proposed mergers of major defense suppliers to assess impacts on national security; the industrial and technological base; competition and innovation; and/or the public interest. Assist in performing merger analysis and providing support to the antitrust agencies. Products shall be accurate and appropriate for specific audiences (e.g., analysts, technical experts, senior leaders, etc.).
- 3.7.3 Support Economic Security Operations Analysis.** Conduct economic and operations research analysis to evaluate and counter adversarial capital and economic coercion by leveraging tactical analysis to inform strategic decision-making. Provide analytical support to war games and tabletop exercises to assess the health and resilience of industrial base and its value chain engaging in international, interagency, and non-traditional partner outreach. Products shall be accurate and appropriate for specific audiences (e.g., analysts, technical experts, senior leaders, etc.).
- 3.7.4 Support Strategic Planning, Analysis, Project and Program Management.** Support GIES senior leadership in conducting strategic planning, analysis, project and program management activities in support of GIES leadership decision making.
- 3.7.4.1** Provide senior level program management and strategic planning support to the GIES missions, and economic security and adversarial capital initiatives. Provide change management, transformation, and integration, facilitation, and management efforts, writing, editing, and conducting briefings. Products shall support multiple teams and approaches and be accurate and appropriate for specific audiences (e.g., analysts, technical experts, senior leaders, etc.).
 - 3.7.4.2** Provide project management and analytical support for communications, outreach, transformation, integration and change management efforts; inclusive of metrics and key performance indicators to enable strategic objectives. Provide graphic design support for GIES products. Products such as charts, tables, and infographics shall be accurate and appropriate for specific audiences (e.g., analysts, technical experts, senior leaders, etc.).

PWS Section	Deliverable	Estimated Due Date / Frequency	Description
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3.7	A029 -Analytic Implementation Plan (Optional Task 3.7)	Draft due 45 days after acceptance of A009-Annual Data Analysis Plan	Identify necessary requirements and implementation planning for the team's support for updates to the use case guiding development of the government-provided data environment (e.g., Advana)
3.7	GIES Trend Analysis	Develop products as needed. Provide as requested by task lead.	Conduct analysis of defense relevant markets to identify trends and impact on DoD. Products shall be accurate, well written and for the appropriate audience, requiring minimal revision, and be free of grammatical errors and typos.
3.7	GIES economic security analysis	Develop products as needed. Provide as requested by task lead.	Products shall be accurate, well written and for the appropriate audience, requiring minimal revision, and be free of grammatical errors and typos.
3.7	GIES economic security and adversarial capital strategy and framework	Develop products as needed. Provide as requested by task lead.	Support GIES senior leadership in providing senior program management and strategic planning expertise to produce a strategy document and implementation plan. Products shall be accurate, well written and for the appropriate audience, requiring minimal revision, and be free of grammatical errors and typos.
3.7	GIES Mergers & Acquisitions analysis	Develop products as needed. Provide as requested by task lead.	Products shall be accurate, well written and for the appropriate audience, requiring minimal revision, and be free of grammatical errors and typos.
3.7	GIES project management integration support	Develop products as needed. Provide as requested by task lead.	Products shall be accurate, well written and for the appropriate audience, requiring minimal revision, and be free of grammatical errors and typos.
3.7	GIES Monthly Status Report	45 days after PoP start date; monthly thereafter	Reports cost, schedule, risks, and performance against PWS GIES requirements. Includes actual versus planned, technical progress made, schedule status per deliverable, and travel recommendations. Deliverable titles and numbers completed within the previous month, and the deliverables scheduled to be delivered within the upcoming month. Upon acceptance and approval by the Government, the contractor shall meet the schedule and forecasted delivery date of all deliverables by taking all reasonable measures to fulfil the requirement.

3.8 Task 9: MCEIP Support

3.8.1 Innovation Capability and Modernization (ICAM).

- 3.8.1.1 **Support for Data Analysis.** Conduct data analysis to support IBP's mission of ensuring a reliable DIB that is able to provide the quantity and quality of products on time. Provide graphic design support for IBP products. Products such as charts, tables, and infographics shall be accurate and appropriate for specific

audiences (e.g., analysts, technical experts, senior leaders, etc.).

- 3.8.1.2 Develop Policy and Investment Recommendations.** Conduct analysis to identify policies or strategies leveraging existing ICAM Authorities (10 U.S. Code § 4817) to mitigate risks to the DIB, and to support industrial capabilities for innovation and modernization.
- 3.8.1.3 Organic Industrial Base.** Conduct analysis to support innovation and modernization for the organic industrial base. Develop recommendations to improve oversight, revise policy, and/or prioritize investments to resolve capability and capacity shortfalls.
- 3.8.2 Defense Production Act Program Activities.**
- 3.8.2.1 Support for Data Analysis.** Conduct data analysis to support IBP's mission of ensuring a reliable DIB that is able to provide the quantity and quality of products on time. Provide graphic design support for IBP products.
- 3.8.2.2** Products such as charts, tables, and infographics shall be accurate and appropriate for specific audiences (e.g., analysts, technical experts, senior leaders, etc.).
- 3.8.2.3 Inform Investment Recommendations.** Conduct analysis to identify strategies, and specific investments, leveraging existing authorities under the Defense Production Act (50 U.S.C. § 4501) to mitigate risks to the DIB or develop new or enhance existing industrial capabilities and/or capacity. Investments will focus on high priority vulnerabilities in the DIB such as access to strategic and critical minerals, other key raw materials, and critical parts and components in defense supply chains.

MCEIP Deliverables

PWS Section	Deliverable	Estimated Due Date / Frequency	Description
3.8	MCEIP - Support to Task Nine Ongoing Analysis	Develop one to three products a month. Provided as requested by task lead.	Products shall be accurate, well written and for the appropriate audience, require minimal revision, and be free of grammatical errors and typos.

Deliverables

4.0 Deliverables: A deliverables table has been provided under each task. Each table provides a schedule of contractor deliverables, and also identifies where the contractor shall assist IBP in meeting the deliverables resulting from the -defined tasks. All deliverables will be delivered to the COR. Emboldened deliverable identifiers (A0xx) have been updated to reflect option-year deliverables.

4.1 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. After 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.

4.2 Quality Assurance: The government shall evaluate the contractor's performance under this contract in accordance with the Quality Assurance Surveillance Plan. 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).

Special Requirements

5.0 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.

6.0 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.

6.1. 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.

6.2. 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.

6.3 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.

7.0 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 oral communications with the Contractor concerning technical aspects of the contract; issue written interpretations of technical requirements, including Government drawings, designs, specifications; monitor Contractor's performance and notifies both the

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.

8.0 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 effect other remedies as he or she deems necessary, including prohibiting the Contractor from participation in subsequent contracted requirements which may be affected by the OCI.

9.0 Other Direct Costs: The Contractor shall provide, when necessary to accomplish the PWS, other direct costs (ODCs). This includes, but is not limited to, the development, publication, and distribution of a variety of materials, to include, hand books, vision documents, displays, pamphlets, and other items. The Contractor shall work in a variety of media forms (e.g., print, electronic, etc.) to effectively promulgate the IBP message and ensure the quality of presentations (i.e., complete, logical, and substantive). All ODCs type and quantities require approval from the COR. The contractor may not exceed the cost ceiling of the ODC CLIN.

10.0 Phase-In Plan (Base Year): The contractor shall have personnel on board, during a 30 day calendar day phase-in. During the phase-in period (beginning at the start of the period of performance), the contractor shall become familiar with performance requirements in order to commence full performance of services. A kickoff meeting will be required within the first 30 days. Throughout the phase-in, 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 distribution of government furnished equipment (e.g. laptops), network access, receive knowledge transfer of tasks from Government officials, delineating the method for processing, and assigning tasks to new employees during the phase-in. Level of effort for each labor category may be adjusted depending on phase-in progress, however, the total level of effort may not exceed 4743 hours. The contractor shall provide a final report to the COR on day 30 of the phase-in.

STATEMENT OF OBJECTIVES (SOO)

FOR THE ASSISTANT SECRETARY OF WAR FOR ACQUISITION AND SUSTAINMENT (A&S) INDUSTRIAL BASE POLICY - INDEPENDENT SPACE STUDY

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1.0 BACKGROUND

The Assistant Secretary of War for Acquisition and Sustainment (A&S) organization is responsible for critical defense acquisition, logistics, and sustainment oversight. To optimize organizational efficiency, align evolving workflows, and accommodate shifting personnel requirements, the A&S leadership requires an independent and comprehensive Space Study.

The primary objective of this effort is to evaluate the placement of the Assistant Secretary of War (ASW) and Deputy Assistant Secretary of War (DASW) teams, along with potential personnel relocations within the existing real property footprint. The organization must resolve complex spatial, functional, and security requirements without disrupting daily operations or degrading mission readiness.

Historically, space changes within the Pentagon and supporting enclaves have occurred incrementally without a unified, data-driven strategy. This study will establish a comprehensive baseline of current utilization, identify alignment gaps, evaluate structural and IT constraints, and deliver actionable Courses of Action (COAs) to guide executive decision-making.

2.0 SCOPE

The scope of this contract encompasses the independent evaluation, mapping, analysis, and future planning of the existing 72-space A&S real property portfolio located at the Pentagon.

While the physical boundaries of this 72-space portfolio are fixed, the contractor will assess their current condition, capacity, utilization rates, and security posture. This space-by-space analysis is critical to informing recommendations that support changing organizational demands. To facilitate comprehensive optimization, the scope also includes assessing external sites—specifically the Mark Center and the Suffolk facility—solely as potential relocation enablers to support the primary Pentagon footprint.

The scope of activities includes:

1. As-Is Baseline Assessment: Reviewing government-provided criteria, personnel headcounts, organizational charts, and conducting on-site physical walkthroughs.
2. Stakeholder Engagement: Executing structured interviews with front office leadership and administering digital surveys to affected personnel to map modern workflow patterns and adjacency needs.
3. Constraints Analysis: Mapping physical, IT, and security constraints (such as secure space/SCIF requirements and network drop locations) to build a rigorous Constraints Matrix.
4. COA Development: Designing 2-3 distinct, actionable Courses of Action (COAs) featuring detailed trade-off analyses, move sequencing, and high-level space layouts.
5. Implementation & Future Planning: Authoring a detailed, time-phased Move Plan.
Option to Extend Services: Develop an Implementation Roadmap and a Future Space Utilization Plan to guide post-selection execution.

Note: Renovation cost estimates, physical security construction improvements, and JWICS terminal allocations are explicitly excluded from this scope.

3.0 PERIOD OF PERFORMANCE

The Period of Performance (PoP) for this effort is structured to ensure rapid, high-impact delivery. Based on the selected level of rigor, the overall schedule is defined as follows:

- Total Duration: Five (5) weeks from the date of contract award (representing the comprehensive study lifecycle).

- Milestone Schedule:
Kickoff Meeting: Day 1
- Critical Data Delivery (Government to Contractor): Day 1
- Required Data Delivery (Government to Contractor): Days 1–4 (no later than the end of Week 1)
- First Walkthrough & Discovery Phase: Days 1–2
- Mid-Term Status & Initial COA Presentation: End of Week 3
- Draft Recommendations & Validation Sessions: Week 4
- Final Deliverables & Executive Briefing: End of Week 5

4.0 OBJECTIVES

The contractor shall achieve the following technical and analytical objectives across four core tasks, aligning with a highly rigorous, stakeholder-informed analysis:

TASK 1: Baseline Assessment, Data Gathering, and Current State Mapping

- Objective: Establish a highly accurate, data-driven representation of the current state of the 72-space Pentagon portfolio.
- Requirements:
 - Conduct at least one comprehensive facility site walkthrough within the first 1–2 days of award to physically verify boundaries, layouts, and current physical conditions.
 - Review, analyze, and synthesize all Government-Furnished Information (GFI), including leadership evaluation criteria, floor plans, organization charts, personnel headcounts, and historical utilization data.
 - Synthesize historical interview notes compiled by prior internal tiger teams.
 - Assess the floor plans and current utilization status of the Mark Center and Suffolk facilities to evaluate their viability as relocation enablers.
 - Generate a highly detailed "As-Is" Current State Space Map outlining spatial boundaries, current personnel seating, and organizational alignments.

TASK 2: Stakeholder Engagement, Interviews, and Surveys

- Objective: Capture Qualitative and Quantitative requirements from leadership and staff to understand functional adjacencies and operational dependencies.
- Requirements:
 - Conduct up to five (5) structured interviews with front office and senior leadership to define strategic priorities, critical mission adjacencies, and executive presence requirements.
 - If necessary for additional input, design, distribute, and analyze a digital survey targeting up to 20–25 affected personnel to gather data on daily workflows, secure-facility usage patterns, and spatial inefficiencies.

- Incorporate stakeholder feedback directly into the space-planning evaluation criteria.

TASK 3: Constraints Analysis and Course of Action (COA) Development

- Objective: Define physical and technical limitations and present realistic, distinct spatial options to leadership.
- Requirements:
 - Conduct an in-depth space inventory review to verify infrastructure capability, potentially including network drop counts, drop locations, and structural limitations.
 - As needed, map secure-space / Sensitive Compartmented Information Facility (SCIF) requirements for each mission owner (categorized by daily vs. periodic need).
 - Deliver a Constraints Matrix outlining physical, IT, and security constraints within the 72-space portfolio.
 - Perform a Gap Analysis comparing current capacity and configuration against future requirements.
 - Develop 2-3 distinct, actionable Courses of Action (COAs). Each COA must include:
 - A proposed future-state space plan layout.
 - A trade-off analysis assessing advantages, disadvantages, and relative risks.
 - High-level implementation timelines and transition sequencing.

TASK 4: Future Space Planning, Implementation Roadmap, and Final Briefing

- Objective: Deliver the final strategic blueprints or space assignments, transition schedules, and executive briefs required to operationalize the selected space plan.
- Requirements:
 - Conduct at least two (2) stakeholder validation sessions to present draft recommendations, gather iterative feedback, and refine the proposed COAs.
 - Develop a Time-Phased Move Plan based on the executive-selected COA, ensuring minimal disruption to ongoing operations.
- Option to Extend Services:
 - Formulate a detailed, long-term Future Space Utilization Plan detailing how optimized spaces will accommodate future staffing shifts and technology integrations.
 - Build a Detailed Implementation Roadmap that outlines critical paths, major milestones, and dependencies for physical execution.
- Compile and present a final Executive Leadership Briefing summarizing findings, constraints, final COAs, and strategic recommendations.

5.0 CONSTRAINTS

This section lists legislative, regulatory, security, operational, and project-specific constraints that the contractor must adhere to during performance.

5.1 PERSONNEL SECURITY CLEARANCES

-
- Contractor personnel will have access to Controlled Unclassified Information (CUI) only. The contractor shall comply with DoD and Pentagon-specific security regulations, GSA security policies (Order 2100.1, Order ADM 9732.1C, and CIO P 2181), and physical access control procedures during site walkthroughs.

5.2 NON-DISCLOSURE AGREEMENTS

- Contractor personnel shall sign standard Non-Disclosure Agreements (NDAs) to restrict the use of, and protect, sensitive government information, proprietary tenant organizational data, and tactical spatial plans.
- The contractor shall not publish, disclose, or discuss details of any security safeguards, floor plans, or organizational vulnerabilities without prior written consent from the Contracting Officer (CO).

5.3 ACCESSIBILITY

- All electronic deliverables, software, databases, or digital survey instruments developed under this contract must comply with Section 508 of the Rehabilitation Act of 1973 (29 U.S.C. 794d) and the Electronic and Information Technology (EIT) Accessibility Standards (www.Section508.gov).

5.4 DATA RIGHTS AND DELIVERABLES

- All data, floor plans, reports, spreadsheets, Constraints Matrices, and briefs generated under this contract are the sole property of the United States Government.
- The Government retains unlimited rights to use, duplicate, or disclose all materials developed and furnished under this contract in whole or in part, in any manner, and for any purpose without extra compensation.
- All digital files must be delivered in fully editable, non-proprietary formats (e.g., MS Office suite, native CAD/mapping formats) upon completion or termination of the contract.

5.5 CONFIDENTIALITY, SECURITY, AND PRIVACY

- The contractor must comply with the Privacy Act (Title 5 of the U.S. Code, Section 552a) and applicable agency rules regarding any Personal Identifiable Information (PII) processed during surveys or personnel lists.
- All information utilized during this project, including government-provided data, is classified at or below the Controlled Unclassified Information (CUI) level. No classified information above Secret (or requiring special enclaves like TS/SCI) shall be introduced unless explicitly coordinated and approved.

- All data at rest, including survey results and floor plan schematics, must reside on secure systems located within the contiguous United States (CONUS).

5.6 PROJECT-SPECIFIC AND OPERATIONAL CONSTRAINTS

5.6.1 Time and Schedule Constraints

- **Rapid Delivery Cycle:** The study must be fully completed and briefed within a hard limit of five (5) weeks from contract award.
- **Calendar and Holiday Closures:** The schedule must accommodate federal holidays. Additionally, contractor or partner offices may observe pre-scheduled operational closures, such as the collective disconnect scheduled for July 2, 2026, and July 3, 2026. Deliverable milestones must be planned around these dates to avoid schedule slippage.

5.6.2 Critical Data Dependency

- The Government must provide "Critical" data elements (A&S evaluation criteria, existing tiger team notes, exact suite floor plans/schematics for all 72 spaces, Mark Center/Suffolk data, organizational charts, personnel headcounts, and utilization data) on Day 1 (Kickoff).
- The Government must provide "Required" data elements (network drop counts/locations, SCIF needs, physical/IT constraints, and mission adjacency requirements) by Day 4. Any delay in government-provided data will directly compress the delivery schedule and may impact final cost and completion depth.

5.6.3 Boundary and Physical Constraints

- **Fixed Spatial Footprint:** The 72-space A&S portfolio at the Pentagon constitutes a fixed baseline. The project boundaries cannot expand beyond this defined footprint; all optimization and COAs must fit within these constraints.
- **Enclave Hierarchy:** Pentagon-based spaces must remain the absolute priority for ASW/DASW executive presence. The Mark Center and Suffolk facilities are constrained to role-play as relocation enablers only.

5.6.4 Stakeholder Availability and Scheduling Risk

- Gathering leadership feedback is highly dependent on senior executive availability. If scheduling conflicts prevent direct interviews with senior leaders, the contractor must rely on pre-existing tiger team notes as a surrogate to maintain the 5-week critical path.

5.6.5 Scope Exclusions

- The contractor is prohibited from performing or providing JWICS terminal allocations, physical security infrastructure construction, or detailed construction/renovation cost estimation, as these are outside the functional scope of this study.

5.6.6 Decision Authority

- Final decision-making and selection authority regarding proposed COAs, space plans, and relocation schedules resides solely with the Deputy Under Secretary of War (DUSW) (A&S) and designated executive leadership.

SOLICITATION/CONTRACT/ORDER FOR COMMERCIAL PRODUCTS AND COMMERCIAL SERVICES

NOTE: OFFEROR TO COMPLETE BLOCKS 12, 17, 23, 24, AND 30.

NOTE: OFFEROR TO COMPLETE BLOCKS 12, 17, 23, 24, AND 30.						1. REQUISITION NUMBER See Schedule		PAGE 1 OF 35					
2. CONTRACT NUMBER HQ003417A0013		3. AWARD/EFFECTIVE DATE 10 Jun 2026		4. ORDER NUMBER HQ003422F0395		5. SOLICITATION NUMBER		6. SOLICITATION ISSUE DATE					
7. FOR SOLICITATION INFORMATION CALL: 		a. NAME Mark Smith				b. TELEPHONE NUMBER (<i>No collect calls</i>) 7035450046		8. OFFER DUE DATE/ LOCAL TIME					
9. ISSUED BY CODE HQ0034 WASHINGTON HEADQUARTERS SERVICES ACQUISITION DIRECTORATE, 4800 MARK CENTER DRIVE, SUITE 09F09 ALEXANDRIA, VA 22350 UNITED STATES Mark Smith, Contracting Officer, Email: mark.v.smith28.civ@mail.mil Telephone: 7035450046 Mark Smith, Contract Specialist, Email: mark.v.smith28.civ@mail.mil Telephone: 7035450046						10. THIS ACQUISITION IS ☒ UNRESTRICTED OR ☐ SET ASIDE: _____ % FOR: ☐ SMALL BUSINESS ☐ WOMEN-OWNED SMALL NORTH AMERICAN ☐ HUBZONE SMALL ☐ BUSINESS (WOSB) INDUSTRY CLASSIFICATION ☐ BUSINESS ECONOMICALLY STANDARD (NAICS): ☐ SERVICE-DISABLED ☐ DISADVANTAGED 541990 ☐ VETERAN-OWNED ☐ WOMEN-OWNED SMALL SIZE STANDARD: SMALL BUSINESS (SDVOSB) ☐ BUSINESS (EDWOSB) USD 19,500,000.00 ☐ 8(A)							
11. DELIVERY FOR FREE ON BOARD (FOB) DESTINATION UNLESS BLOCK IS MARKED ☒ SEE SCHEDULE		12. DISCOUNT TERMS Net Days 30		13a. THIS CONTRACT IS A ☐ ☐ RATED ORDER UNDER THE DEFENSE PRIORITIES AND ALLOCATIONS SYSTEM - DPAS (15 CFR 700) ☐		13b. RATING 14. METHOD OF SOLICITATION REQUEST ☐ REQUEST ☐ INVITATION ☐ FOR ☐ FOR QUOTE ☐ FOR BID ☐ PROPOSAL (RFQ) (IFB) (RFP)							
15. DELIVER TO CODE See Schedule						16. ADMINISTERED BY CODE HQ0034 WHS - ACQUISITION DIRECTORATE SCD: PAS: 4800 MARK CENTER DRIVE, SUITE 09F09 ALEXANDRIA, VA 22350-0002 UNITED STATES							
17a. CONTRACTOR/OFFEROR CODE 1TTG5 FACILITY CODE DELOITTE CONSULTING LLP 1919 N LYNN ST ARLINGTON, VA 22209-1742 UNITED STATES TELEPHONE NUMBER		18a. PAYMENT WILL BE MADE BY CODE HQ0768 FINANCIAL MANAGEMENT DIRECTORATE/WHS 1155 DEFENSE PENTAGON WASHINGTON, DC 20301-1155 UNITED STATES											
☐ 17b. CHECK IF REMITTANCE IS DIFFERENT AND PUT SUCH ADDRESS IN OFFER						18b. SUBMIT INVOICES TO ADDRESS SHOWN IN BLOCK 18a UNLESS BLOCK BELOW IS CHECKED ☐ SEE ADDENDUM							
19. ITEM NUMBER		20. SCHEDULE OF SUPPLIES/SERVICES				21. QUANTITY		22. UNIT		23. UNIT PRICE		24. AMOUNT	
		See Schedule											
(Use Reverse and/or Attach Additional Sheets as Necessary)													
25. ACCOUNTING AND APPROPRIATION DATA See Section G - Contract Administration Data								26. TOTAL AWARD AMOUNT (<i>For Government Use Only</i>) USD 41,553,699.70					
☐ 27a. SOLICITATION INCORPORATES BY REFERENCE (FEDERAL ACQUISITION REGULATION) FAR 52.212-1, 52.212-4. FAR 52.212-3 AND 52.212-5 ARE ATTACHED. ADDENDA								☐ ARE ☐ ARE NOT ATTACHED					
☐ 27b. CONTRACT/PURCHASE ORDER INCORPORATES BY REFERENCE FAR 52.212-4. FAR 52.212-5 IS ATTACHED. ADDENDA								☐ ARE ☐ 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						☐ 29. AWARD OF CONTRACT: REFERENCE _____ OFFER DATED _____. YOUR OFFER ON SOLICITATION (BLOCK 5), INCLUDING ANY ADDITIONS OR CHANGES WHICH ARE SET FORTH HEREIN, IS ACCEPTED AS TO ITEMS:							
30a. SIGNATURE OF OFFEROR/CONTRACTOR						31a. UNITED STATES OF AMERICA (<i>SIGNATURE OF CONTRACTING OFFICER</i>)							
30b. NAME AND TITLE OF SIGNER (<i>Type or print</i>)			30c. DATE SIGNED		31b. NAME OF CONTRACTING OFFICER (<i>Type or print</i>)			31c. DATE SIGNED					

Solicitation/Contract Form

MCEIP and PA&T Support

This order is issued under and pursuant to the provisions of HQ003417A0013 (the "Agreement"). The terms and conditions of the Agreement are hereby incorporated by reference and, except as provided herein by this order, remain in full force and effect.

Supplies or Services & Prices or Costs

Additional Information/Notes

Item	Supplies / Services	Quantity	Unit	Unit Price	Amount
0001	Phase-In / Base Labor The Contractor shall perform the services as described in the Performance Work Statement (PWS). Product Service Code: R499 Centralized Unique Program Identification (CUPID): 000 Program: S10 Pricing Arrangement: Fixed Price Level of Effort	1	Lot	(b)(4)	(b)(4)
000101	Funding for CLIN 0001 ACRN: AA PR Number: HQ0642273293 PR Line Item Number: 0001 CIN: HQ06422732930001				
0002	Travel Travel is subject to FAR 31.205-46. All travel must have prior approval in writing from the Contractor Officer's Representative if reimbursement will be sought. Product Service Code: R499 Centralized Unique Program Identification (CUPID): 000 Program: S10 Pricing Arrangement: Time and Materials	1	Lot	(b)(4)	
000201	Funding for CLIN 0002 ACRN: AA PR Number: HQ0642273293 PR Line Item Number: 0001 CIN: HQ06422732930001				
0003	Other Direct Costs In support of the PWS and approved by the Contracting Officer's Representative in advance. Product Service Code: R499 Centralized Unique Program Identification (CUPID): 000 Program: S10 Pricing Arrangement: Firm Fixed Price	1	Lot	(b)(4)	
000301	Funding for CLIN 0003 ACRN: AA PR Number: HQ0642273293 PR Line Item Number: 0001 CIN: HQ06422732930001				
0004	Munitions Study Product Service Code: R499 Centralized Unique Program Identification (CUPID): 000 Program: S10 Pricing Arrangement: Firm Fixed Price	1	Lot	(b)(4)	

000401	Funding for CLIN 0004 ACRN: AB PR Number: HQ0642393234-0001 PR Line Item Number: 0001 CIN: HQ06423932340001				(b)(4)
1001	Labor The Contractor shall perform the services as described in the Performance Work Statement (PWS). Product Service Code: R499 Centralized Unique Program Identification (CUPID): 000 Program: S10 Pricing Arrangement: Fixed Price Level of Effort	1	Lot	(b)(4)	
100101	Funding for CLIN 1001 ACRN: AC PR Number: HQ0642390646 PR Line Item Number: 0001 CIN: HQ06423906460001				
100102	Funding for CLIN 1001 ACRN: AD PR Number: HQ0642395526 PR Line Item Number: 0001 CIN: HQ06423955260001				
100103	Funding for CLIN 1001 ACRN: AF PR Number: HQ0642395897 PR Line Item Number: 0001 CIN: HQ06423958970001				
100104	Funding for CLIN 1001 ACRN: AE CIN: HQ06423958240001				
100105	Funding for CLIN 1001 ACRN: AE PR Number: HQ0642395913 PR Line Item Number: 0001 CIN: HQ06423959130001				
100106	Funding for CLIN 1001 ACRN: AF PR Number: HQ0642395918 PR Line Item Number: 0001 CIN: HQ06423959180001				

100107	Funding for CLIN 1001 ACRN: AH PR Number: HQ06424113327 PR Line Item Number: 0001 CIN: HQ064241133270001				(b)(4)
1002	Travel Travel is subject to FAR 31.205-46. All travel must have prior approval in writing from the Contractor Officer's Representative if reimbursement will be sought. Product Service Code: R499 Centralized Unique Program Identification (CUPID): 000 Program: S10 Pricing Arrangement: Time and Materials	1	Lot	(b)(4)	
100201	Funding for CLIN 1002 ACRN: AC PR Number: HQ0642390646 PR Line Item Number: 0001 CIN: HQ06423906460001				
1003	Other Direct Costs In support of the PWS and approved by the Contracting Officer's Representative in advance. Product Service Code: R499 Centralized Unique Program Identification (CUPID): 000 Program: S10 Pricing Arrangement: Firm Fixed Price	1	Lot	(b)(4)	
100301	Funding for CLIN 1003 ACRN: AC PR Number: HQ0642390646 PR Line Item Number: 0001 CIN: HQ06423906460001				
1004	Munitions Study Product Service Code: R499 Centralized Unique Program Identification (CUPID): 000 Program: S10 Pricing Arrangement: Firm Fixed Price	7	Months	(b)(4)	
100401	Funding for CLIN 1004 ACRN: AB PR Number: HQ0642393234-0001 PR Line Item Number: 0001 CIN: HQ06423932340001				
1005	GIES Support Product Service Code: R499 Centralized Unique Program Identification (CUPID): 000 Program: S10 Pricing Arrangement: Fixed Price Level of Effort	1	Lot	(b)(4)	

100501	Funding for CLIN 1005 ACRN: AE PR Number: HQ0642392708 PR Line Item Number: 0001 CIN: HQ06423927080001				(b)(4)
100502	Funding for CLIN 1005 ACRN: AE CIN: HQ06423958240001				
1006	Roadmap Labor Product Service Code: R499 Centralized Unique Program Identification (CUPID): 000 Program: S10 Pricing Arrangement: Fixed Price Level of Effort	1	Lot	(b)(4)	
100601	Funding for CLIN 1006 ACRN: AG PR Number: HQ06424112331 PR Line Item Number: 0001 CIN: HQ064241123310001				
1007	Roadmap Travel Product Service Code: R499 Centralized Unique Program Identification (CUPID): 000 Program: S10 Pricing Arrangement: Time and Materials	1	Lot	(b)(4)	
100701	Funding for CLIN 1007 ACRN: AG PR Number: HQ06424112331 PR Line Item Number: 0001 CIN: HQ064241123310001				
2001	Labor The Contractor shall perform the services as described in the Performance Work Statement (PWS). Product Service Code: R499 Centralized Unique Program Identification (CUPID): 000 Program: S10 Pricing Arrangement: Fixed Price Level of Effort	1	Lot	(b)(4)	
200101	Funding for CLIN 2001 ACRN: AH PR Number: HQ06424116952 PR Line Item Number: 0001 CIN: HQ064241169520001				
200102	Funding for CLIN 2001 ACRN: AH CIN: HQ064241133272001				

200103	Funding for CLIN 2001 ACRN: AG CIN: HQ064241123312001				(b)(4)
200104	Funding for CLIN 2001 ACRN: AJ PR Number: HQ06425119825 PR Line Item Number: 0001 CIN: HQ064251198250001				
200105	Funding for CLIN 2001 ACRN: AJ PR Number: HQ06425127428 PR Line Item Number: 0001 CIN: HQ064251274280001				
200106	Funding for CLIN 2001 ACRN: AK CIN: HQ064251297320001				
200107	Funding for CLIN 2001 ACRN: AJ CIN: HQ064251310360001				
200108	Funding for CLIN 2001 ACRN: AJ PR Number: HQ06425131967 PR Line Item Number: 0001 CIN: HQ064251319670001				
2002	Travel Travel is subject to FAR 31.205-46. All travel must have prior approval in writing from the Contractor Officer's Representative if reimbursement will be sought. Product Service Code: R499 Centralized Unique Program Identification (CUPID): 000 Program: S10 Purchase Requisition Number: HQ06424116952 Pricing Arrangement: Time and Materials	1	Lot	(b)(4)	
200201	Funding for CLIN 2002 ACRN: AH PR Number: HQ06424116952 PR Line Item Number: 0001 CIN: HQ064241169520001				
	Funding for CLIN 2002				

200202	ACRN: AJ PR Number: HQ06425119825 PR Line Item Number: 0001 CIN: HQ064251198250001				(b)(4)
2003	Other Direct Costs In support of the PWS and approved by the Contracting Officer's Representative in advance. Product Service Code: R499 Centralized Unique Program Identification (CUPID): 000 Program: S10 Pricing Arrangement: Firm Fixed Price	1	Lot	(b)(4)	
200301	Funding for CLIN 2003 ACRN: AH PR Number: HQ06424116952 PR Line Item Number: 0001 CIN: HQ064241169520001				(b)(4)
200302	Funding for CLIN 2003 ACRN: AJ PR Number: HQ06425119825 PR Line Item Number: 0001 CIN: HQ064251198250001				
2005	GIES Support Product Service Code: R499 Centralized Unique Program Identification (CUPID): 000 Program: S10 Pricing Arrangement: Fixed Price Level of Effort	1	Lot	(b)(4)	
200501	Funding for CLIN 2005 ACRN: AH PR Number: HQ06424116952 PR Line Item Number: 0001 CIN: HQ064241169520001				
2006	Roadmap Labor Product Service Code: R499 Centralized Unique Program Identification (CUPID): 000 Program: S10 Pricing Arrangement: Fixed Price Level of Effort	1	Lot	(b)(4)	
200601	Funding for CLIN 2006 ACRN: AG PR Number: HQ06424112331 PR Line Item Number: 0001 CIN: HQ064241123310001				
2007	Roadmap Travel Product Service Code: R499 Centralized Unique Program Identification (CUPID): 000 Program: S10 Pricing Arrangement: Time and Materials	1	Lot	(b)(4)	

200701	Funding for CLIN 2007 ACRN: AG PR Number: HQ06424112331 PR Line Item Number: 0001 CIN: HQ064241123310001				(b)(4)
3001 Option Exercised	Option Period 3 Labor The Contractor shall perform the services as described in the Performance Work Statement (PWS). Product Service Code: R499 Centralized Unique Program Identification (CUPID): 000 Program: S10 Purchase Requisition Number: HQ06425119825 Pricing Arrangement: Fixed Price Level of Effort	1	Lot	(b)(4)	
300101	Funding CLIN 3001 PR HQ06425139632 ACRN: AJ PR Number: HQ06425139632 PR Line Item Number: 0001 CIN: HQ064251396320001				
300102	Funding CLIN 3001 for PA&T Support ACRN: AM PR Number: HQ06426149803 PR Line Item Number: 0001 CIN: HQ064261498030001				
300103	Funding CLIN 3001 PR HQ06426159496 ACRN: AP PR Number: HQ06426159496 PR Line Item Number: 0001 CIN: HQ064261594960001				
3002 Option Exercised	Option Period 3 Travel Travel is subject to FAR 31.205-46. All travel must have prior approval in writing from the Contractor Officer's Representative if reimbursement will be sought. Product Service Code: R499 Centralized Unique Program Identification (CUPID): 000 Program: S10 Pricing Arrangement: Time and Materials	1	Lot	(b)(4)	
300201	Funding CLIN 3002 PR HQ06425139632 ACRN: AJ PR Number: HQ06425139632 PR Line Item Number: 0001 CIN: HQ064251396320001				

3003 Option Exercised	Option Period 3 Other Direct Costs In support of the PWS and approved by the Contracting Officer's Representative in advance. Product Service Code: R499 Centralized Unique Program Identification (CUPID): 000 Program: S10 Pricing Arrangement: Firm Fixed Price	1	Lot	(b)(4)	(b)(4)
300301	Funding CLIN 3003 PR HQ06425139632 ACRN: AJ PR Number: HQ06425139632 PR Line Item Number: 0001 CIN: HQ064251396320001				
Option Line Item 3005	GIES Support Product Service Code: R499 Centralized Unique Program Identification (CUPID): 000 Program: S10 Pricing Arrangement: Fixed Price Level of Effort	1	Lot	(b)(4)	
3006	Performance Measurement Framework Product Service Code: R499 Pricing Arrangement: Firm Fixed Price	6	Months	(b)(4)	
300601	Funding CLIN 3006 ACRN: AL PR Number: HQ06426150905 PR Line Item Number: 0001 CIN: HQ064261509050001				
3007	MCEIP Support Product Service Code: R499 Pricing Arrangement: Firm Fixed Price	1	Lot	(b)(4)	
300701	Funding CLIN 3007 ACRN: AL PR Number: HQ06426149116 PR Line Item Number: 0001 CIN: HQ064261491160001				
300702	Funding CLIN 3007 ACRN: AN PR Number: HQ06426148917 PR Line Item Number: 0001 CIN: HQ064261489170001				
	Funding CLIN 3007 PR HQ06426159496 ACRN: AP				(b)(4)

300703	PR Number: HQ06426159496 PR Line Item Number: 0001 CIN: HQ064261594960001				(b)(4)
3008	Option Period 3 Statement of Objectives-Independent Space Study Product Service Code: R499 Centralized Unique Program Identification (CUPID): 000 Program: S10 Purchase Requisition Number: HQ06425119825 Pricing Arrangement: Firm Fixed Price	1	Lot	(b)(4)	
300801	Funding: PR HQ06426162533 ACRN: AQ PR Number: HQ06426162533 PR Line Item Number: 0001 CIN: HQ064261625330001				
Option Line Item 4001	Labor The Contractor shall perform the services as described in the Performance Work Statement (PWS). Product Service Code: R499 Centralized Unique Program Identification (CUPID): 000 Program: S10 Pricing Arrangement: Fixed Price Level of Effort	1	Lot	(b)(4)	
Option Line Item 4002	Travel Travel is subject to FAR 31.205-46. All travel must have prior approval in writing from the Contractor Officer's Representative if reimbursement will be sought. Product Service Code: R499 Centralized Unique Program Identification (CUPID): 000 Program: S10 Pricing Arrangement: Time and Materials	1	Lot		
Option Line Item 4003	Other Direct Costs In support of the PWS and approved by the Contracting Officer's Representative in advance. Product Service Code: R499 Centralized Unique Program Identification (CUPID): 000 Program: S10 Pricing Arrangement: Firm Fixed Price	1	Lot		
Option Line Item 4005	GIES Support Product Service Code: R499 Centralized Unique Program Identification (CUPID): 000 Program: S10 Pricing Arrangement: Fixed Price Level of Effort	1	Lot		
Option Line Item 4006	MCEIP Support Product Service Code: R499 Pricing Arrangement: Firm Fixed Price	1	Lot		

Line Item Labor Rates

Line Item Number	Category	Rate Title	Rate	Sub-Category
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0002	Travel	Travel	(b)(4)	Travel
1002	Travel	Travel		Travel
1007	Travel	Travel		Travel
2002	Travel	Travel		Travel
2007	Travel	Travel		Travel
3002	Travel	Travel		Travel
4002	Travel	Travel		Travel

Description/Specifications/Statement of Work

Requirements

Support for Industrial Base Policy (IBP) Research and Analytics

Packaging and Marking

Inspection and Acceptance

Overall Contract Inspection/Acceptance Locations

0001	Acceptance Location Acceptance Destination Instructions: None DoDAAC: HQ0157 CountryCode: USA OUSD (A&S) INDUSTRIAL BASE POLICY 3020 DEFENSE PENTAGON ROOM 3C553B WASHINGTON, DC 20301 UNITED STATES DANIELLE MILLER, COR Email: danielle.miller18.civ@mail.mil
0002	Acceptance Location Acceptance Destination Instructions: None DoDAAC: HQ0157 CountryCode: USA OUSD (A&S) INDUSTRIAL BASE POLICY 3020 DEFENSE PENTAGON ROOM 3C553B WASHINGTON, DC 20301 UNITED STATES DANIELLE MILLER, COR Email: danielle.miller18.civ@mail.mil
0003	Acceptance Location Acceptance Destination Instructions: None DoDAAC: HQ0157 CountryCode: USA OUSD (A&S) INDUSTRIAL BASE POLICY 3020 DEFENSE PENTAGON ROOM 3C553B WASHINGTON, DC 20301 UNITED STATES DANIELLE MILLER, COR Email: danielle.miller18.civ@mail.mil
0004	Acceptance Location Acceptance Destination Instructions: None DoDAAC: HQ0157 CountryCode: USA ASD/IBP 3010 DEFENSE PENTAGON 5B1064 WASHINGTON, DC 20301-3010 UNITED STATES (b)(6)
	Acceptance Location

1001	Acceptance Destination Instructions: None DoDAAC: HQ0157 CountryCode: USA ASD/IBP 3010 DEFENSE PENTAGON 5B1064 WASHINGTON, DC 20301-3010 UNITED STATES (b)(6)
1002	Acceptance Location Acceptance Destination Instructions: None DoDAAC: HQ0157 CountryCode: USA ASD/IBP 3010 DEFENSE PENTAGON 5B1064 WASHINGTON, DC 20301-3010 UNITED STATES (b)(6)
1003	Acceptance Location Acceptance Destination Instructions: None DoDAAC: HQ0157 CountryCode: USA ASD/IBP 3010 DEFENSE PENTAGON 5B1064 WASHINGTON, DC 20301-3010 UNITED STATES (b)(6)
1004	Acceptance Location Acceptance Destination Instructions: None DoDAAC: HQ0157 CountryCode: USA ASD/IBP 3010 DEFENSE PENTAGON 5B1064 WASHINGTON, DC 20301-3010 UNITED STATES (b)(6)
1005	Acceptance Location Acceptance Destination Instructions: None DoDAAC: HQ0157 CountryCode: USA

	ASD/IBP 3010 DEFENSE PENTAGON 5B1064 WASHINGTON, DC 20301-3010 UNITED STATES (b)(6)
1006	Acceptance Location Acceptance Destination Instructions: None DoDAAC: HQ0157 CountryCode: USA OUSD (A&S) INDUSTRIAL BASE POLICY 3020 DEFENSE PENTAGON ROOM 3C553B WASHINGTON, DC 20301 UNITED STATES (b)(6)
1007	Acceptance Location Acceptance Destination Instructions: None DoDAAC: HQ0157 CountryCode: USA OUSD (A&S) INDUSTRIAL BASE POLICY 3020 DEFENSE PENTAGON ROOM 3C553B WASHINGTON, DC 20301 UNITED STATES (b)(6)
2001	Acceptance Location Acceptance Destination Instructions: None DoDAAC: HQ0157 CountryCode: USA ASD/IBP 3010 DEFENSE PENTAGON 5B1064 WASHINGTON, DC 20301-3010 UNITED STATES (b)(6)
2002	Acceptance Location Acceptance Destination Instructions: None DoDAAC: HQ0157 CountryCode: USA ASD/IBP 3010 DEFENSE PENTAGON 5B1064 WASHINGTON, DC 20301-3010 UNITED STATES (b)(6)

2003	Acceptance Location Acceptance Destination Instructions: None DoDAAC: HQ0157 CountryCode: USA ASD/IBP 3010 DEFENSE PENTAGON 5B1064 WASHINGTON, DC 20301-3010 UNITED STATES (b)(6)
2005	Acceptance Location Acceptance Destination Instructions: None DoDAAC: HQ0157 CountryCode: USA ASD/IBP 3010 DEFENSE PENTAGON 5B1064 WASHINGTON, DC 20301-3010 UNITED STATES (b)(6)
2006	Acceptance Location Acceptance Destination Instructions: None DoDAAC: HQ0157 CountryCode: USA OUSD (A&S) INDUSTRIAL BASE POLICY 3020 DEFENSE PENTAGON ROOM 3C553B WASHINGTON, DC 20301 UNITED STATES (b)(6)
2007	Acceptance Location Acceptance Destination Instructions: None DoDAAC: HQ0157 CountryCode: USA OUSD (A&S) INDUSTRIAL BASE POLICY 3020 DEFENSE PENTAGON ROOM 3C553B WASHINGTON, DC 20301 UNITED STATES (b)(6)
3001 Option Exercised	Acceptance Location Acceptance Destination Instructions: None DoDAAC: HQ0157 CountryCode: USA ASD/IBP

	3010 DEFENSE PENTAGON 5B1064 WASHINGTON, DC 20301-3010 UNITED STATES (b)(6)
3002 Option Exercised	Acceptance Location Acceptance Destination Instructions: None DoDAAC: HQ0157 CountryCode: USA ASD/IBP 3010 DEFENSE PENTAGON 5B1064 WASHINGTON, DC 20301-3010 UNITED STATES (b)(6)
3003 Option Exercised	Acceptance Location Acceptance Destination Instructions: None DoDAAC: HQ0157 CountryCode: USA ASD/IBP 3010 DEFENSE PENTAGON 5B1064 WASHINGTON, DC 20301-3010 UNITED STATES (b)(6)
Option Line Item 3005	Acceptance Location Acceptance Destination Instructions: None DoDAAC: HQ0157 CountryCode: USA ASD/IBP 3010 DEFENSE PENTAGON 5B1064 WASHINGTON, DC 20301-3010 UNITED STATES (b)(6)
3007	Acceptance Location Acceptance Destination Instructions: See Statement of Work (SOW) or Performance Work Statement (PWS) for Acceptance/inspection criteria. DoDAAC: HQ0157 CountryCode: USA OUSD ACQUISITION&SUSTAINMENT (A&S) CHIEF OPERATION OFFICER (COO), 3020 DEFENSE PENTAGON WASHINGTON, DC 20301-3020 UNITED STATES (b)(6)

3008	Inspection and Acceptance Location Both Destination Instructions: None DoDAAC: HQ0157 CountryCode: USA OUSD ACQUISITION&SUSTAINMENT (A&S) CHIEF OPERATION OFFICER (COO), 3020 DEFENSE PENTAGON WASHINGTON, DC 20301-3020 UNITED STATES (b)(6)
Option Line Item 4001	Acceptance Location Acceptance Destination Instructions: None DoDAAC: HQ0157 CountryCode: USA ASD/IBP 3010 DEFENSE PENTAGON 5B1064 WASHINGTON, DC 20301-3010 UNITED STATES (b)(6)
Option Line Item 4002	Acceptance Location Acceptance Destination Instructions: None DoDAAC: HQ0157 CountryCode: USA ASD/IBP 3010 DEFENSE PENTAGON 5B1064 WASHINGTON, DC 20301-3010 UNITED STATES (b)(6)
Option Line Item 4003	Acceptance Location Acceptance Destination Instructions: None DoDAAC: HQ0157 CountryCode: USA ASD/IBP 3010 DEFENSE PENTAGON 5B1064 WASHINGTON, DC 20301-3010 UNITED STATES (b)(6)
Option Line Item 4005	Acceptance Location Acceptance Destination Instructions: None DoDAAC: HQ0157 CountryCode: USA

	ASD/IBP 3010 DEFENSE PENTAGON 5B1064 WASHINGTON, DC 20301-3010 UNITED STATES (b)(6)
Option Line Item 4006	Acceptance Location Acceptance Destination Instructions: See Statement of Work (SOW) or Performance Work Statement (PWS) for Acceptance/inspection criteria. DoDAAC: HQ0157 CountryCode: USA OUSD ACQUISITION&SUSTAINMENT (A&S) CHIEF OPERATION OFFICER (COO), 3020 DEFENSE PENTAGON WASHINGTON, DC 20301-3020 UNITED STATES (b)(6)

Deliveries or Performance

Line Item	Delivery Schedule	Quantity	Address and POC
0001	Period of Performance From 23 Sep 2022 To 22 Sep 2023	1 Lot	Ship To DoDAAC: HQ0157 CountryCode: USA OUSD (A&S) INDUSTRIAL BASE POLICY 3020 DEFENSE PENTAGON ROOM 3C553B WASHINGTON, DC 20301 UNITED STATES DANIELLE MILLER, COR Email: danielle.miller18.civ@mail.mil
0002	Period of Performance From 23 Sep 2022 To 22 Sep 2023	1 Lot	Ship To DoDAAC: HQ0157 CountryCode: USA OUSD (A&S) INDUSTRIAL BASE POLICY 3020 DEFENSE PENTAGON ROOM 3C553B WASHINGTON, DC 20301 UNITED STATES DANIELLE MILLER, COR Email: danielle.miller18.civ@mail.mil
0003	Period of Performance From 23 Sep 2022 To 22 Sep 2023	1 Lot	Ship To DoDAAC: HQ0157 CountryCode: USA OUSD (A&S) INDUSTRIAL BASE POLICY 3020 DEFENSE PENTAGON ROOM 3C553B WASHINGTON, DC 20301 UNITED STATES DANIELLE MILLER, COR Email: danielle.miller18.civ@mail.mil
0004	Period of Performance From 11 Sep 2023 To 22 Sep 2023	1 Lot	Ship To DoDAAC: HQ0157 CountryCode: USA ASD/IBP 3010 DEFENSE PENTAGON 5B1064 WASHINGTON, DC 20301-3010 UNITED STATES (b)(6)

1001	Period of Performance From 23 Sep 2023 To 22 Sep 2024	1 Lot	Ship To DoDAAC: HQ0157 CountryCode: USA ASD/IBP 3010 DEFENSE PENTAGON 5B1064 WASHINGTON, DC 20301-3010 UNITED STATES (b)(6)
1002	Period of Performance From 23 Sep 2023 To 22 Sep 2024	1 Lot	Ship To DoDAAC: HQ0157 CountryCode: USA ASD/IBP 3010 DEFENSE PENTAGON 5B1064 WASHINGTON, DC 20301-3010 UNITED STATES (b)(6)
1003	Period of Performance From 23 Sep 2023 To 22 Sep 2024	1 Lot	Ship To DoDAAC: HQ0157 CountryCode: USA ASD/IBP 3010 DEFENSE PENTAGON 5B1064 WASHINGTON, DC 20301-3010 UNITED STATES (b)(6)
1004	Period of Performance From 23 Sep 2023 To 10 Apr 2024	7 Months	Ship To DoDAAC: HQ0157 CountryCode: USA ASD/IBP 3010 DEFENSE PENTAGON 5B1064 WASHINGTON, DC 20301-3010 UNITED STATES (b)(6)
		1 Lot	Ship To DoDAAC: HQ0157 CountryCode: USA ASD/IBP

1005	Period of Performance From 29 Sep 2023 To 22 Sep 2024		3010 DEFENSE PENTAGON 5B1064 WASHINGTON, DC 20301-3010 UNITED STATES (b)(6)
1006	Period of Performance From 02 Aug 2024 To 22 Sep 2024	1 Lot	Ship To DoDAAC: HQ0157 CountryCode: USA OUSD (A&S) INDUSTRIAL BASE POLICY 3020 DEFENSE PENTAGON ROOM 3C553B WASHINGTON, DC 20301 UNITED STATES (b)(6)
1007	Period of Performance From 02 Aug 2024 To 22 Sep 2024	1 Lot	Ship To DoDAAC: HQ0157 CountryCode: USA OUSD (A&S) INDUSTRIAL BASE POLICY 3020 DEFENSE PENTAGON ROOM 3C553B WASHINGTON, DC 20301 UNITED STATES (b)(6)
2001	Period of Performance From 23 Sep 2024 To 22 Sep 2025	1 Lot	Ship To DoDAAC: HQ0157 CountryCode: USA ASD/IBP 3010 DEFENSE PENTAGON 5B1064 WASHINGTON, DC 20301-3010 UNITED STATES (b)(6)
2002		1 Lot	Ship To DoDAAC: HQ0157 CountryCode: USA ASD/IBP 3010 DEFENSE PENTAGON 5B1064 WASHINGTON, DC 20301-3010 UNITED STATES (b)(6)

	Period of Performance From 23 Sep 2024 To 22 Sep 2025		
2003	Period of Performance From 23 Sep 2024 To 22 Sep 2025	1 Lot	Ship To DoDAAC: HQ0157 CountryCode: USA ASD/IBP 3010 DEFENSE PENTAGON 5B1064 WASHINGTON, DC 20301-3010 UNITED STATES (b)(6)
2005	Period of Performance From 23 Sep 2024 To 22 Sep 2025	1 Lot	Ship To DoDAAC: HQ0157 CountryCode: USA ASD/IBP 3010 DEFENSE PENTAGON 5B1064 WASHINGTON, DC 20301-3010 UNITED STATES (b)(6)
2006	Period of Performance From 23 Sep 2024 To 22 Nov 2024	1 Lot	Ship To DoDAAC: HQ0157 CountryCode: USA OUSD (A&S) INDUSTRIAL BASE POLICY 3020 DEFENSE PENTAGON ROOM 3C553B WASHINGTON, DC 20301 UNITED STATES (b)(6)
2007	Period of Performance From 23 Sep 2024 To 22 Nov 2024	1 Lot	Ship To DoDAAC: HQ0157 CountryCode: USA OUSD (A&S) INDUSTRIAL BASE POLICY 3020 DEFENSE PENTAGON ROOM 3C553B WASHINGTON, DC 20301 UNITED STATES (b)(6)

3001 Option Exercised	Period of Performance From 23 Sep 2025 To 22 Sep 2026	1 Lot	Ship To DoDAAC: HQ0157 CountryCode: USA ASD/IBP 3010 DEFENSE PENTAGON 5B1064 WASHINGTON, DC 20301-3010 UNITED STATES (b)(6)
3002 Option Exercised	Period of Performance From 23 Sep 2025 To 22 Sep 2026	1 Lot	Ship To DoDAAC: HQ0157 CountryCode: USA ASD/IBP 3010 DEFENSE PENTAGON 5B1064 WASHINGTON, DC 20301-3010 UNITED STATES (b)(6)
3003 Option Exercised	Period of Performance From 23 Sep 2025 To 22 Sep 2026	1 Lot	Ship To DoDAAC: HQ0157 CountryCode: USA ASD/IBP 3010 DEFENSE PENTAGON 5B1064 WASHINGTON, DC 20301-3010 UNITED STATES (b)(6)
Option Line Item 3005	Period of Performance From 23 Sep 2025 To 22 Sep 2026	1 Lot	Ship To DoDAAC: HQ0157 CountryCode: USA ASD/IBP 3010 DEFENSE PENTAGON 5B1064 WASHINGTON, DC 20301-3010 UNITED STATES (b)(6)
	Period of Performance	6 Months	

3006	From 30 Jan 2026 To 29 Jul 2026		
3007	Period of Performance From 26 Jan 2026 To 22 Sep 2026	1 Lot	
3008	Period of Performance From 10 Jun 2026 To 21 Jul 2026	1 Lot	
Option Line Item 4001	Period of Performance From 23 Sep 2026 To 22 Sep 2027	1 Lot	Ship To DoDAAC: HQ0157 CountryCode: USA ASD/IBP 3010 DEFENSE PENTAGON 5B1064 WASHINGTON, DC 20301-3010 UNITED STATES (b)(6)
Option Line Item 4002	Period of Performance From 23 Sep 2026 To 22 Sep 2027	1 Lot	Ship To DoDAAC: HQ0157 CountryCode: USA ASD/IBP 3010 DEFENSE PENTAGON 5B1064 WASHINGTON, DC 20301-3010 UNITED STATES (b)(6)
Option Line Item 4003	Period of Performance From 23 Sep 2026 To 22 Sep 2027	1 Lot	Ship To DoDAAC: HQ0157 CountryCode: USA ASD/IBP 3010 DEFENSE PENTAGON 5B1064 WASHINGTON, DC 20301-3010 UNITED STATES (b)(6)

Option Line Item 4005	Period of Performance From 23 Sep 2026 To 22 Sep 2027	1 Lot	Ship To DoDAAC: HQ0157 CountryCode: USA ASD/IBP 3010 DEFENSE PENTAGON 5B1064 WASHINGTON, DC 20301-3010 UNITED STATES (b)(6)
Option Line Item 4006	Period of Performance From 23 Sep 2026 To 22 Sep 2027	1 Lot	

Contract Administration Data

ACRN	LOA				Total Amount
AA	^^^097^2022^2022^0100^000^^251^D^4GTN^^^^1100^00008522^012215^USAS^USAS - Under Sec^USAS_2526^22_0100D_0903399^251.10 Manageme^^^				(b)(4)
	Line Item	PR/MIPR - PR Line Item#	CIN	Amount	
	INFOSLIN 000101	HQ0642273293 - 0001	HQ06422732930001	(b)(4)	
	INFOSLIN 000201	HQ0642273293 - 0001	HQ06422732930001	(b)(4)	
	INFOSLIN 000301	HQ0642273293 - 0001	HQ06422732930001	(b)(4)	
ACRN	LOA				Total Amount
AB	^^^097^2023^2023^0100^000^^251^D^4GTN^^^^1100^00008522^012215^USAS^USAS - Under Sec^USAS_2589^23_0100D_0903399^251.10 Manageme^^^				(b)(4)
	Line Item	PR/MIPR - PR Line Item#	CIN	Amount	
	INFOSLIN 000401	HQ0642393234-0001 - 0001	HQ06423932340001	(b)(4)	
	INFOSLIN 100401	HQ0642393234-0001 - 0001	HQ06423932340001	(b)(4)	
ACRN	LOA				Total Amount
AC	^^^097^2023^2023^0100^000^^251^D^4GTN^^^^1100^00008522^012215^USAS^OSD - ASD INDUST^USAS_2526^23_0100D_0903399^251.10 Manageme^^^				(b)(4)
	Line Item	PR/MIPR - PR Line Item#	CIN	Amount	
	INFOSLIN 100101	HQ0642390646 - 0001	HQ06423906460001	(b)(4)	
	INFOSLIN 100201	HQ0642390646 - 0001	HQ06423906460001	(b)(4)	
	INFOSLIN 100301	HQ0642390646 - 0001	HQ06423906460001	(b)(4)	
ACRN	LOA				Total Amount
AD	^^^097^2023^2023^0100^000^^251^D^4GTN^^^^1100^00008522^012215^USAS^USAS - Under Sec^USAS_2528^23_970100_090339^251.10 Manageme^^^				(b)(4)
	Line Item	PR/MIPR - PR Line Item#	CIN	Amount	
	INFOSLIN 100102	HQ0642395526 - 0001	HQ06423955260001	(b)(4)	
ACRN	LOA				Total Amount
AE	^^^097^2023^2023^0100^000^^251^D^4GTN^^^^1100^00008522^012215^USAS^OSD - ASD INDUST^USAS_2575^23_0100D_0903399^251.10 Manageme^^^				(b)(4)
	Line Item	PR/MIPR - PR Line Item#	CIN	Amount	

	INFOSLIN 100105	HQ0642395913 - 0001	HQ06423959130001	(b)(4)	
	INFOSLIN 100501	HQ0642392708 - 0001	HQ06423927080001		
ACRN	LOA				Total Amount
AF	^^^097^2023^2023^^0100^000^^251^D^4GTN^^^^1100^00008522^012215^USAS^USAS - Under Sec^USAS_2527^23_0100D_0903399^251.10 Manageme^^^				(b)(4)
	Line Item	PR/MIPR - PR Line Item#	CIN	Amount	
	INFOSLIN 100103	HQ0642395897 - 0001	HQ06423958970001	(b)(4)	
	INFOSLIN 100106	HQ0642395918 - 0001	HQ06423959180001		
ACRN	LOA				Total Amount
AG	^^^097^2024^2024^^0100^000^^251^D^4GTN^^^^1100^00008522^012215^USAS^USAS - Under Sec^USAS_2600^24_0100D_0903399^251.10 Manageme^^^				(b)(4)
	Line Item	PR/MIPR - PR Line Item#	CIN	Amount	
	INFOSLIN 100601	HQ06424112331 - 0001	HQ064241123310001	(b)(4)	
	INFOSLIN 100701	HQ06424112331 - 0001	HQ064241123310001		
	INFOSLIN 200601	HQ06424112331 - 0001	HQ064241123310001		
	INFOSLIN 200701	HQ06424112331 - 0001	HQ064241123310001		
ACRN	LOA				Total Amount
AH	^^^097^2024^2024^^0100^000^^251^D^4GTN^^^^1100^00008522^012215^USAS^USAS - Under Sec^USAS_2526^24_0100D_0903399^251.10 Manageme^^^				(b)(4)
	Line Item	PR/MIPR - PR Line Item#	CIN	Amount	
	INFOSLIN 100107	HQ06424113327 - 0001	HQ064241133270001	(b)(4)	
	INFOSLIN 200101	HQ06424116952 - 0001	HQ064241169520001		
	INFOSLIN 200201	HQ06424116952 - 0001	HQ064241169520001		
	INFOSLIN 200301	HQ06424116952 - 0001	HQ064241169520001		
	INFOSLIN 200501	HQ06424116952 - 0001	HQ064241169520001		
ACRN	LOA				Total Amount
AJ	^^^097^2025^2025^^0100^000^^251^D^4GTN^^^^1100^00008522^012215^USAS^USAS - Under Sec^USAS_3511^25_0100_0903399^251.10 Manageme^^^				(b)(4)
	Line Item	PR/MIPR - PR Line Item#	CIN	Amount	
	INFOSLIN 200104	HQ06425119825 - 0001	HQ064251198250001	(b)(4)	
	INFOSLIN 200105	HQ06425127428 - 0001	HQ064251274280001		

	INFOSLIN 200108	HQ06425131967 - 0001	HQ064251319670001	(b)(4)	
	INFOSLIN 200202	HQ06425119825 - 0001	HQ064251198250001		
	INFOSLIN 200302	HQ06425119825 - 0001	HQ064251198250001		
	INFOSLIN 300101	HQ06425139632 - 0001	HQ064251396320001		
	INFOSLIN 300201	HQ06425139632 - 0001	HQ064251396320001		
	INFOSLIN 300301	HQ06425139632 - 0001	HQ064251396320001		
ACRN	LOA				Total Amount
AK	^^^097^2025^2025^^0100^000^^251^D^4GTN^^^^1100^00008522^012215^USAS^USAS - Under Sec^USAS_2526^25_0100D_0903399^251.10 Manageme^^				(b)(4)
ACRN	LOA				Total Amount
AL	^^^097^2026^2027^^0400^000^^255^D^0607210D8Z^^^^1100^00008522^012215^USAS^OSD - ASD INDUST^USAS_070607210D8Z819^26_0400D_0607210^255.00 R&D Cont^^				
	Line Item	PR/MIPR - PR Line Item#	CIN	Amount	(b)(4)
	INFOSLIN 300601	HQ06426150905 - 0001	HQ064261509050001	(b)(4)	
	INFOSLIN 300701	HQ06426149116 - 0001	HQ064261491160001		
ACRN	LOA				Total Amount
AM	^^^097^2026^2026^^0100^000^^251^D^4GTN^^^^1100^00008522^012215^USAS^USAS - Under Sec^USAS_3511^26_0100_0903399^251.10 Manageme^^				(b)(4)
	Line Item	PR/MIPR - PR Line Item#	CIN	Amount	
	INFOSLIN 300102	HQ06426149803 - 0001	HQ064261498030001	(b)(4)	
ACRN	LOA				Total Amount
AN	^^^097^2026^2030^^0360^000^^251^D^TITLE3^^^^1100^00008522^012215^USAS^USAS - Under Sec^USAS_010902199D8Z60E^26_0360_0902199^251.10 Manageme^^				(b)(4)
	Line Item	PR/MIPR - PR Line Item#	CIN	Amount	
	INFOSLIN 300702	HQ06426148917 - 0001	HQ064261489170001	(b)(4)	
ACRN	LOA				Total Amount
AP	^^^097^2025^2026^^0400^000^^255^D^0607210D8Z^^^^1100^00008522^012215^USAS^OSD - ASD INDUST^USAS_070607210D8Z819^25_0400D_0607210^255.00 R&D Cont^^				
	Line Item	PR/MIPR - PR Line Item#	CIN	Amount	(b)(4)
	INFOSLIN 300103	HQ06426159496 - 0001	HQ064261594960001	(b)(4)	
	INFOSLIN 300703	HQ06426159496 - 0001	HQ064261594960001		

ACRN	LOA				Total Amount
AQ	^^^097^2025^2029^0400^000^^255^D^0607210D8Z^^^^11P5^00008522^012215^USAS^OSD - ASD INDUST^USAS_070607210D8ZP68_R04^26_0400D_0607210^255.00 R&D Cont^^				(b)(4)
	Line Item	PR/MIPR - PR Line Item#	CIN	Amount	
	INFOSLIN 300801	HQ06426162533 - 0001	HQ064261625330001	(b)(4)	

Special Contract Requirements

Contract Clauses

N/A

FAR Clauses Incorporated by Reference

Number	Title	Effective Date	Alternate/ Deviation	Variation Effective Date
52.203-5	Covenant Against Contingent Fees	May 2014		
52.203-7	Anti-Kickback Procedures	Jun 2020		
52.203-12	Limitation On Payments To Influence Certain Federal Transactions	Jun 2020		
52.203-16	Preventing Personal Conflicts of Interest	Jun 2020		
52.203-19	Prohibition on Requiring Certain Internal Confidentiality Agreements or Statements	Jan 2017		
52.212-4	Contract Terms and Conditions--Commercial Products and Commercial Services	Nov 2021		
52.216-24	Limitation Of Government Liability	Apr 1984		
52.216-25	Contract Definitization (Oct 1997) - Alternate I	Oct 1997	Alternate I	Apr 1984
52.228-4	Workers' Compensation and War-Hazard Insurance Overseas	Apr 1984		
52.232-1	Payments	Apr 1984		
52.232-39	Unenforceability of Unauthorized Obligations	Jun 2013		
52.244-6	Subcontracts for Commercial Products and Commercial Services	Jan 2022		

FAR Clauses Incorporated by Full Text

52.217-8 Option To Extend Services (Nov 1999)

This order is issued under and pursuant to the provisions of HQ003417A0013 (the "Agreement"). The terms and conditions of the Agreement are hereby incorporated by reference and, except as provided herein by this order, remain in full force and effect.

52.217-8 OPTION TO EXTEND SERVICES (NOV 1999)

The Government may require continued performance of any services within the limits and at the rates specified in the contract. These rates may be adjusted only as a result of revisions to prevailing labor rates provided by the Secretary of Labor. The option provision may be exercised more than once, but the total extension of performance hereunder shall not exceed 6 months. The Contracting Officer may exercise the option by written notice to the Contractor within 30 days.

(End of clause)

52.217-9 Option To Extend The Term Of The Contract (Mar 2000)

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 30 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 66 months.
(End of clause)

52.252-2 Clauses Incorporated By Reference (Feb 1998)

52.252-2 CLAUSES INCORPORATED BY REFERENCE (FEB 1998)

This contract incorporates one or more clauses by reference, with the same force and effect as if they were given in full text. Upon request, the Contracting Officer will make their full text available. Also, the full text of a clause may be accessed electronically at this/these address(es):

www.acquisition.gov

(End of clause)

DFARS Clauses Incorporated by Full Text

252.232-7006 Wide Area WorkFlow Payment Instructions (Dec 2018)

252.232-7006 WIDE AREA WORKFLOW PAYMENT INSTRUCTIONS (DEC 2018)

(a) Definitions. As used in this clause—

"Department of Defense Activity Address Code (DoDAAC)" is a six position code that uniquely identifies a unit, activity, or organization.

"Document type" means the type of payment request or receiving report available for creation in Wide Area WorkFlow (WAWF).

"Local processing office (LPO)" is the office responsible for payment certification when payment certification is done external to the entitlement system.

"Payment request" and "receiving report" are defined in the clause at 252.232-7003, Electronic Submission of Payment Requests and Receiving Reports.

(b) Electronic invoicing. The WAWF system provides the method to electronically process vendor payment requests and receiving reports, as authorized by Defense Federal Acquisition Regulation Supplement (DFARS) 252.232-7003, Electronic Submission of Payment Requests and Receiving Reports.

(c) WAWF access. To access WAWF, the Contractor shall—

(1) Have a designated electronic business point of contact in the System for Award Management at <https://www.sam.gov>; and

(2) Be registered to use WAWF at <https://wawf.eb.mil/> following the step-by-step procedures for self-registration available at this web site.

(d) WAWF training. The Contractor should follow the training instructions of the WAWF Web-Based Training Course and use the Practice Training Site before submitting payment requests through WAWF. Both can be accessed by selecting the "Web Based Training" link on the WAWF home page at <https://wawf.eb.mil/>.

(e) WAWF methods of document submission. Document submissions may be via web entry, Electronic Data Interchange, or File Transfer Protocol.

(f) WAWF payment instructions. The Contractor shall use the following information when submitting payment requests and receiving reports in WAWF for this contract or task or delivery order:

(1) Document type. The Contractor shall submit payment requests using the following document type(s):

(i) For cost-type line items, including labor-hour or time-and-materials, submit a cost voucher.

(ii) For fixed price line items—

(A) That require shipment of a deliverable, submit the invoice and receiving report specified by the Contracting Officer.

(B) For services that do not require shipment of a deliverable, submit either the Invoice 2in1, which meets the requirements for the invoice and receiving report, or the applicable invoice and receiving report, as specified by the Contracting Officer.

Invoice 2in1

(iii) For customary progress payments based on costs incurred, submit a progress payment request.

(iv) For performance based payments, submit a performance based payment request.

(v) For commercial item financing, submit a commercial item financing request.

(2) Fast Pay requests are only permitted when Federal Acquisition Regulation (FAR) 52.213-1 is included in the contract.

(3) Document routing. The Contractor shall use the information in the Routing Data Table below only to fill in applicable fields in WAWF when creating payment requests and receiving reports in the system.

Routing Data Table*

Field Name in WAWF Data to be entered in WAWF Pay Official DoDAAC HQ0768 Issue By DoDAAC HQ0034 Admin DoDAAC** HQ0034 Inspect By DoDAAC HQ0157 Ship To Code N/A Ship From Code N/A Mark For Code N/A Service Approver (DoDAAC) HQ0157 Service Acceptor (DoDAAC) HQ0157 Accept at Other DoDAAC N/ALPO DoDAAC N/ADCAA Auditor DoDAAC N/A Other DoDAAC(s) N/A (4) Payment request. The Contractor shall ensure a payment request includes documentation appropriate to the type of payment request in accordance with the payment clause, contract financing clause, or Federal Acquisition Regulation 52.216-7, Allowable Cost and Payment, as applicable.

(5) Receiving report. The Contractor shall ensure a receiving report meets the requirements of DFARS Appendix F.

(g) WAWF point of contact.

(1) The Contractor may obtain clarification regarding invoicing in WAWF from the following contracting activity's WAWF point of contact.

(b)(6)

(2) Contact the WAWF helpdesk at 866-618-5988, if assistance is needed.

(End of clause)

252.232-7007 Limitation Of Government's Obligation

(Apr 2014)

252.232-7007 LIMITATION OF GOVERNMENT'S OBLIGATION (APR 2014)

(a) Contract line item 3007 is incrementally funded. For these items, the sum of \$936,198.13 of the total price are presently available for payment and allotted to this contract. An allotment schedule is set forth in paragraph (j) of this clause.

(b) For item(s) identified in paragraph (a) of this clause, the Contractor agrees to perform up to the point at which the total amount payable by the Government, including reimbursement in the event of termination of those item(s) for the Government's convenience, approximates the total amount currently allotted to the contract. The Contractor is not authorized to continue work on those item(s) beyond that point. The Government will not be obligated in any event to reimburse the Contractor in excess of the amount allotted to the contract for those item(s) regardless of anything to the contrary in the clause entitled "TERMINATION FOR THE CONVENIENCE OF THE GOVERNMENT." As used in this clause, the total amount payable by the Government in the event of termination of applicable contract line item(s) for convenience includes costs, profit and estimated termination settlement costs for those item(s).

(c) Notwithstanding the dates specified in the allotment schedule in paragraph (j) of this clause, the Contractor will notify the Contracting Officer in writing at least ninety days prior to the date when, in the Contractor's best judgment, the work will reach the point at which the total amount payable by the Government, including any cost for termination for convenience, will approximate 85 percent of the total amount then allotted to the contract for performance of the applicable item(s). The notification will state (1) the estimated date when that point will be reached and (2) an estimate of additional funding, if any, needed to continue performance of applicable line items up to the next scheduled date for allotment of funds identified in paragraph (j) of this clause, or to a mutually agreed upon substitute date. The notification will also advise the Contracting Officer of the estimated amount of additional funds that will be required for the timely performance of the item(s) funded pursuant to this clause, for subsequent period as may be specified in the allotment schedule in paragraph (j) of this clause, or otherwise agreed to by the parties. If after such notification additional funds are not allotted by the date identified in the Contractor's notification, or by an agreed substitute date, the Contracting Officer will terminate any item(s) for which additional funds have not been allotted, pursuant to the clause of this contract entitled "TERMINATION FOR THE CONVENIENCE OF THE GOVERNMENT".

(d) When additional funds are allotted for continued performance of the contract line item(s) identified in paragraph (a) of this clause, the parties will agree as to the period of contract performance which will be covered by the funds. The provisions of paragraph (b) through (d) of this clause will apply in like manner to the additional allotted funds and agreed substitute date, and the contract will be modified accordingly.

(e) If, solely by reason of failure of the Government to allot additional funds, by the dates indicated below, in amounts sufficient for timely performance of the contract line item(s) identified in paragraph (a) of this clause, the Contractor incurs additional costs or is delayed in the performance of the work under this contract and if additional funds are allotted, an equitable adjustment will be made in the price or prices (including appropriate target, billing, and ceiling prices where applicable) of the item(s), or in the time of delivery, or both. Failure to agree to any such equitable adjustment hereunder will be a dispute concerning a question of fact within the meaning of the clause entitled "disputes."

(f) The Government may at any time prior to termination allot additional funds for the performance of the contract line item(s) identified in paragraph (a) of this clause.

(g) The termination provisions of this clause do not limit the rights of the Government under the clause entitled "DEFAULT." The provisions of this clause are limited to work and allotment of funds for the contract line item(s) set forth in paragraph (a) of this clause. This clause no longer applies once the contract is fully funded except with regard to the rights or obligations of the parties concerning equitable adjustments negotiated under paragraphs (d) or (e) of this clause.

(h) Nothing in this clause affects the right of the Government to this contract pursuant to the clause of this contract entitled "TERMINATION FOR CONVENIENCE OF THE GOVERNMENT."

(i) Nothing in this clause shall be construed as authorization of voluntary services whose acceptance is otherwise prohibited under 31 U.S.C. 1342.

(j) The parties contemplate that the Government will allot funds to this contract in accordance with the following schedule:

May 2026: CLIN 3007 (b)(4)

(End of clause)

List of Attachments

Number	Attachment Name	Attachment Description	Reference Identifier	Date	Line Item
01	Performance Work Statement HQ003422F0395_Updated Sept 2025	Performance Work Statement		09 Sep 2025	
02	PWS Performance Measurement Framework_CLIN 3006_Jan2026	Performance Work Statement		30 Jan 2026	
03	PWS LOE_OY3 Updates_Deloitte_Feb 2026	Performance Work Statement		20 Feb 2026	
04	Statement of Objectives Independent Space Study V2	Statement of Objectives Independent Space Study		10 Jun 2026	
HQ003422F0395U00002	DD254	Contract Security Classification Specification (DD 254)	1064801	19 Apr 2023	