

**PERFORMANCE WORK STATEMENT**

**FOR**

**INTEGRATED RESILIENCE TRAINING AND SUPPORT (IRTS)  
FOR  
THE PREVENTION OF CYBER HARASSMENT AND TECHNOLOGY FACILITATED  
SEXUAL HARASSMENT AND SEXUAL ASSAULT**

**AT**

**JOINT BASE SAN ANTONIO (JBSA)-RANDOLPH, TEXAS**

**1 MAY 2023**

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## SECTION I

## **1.0 DESCRIPTION OF SERVICES**

1.1. General. The Department of the Air Force (DAF) Integrated Resilience Division (AFPC/DPFZ) serves as the Department's office of primary responsibility for interpersonal and self-directed violence (ISDV) prevention and sexual assault response policy and provides oversight to ensure that each of the Major Command (MAJCOM) and Field Commands (FLDCOM) programs complies with Department of Defense (DOD) and DAF policy. This is a non-personal services contract for video production and training support services.

1.1.1. Scope. AFPC/DPFZ requires contractor support to provide video production services, development of training, specialized training opportunities, and supplemental infographic materials. The purpose of the videos, training, and materials to be provided is to raise awareness and prevent emerging forms of cyber harassment and technology-facilitated sexual harassment and sexual assault in the DAF. The Contractor shall provide all personnel, equipment, supplies, tools, materials, supervision, and other items and non-personal services necessary to perform requirements as defined in this PWS except for those items specified as government furnished property and services. The Contractor shall perform to the standards in this contract.

1.2. Background. In 2021, the Secretary of the Defense established the 90-Day Independent Review Commission (IRC) on Sexual Assault in the Military. The Commission was charged with conducting "an independent, impartial assessment" of the military's current treatment of sexual assault and sexual harassment. In the same year, the DoD accepted 82 of the IRC recommendations making them requirements. Under the Line of Effort 3: Culture and Climate, emerged the requirement that the DoD must fully execute on the principle that addressing sexual harassment and sexual assault in the 21st century requires engaging with the cyber domain. The requirement for this work is in line with 3.3. b of the IRC Report: "the military services will educate leaders on cyber harassment and technology-facilitated sexual harassment and sexual assault."

## **SECTION II**

### **2.0. Task Descriptions**

AFPC/DPFZ requires contractor provided education and training on cyber harassment and technology-facilitated sexual harassment and sexual assault, which includes the following:

1. Leaders Training with videos for Air and Space Commanders/equivalents and senior enlisted.
2. Awareness and prevention videos with Talking Points for other Total Force Airmen and Guardians.
3. Educational materials that can be disseminated to Airmen and Guardians through online and print formats.

4. Train-the-Trainer for DAF personnel who will be facilitating the Leaders Training at the installation.
5. Continuing education and training for Integrated Prevention and Response personnel.
6. Special presentations for DAF senior leaders and other Total Force Airmen and Guardians.

All training and awareness activities shall meet the following objectives:

1. Air and Space Leaders: Commanders/equivalents and senior enlisted shall be able to identify elements of cyber-harassment and technology-facilitated sexual harassment and sexual assault.
2. Air and Space Commander/equivalents and senior enlisted shall be able to apply knowledge to prioritize the digital health and safety for all Airmen and Guardians.
3. Other Total Force Airmen and Guardians shall be able to identify elements of cyber-harassment and technology-facilitated sexual harassment and sexual assault.
4. All Airman and Guardians shall be able to apply practical and actionable steps to respond to, prevent, intervene and report incidents of cyber harassment and technology-facilitated sexual harassment and sexual assault.
5. Through safe and supportive online communities, all Airmen and Guardians are able to promote DoD and Service core values to reinforce social norms that prevent sexual violence.

## 2.1 Plans/Reports

2.1.1. Plan of Action and Milestones (POAM) – The Contractor shall provide and maintain a POAM describing the approach, organizational resources, and management controls to be employed to meet the cost, performance, and schedule requirements throughout contract execution. A POAM shall be submitted to the Contracting Officer Representative (COR) no later than 15 business days after contract award.

2.1.2. Meeting Minutes – The Contractor shall provide meeting minutes that include all attendees, date, purpose, and a discussion summary that gives a complete picture of the meeting and action items. Minutes shall be submitted to the COR by the end of the third business day after each meeting.

2.1.3. Monthly Status Report (MSR) – The Contractor shall provide a MSR that monitoring the quality assurance, progress/status reporting, and project reviews applied to each TO. The MSR shall be submitted to the COR no later than the 15<sup>th</sup> day of each month.

2.2. Task 1: The Contractor shall develop, design, and produce Leaders Training for Commanders/equivalents and senior enlisted to improve their digital literacy for a better understanding of social media and how technology platforms can be exploited to bully, harass,

and intimidate fellow Airmen and Guardians. Bridging this gap shall ensure leaders develop the appropriate knowledge to understand how the cyber environment shapes their unit cultures and empower them to take the appropriate actions to address and correct it.

2.2.1. Training shall include topics of interest such as: cyberstalking, cyber harassment, cyber sexual assault, non-consensual privacy violations, catfishing and online impersonation, online dating safety, abuse in online gaming and virtual environments and, building safe and supportive online communities. This list is not exhaustive and may change as new areas of conflict arise among our Airmen and Guardians. The lesson topics, as they are produced, shall be mutually agreed-upon by the COR and the Program Manager. Leaders Training shall be updated annually to reflect emerging topics.

2.2.1.1. Leaders Video(s): The Contractor shall develop, design, edit, and produce (2) videos to accompany the Leaders Training. The videos shall provide an overview and contain content to enhance their digital literacy of cyberharassment and technology-facilitated sexual harassment and sexual assault. Leaders videos shall be updated annually to reflect emerging topics.

2.2.1.2. All storyboards and scripts shall be approved by AFPC/DPFZ and the COR prior to production. Videos shall be compelling, interactive, thought provoking, believable, and relevant to the targeted audience. Video(s) shall be no more than five (5) minutes each. The Contractor shall secure and compensate all talent needed for the video(s).

2.2.1.3. The videos shall be created in an end-user format that allows for multiple start and stop functionality between perspectives and be conducive to a facilitated environment. In addition, the videos shall be produced in high-definition format. The Contractor shall accomplish coordination of DAF property/locations for video filming and be responsible for the setup of scenes required for filming. Video production shall begin no later than 10 business days after design approval has been received. Video(s) shall be provided electronically or via compact disc (CD) to the COR in MP4 format and encoded with the h.264 video codec and AAC audio at a variety of sizes and qualities as described in the table below. Video(s) shall be submitted to the COR IAW paragraph 4.0. Deliverable Table.

**Video Size & Qualities**

<b>Resolution</b>	<b>Bitrate</b>	<b>Size</b>
486x274	300 kbps	4 MB
720x406	800 kbps	9 MB
720x406	1500 kbps	17 MB
1280x720	3000 kbps	33 MB
1920x1080	9350 kbps	100 MB
1920x1080	10000 kbps	111 MB

2.2.1.4. Casting: If actors in uniform are used, the Contractor shall utilize professional actors and accurately portray Air and Space customs, courtesies, and uniform wear in the video module(s).

The government will not pay for any wardrobe/costumes required for the actors. Actors/actresses may be used in multiple roles as applicable. The Government will not pay royalties to the actors/actresses. Note: Video productions with actors may be combined for efficiencies. If this is the case, deliverable timelines will be adjusted accordingly. If any videos require any scenes to be filmed at an installation, filming at DAF locations near the Contractor is recommended.

## 2.2.2. Concept Design

2.2.2.1. Preliminary Design Document (PDD) – The Contractor shall provide a preliminary design describing each video module. The design shall include sketches or storyboards to include script and scene settings for the development of each video module that will be presented by an DPFZ. The Contractor will work closely with DPFZ to gather information for script/scene development. The PDD shall be submitted to the COR no later than 60 calendar days after the Plan of Action Milestone has been accepted.

2.2.2.2 Preliminary Design Review (PDR) –The Contractor will schedule a PDR meeting via available electronic means after the Government is in receipt of the Preliminary Design Document. The Government will have up to 10 business days upon receipt of the document for review. The Contractor will revise the document as required from the meeting action item within 10 business days.

2.2.2.3. Critical Design Document (CDD) –The CDD shall include comprehensive storyboards, graphics arts support, technical documentation and components such as audio/video files and the instructional flow of a module that demonstrates a sound grasp of teaching in the affective domain. The CDD remains a living document throughout the development process and shall contain procedural designs. The initial CDD shall be submitted to the COR no later than 30 business days after the Preliminary Design has been approved. The finalized Critical Design Document shall be submitted to the COR no later than 20 business days after the conclusion of the Government's review of the draft CDD.

2.2.2.4. Critical Design Review – The Contractor shall schedule a Critical Design Review meeting(s) after the Government is in receipt of the critical design. The Government shall have up to 10 business days to review the document prior to the meeting. The Contractor shall revise the document as required from the meeting action items within 10 business days. All designs must be approved by the COR prior to beginning video production.

2.3. Task 2: The Contractor shall produce Leaders Training support material. The Contractor shall develop, design, edit, and produce accompanying training support material in the form of a facilitator's guide and PowerPoint slides. The facilitation guide shall contain an introduction to the goals and effects of the program, the topics/dilemmas faced by each target audience, basic principles of facilitation, the role of the participants, how to use the facilitator's guide, the flow of the presentation, suggested questions for the target audience and tips for soliciting feedback from participants. The guide shall reference back to the associated objectives and subject matter. A preliminary design/template/style example shall be submitted to the COR for review and approval before guide development. A DRAFT copy of the guides shall be provided to the COR

for approval with the submission the video(s). The Contractor shall provide final electronic copies of the facilitator's guide and slides.

#### 2.4. Task 3: Develop Total Force awareness and prevention education for other Total Force Airmen and Guardians.

2.4.1. Total Force Videos: The Contractor shall develop, design, edit, and produce four (4) videos annually. This list is not exhaustive and may change as new areas of conflict arise among our Airmen and Guardians. The products shall provide practical and actionable steps to respond prevent, intervene and report incidents of cyber harassment and technology-facilitated sexual harassment and sexual assault. Topics may include cyberstalking, cyber harassment, cyber sexual assault, non-consensual privacy violations, catfishing and online impersonation, online dating safety, abuse in online gaming and virtual environments and building safe and supportive online communities. The topics, as they are produced, shall be mutually agreed-upon by the COR and the DPFZ Training Program Manager.

2.4.1.2. Video requirements are the same as Leaders Training videos (2.2.1.2 - 2.2.1.4.).

2.4.1.3. Concept Design requirements are the same as Leaders Training videos (2.2.2.1 – 2.2.2.4.).

2.4.2. Task 4: The Contractor shall develop, design, edit, and produce one (1) Talking Point paper per video. The Talking Points shall provide a summary of video content, flow of the presentation, points to highlight or discuss, suggested questions for the target audience and tips for soliciting feedback from participants. The summary in the Talking Point shall reference back to the associated objectives and subject matter. A preliminary design/template/style example shall be submitted to the COR for review and approval before guide development. A DRAFT copy of the talking points shall be provided to the COR for approval with the submission of each video. The Contractor shall provide final electronic copies of the talking points.

#### 2.4.3. Task 5: Develop a series of informational handouts addressing each topic area.

2.4.3.1. Informational Handouts: The Contractor shall develop, design, edit, and produce a series of informational handouts addressing each topic area. Each handout shall be suitable for dissemination to Airmen and Guardians via digital and print publication formats, and shall include practical tips, guidance, support and FAQs relevant to the corresponding topic area.

2.4.3.2. Supplemental Infographic Handouts: The Contractor shall develop, design, edit, and produce a series of infographic handouts addressing each topic area. Each handout shall be suitable for dissemination to Airmen and Guardians via digital and print publication formats, and shall include graphic visual representations of relevant information, data, and knowledge that shall deliver the topic information quickly and clearly to the reader.

2.4.3.3. The handouts shall reference back to the associated objectives and subject matter. A preliminary design/template/style example shall be submitted to the COR for review and

approval before guide development. A DRAFT copy of the handouts shall be provided to the COR for approval with the submission of each video. The Contractor shall provide final electronic copies of the handouts.

2.7. Task 6: The Contractor shall provide virtual Train-the-Trainer sessions for the DAF personnel facilitating the Leaders Training. Annually, the Contractor shall provide a minimum of three (3) sessions that will accommodate personnel in the different time zones. Additionally, the Contractor shall host the training, record the sessions and provide electronic copies of sessions to AFPC/DPFZ. The dates and times for training shall be mutually agreed-upon by the COR and the Program Manager.

2.8. Task 7: Provide continuing education opportunities for DAF Integrated Prevention and Response personnel. The Contractor shall provide a minimum of five (5) sessions annually. The sessions shall be conducted both in-person and virtual: two (2) in-person for annual refresher and three (3) virtual. If the in-person annual refresher is conducted virtually, sessions shall be accomplished on a virtual platform. The Contractor shall provide/host the virtual sessions. Additionally, the Contractor shall host the training, record sessions and provide electronic copies of sessions to AFPC/DPFZ. The topic(s) shall be mutually agreed-upon by the COR and the Program Manager.

2.9. Task 8: Provide virtual special presentations for s DAF senior leaders and Total Force Airmen and Guardians. Annually, the Contractor shall provide a total of six (6) sessions: three (3) to accommodate time zones for senior leaders three (3) to accommodate time zones for other Total Force Airmen and Guardians. The Contractor shall provide virtual sessions. The Contractor shall host the training, record sessions and provide electronic copies of sessions to AFPC/DPFZ. The topic shall be mutually agreed-upon by the COR and the Program Manager.

### SECTION III

#### 3.0. SERVICE SUMMARY

The Contractor service requirements are summarized into performance objectives that relate directly to mission essential items. The performance threshold briefly describes the minimum acceptable levels of service required for each requirement and will be assessed on an “Acceptable” or “Unacceptable” basis. These thresholds are critical to mission success.

Performance Objective	PWS Paragraph	Performance Threshold
SS – 1 Prepare and maintain Plan of Action and Milestones (POAM) for each Task Order (TO)	2.1.1.	Performance is acceptable when: a) submitted to the COR no later than 15 business days after contract award
SS – 2 Prepare and deliver monthly status report	2.1.3.	Performance is acceptable when: a) MSRs are delivered to the COR NLT the 15 <sup>th</sup> day of each month



SS – 3 Submit final high-definition videos in an end-user format that allows for multiple start and stop functionality between perspectives and be conducive to a facilitated environment	2.2.1.3.	Performance is acceptable when: a) provided 100% of the time
SS – 4 Utilize professional actors, accurately portray DAF customs and courtesies and wear of the uniform	2.2.1.4.	Performance is acceptable when: a) provided 100% of the time
SS – 5 Prepare and deliver Preliminary Design Document (PDD)	2.2.2.1.	Performance is acceptable when: a) submitted to the COR no later than 60 calendar days after the POAM
SS – 6 Prepare and deliver Preliminary Design Review (PDR)	2.2.2.2.	Performance is acceptable when: a) Revision of the document, as required from the meeting, is received within 10 business days
SS – 7 Prepare and deliver final Critical Design Document (CDD)	2.2.2.3.	Performance is acceptable when: a) submitted no later than 20 business days after Government's review
SS – 8 Prepare and deliver final copy of the Leaders Training Facilitator's Guide and accompanying slides	2.3.	Performance is acceptable when: a) Deliverable requirements are met and received on time b) Shall accompany slides and video(s)
SS – 9 Videos addresses each objective listed in 2.0	2.0.	Performance is acceptable when: a) provided 100% of the time
SS – 10 Prepare and deliver final copy of the Toral Force video Talking Points	2.4.2.	Performance is acceptable when: a) Deliverable requirements are met and received on time b) Shall accompany video
SS – 11 Prepare and deliver copy of the Informational and Infographic Handouts	2.4.3. - 2.4.3.3.	Performance is acceptable when: a) Deliverable requirements are met and received on time b) Shall accompany video and handouts

SS – 12 Deliver, host, record and provide electronic copies of virtual Train-the-Trainer sessions	2.7.	Performance is acceptable when: a) Deliverable requirements are met
SS – 13 Deliver, host, record and provide electronic copies of continuing education opportunities for DAF Integrated Prevention and Response personnel	2.8.	Performance is acceptable when: a) Deliverable requirements are met
SS – 14 Deliver, host, record and provide electronic copies of special presentations for s DAF senior leaders and other Total Force Airmen and Guardians	2.9.	Performance is acceptable when: a) Deliverable requirements are met

## SECTION IV

### 4.0. DELIVERABLES

The specific format and required delivery dates for all deliverables will be specified by the originator consistent with Air Force needs. Any papers, recommendations, etc. that the Contractor submits are drafts and not final copies until approved and accepted by the COR. The Air Force shall own and have unlimited rights in all deliverables, papers, recommendations, plans, reports, modules, curricula, lesson plans, exercises, activities, handouts, guides, evaluation tools, training materials, reports, videos, slides, presentations, technical data, projects, training, studies, analysis, case studies, demonstrations, job aids, and discussions developed under or for this contract. All deliverables will be reviewed for timeliness, accuracy, and format. If a deliverable's due date falls on a weekend or holiday, the Contractor shall submit the deliverable on the last workday prior to the due date unless otherwise coordinated with the COR. The Contracting Officer (CO) shall also be provided copies of the listed deliverables.

The following enumerated deliverables are not expected to change. Due Date intervals are not expected to change but actual dates may need to be revised depending on actual contract start date.

DELIVERABLE	PWS PARA	DUE DATE	DELIVERY METHOD
1. Plan of Action and Milestones (POAM) – Provide and maintain a POAM per Task Order (TO)	2.1.1.	A POAM shall be submitted to the COR no later than 15 business days after each TO	Via email to the COR Microsoft Word document
2. Meeting Minutes	2.1.2.	Minutes shall be submitted by the end of the third business day after the meeting	Via email to the COR Microsoft Word document

<b>DELIVERABLE</b>	<b>PWS PARA</b>	<b>DUE DATE</b>	<b>DELIVERY METHOD</b>
3. Monthly Status Report (MSR)	2.1.3.	On or before 15 <sup>th</sup> of each month	Via email to the COR Microsoft Word document
4. Preliminary Design Document (PDD): Leaders Training & Total Force Videos	2.2.2.1.	The PDD shall be submitted no later than 60 calendar days after the POAM has been accepted	Via email to the COR and Integrated Resilience Support Branch in Contractor-Determined Format
5. Preliminary Design Review (PDR): Leaders Training & Total Force Videos	2.2.2.2.	Revision of the document as required from the meeting is received within 10 business days	Via email to the COR and Integrated Resilience Support Branch in Contractor-Determined Format
6. Critical Design Document (CDD): Leaders Training & Total Force Videos	2.2.2.3.	The finalized CDD shall be submitted no later than 20 business days after the conclusion of the Government's review of the draft CDD	Via email to the COR and Integrated Resilience Support Branch in Contractor-Determined Format
7. Critical Design Review (CDR): Leaders Training & Total Force Videos	2.2.2.4.	Revision of document as required from the meeting action items within 10 business days; all designs must be approved prior to beginning video production	Via email to the COR and Integrated Resilience Support Branch in Contractor-Determined Format
8. Videos Modules: Leaders Training & Total Force Videos	2.2.1.3.	Production reviews at 25%, 50%, and 75%	Electronically to COR via compact disc (CD) compatible with DAF systems and hardware
9. Final Facilitator Guide and Slides: Leaders Training	2.3.	Shall accompany each video submission	Via email to the COR and Integrated Resilience Support Branch in Microsoft Word and PowerPoint
10. Raw Data (Raw Footage/B-Roll & Scripts): Leaders Training & Total Force Videos	6.2.7.	120 calendar days after contract completion	Original Source to COR

<b>DELIVERABLE</b>	<b>PWS PARA</b>	<b>DUE DATE</b>	<b>DELIVERY METHOD</b>
11. Final Total Force Video Talking Points	2.4.2.	Shall accompany each video submission	Via email to the COR and Integrated Resilience Support Branch in Microsoft Word
12. Final Informational and Infographic Handouts	2.4.3. - 2.4.3.3.	Shall accompany each video submission	Via email to the COR and Integrated Resilience Support Branch in Microsoft Word and/or PowerPoint
13. Train-the-Trainer Sessions	2.7.	The dates and times for training shall be mutually agreed-upon by the Contract Officer Representative (COR) and the Program Manager	Provide training dates, times, platform information and recording electronically to the COR and Integrated Resilience Support Branch
14. Continuing education opportunities for DAF Integrated Prevention and Response personnel	2.8.	The dates and times for training shall be mutually agreed-upon by the Contract Officer Representative (COR) and the Program Manager	Provide training dates, times, platform information and recording by electronically to the COR and Integrated Resilience Support Branch
15. Special presentations for s DAF senior leaders and other Airmen and Guardians.	2.9	The dates and times for training shall be mutually agreed-upon by the Contract Officer Representative (COR) and the Program Manager	Provide training dates, times, platform information and recording via email to the COR and Integrated Resilience Support Branch
16. Kickoff Meeting Agenda	6.3 – 6.3.3	NLT three (3) calendar days after contract award	Via email to the COR in Microsoft Word format
17. Transition-Out Plan	6.4.	NLT 90 calendar days prior to contract expiration	Via email to the COR in Microsoft Word format
18. Quality Control Plan	6.5.	Submitted at Kickoff Meeting and annual revisions submitted 15 calendar days after OY award.	Via email to the COR in Microsoft Word format

DELIVERABLE	PWS PARA	DUE DATE	DELIVERY METHOD
19. Trip Reports	6.12.4.	NLT five (5) business days after completion of TDY	Via email to the COR in Microsoft Word IAW AFH 33-337 (T&Q)
20. Employee List	6.13.	Upon Request	Via email to COR in Microsoft Excel

## SECTION V

### 5.0. GOVERNMENT FURNISHED PROPERTY, EQUIPMENT, MATERIAL, INFORMATION, OR SERVICES

5.1. Government Furnished Property (GFP), Equipment, Material, Information, or Services. None will be provided.

5.1.1. Telework. Permanent telework may be permitted as well as in accordance with the contract company's telework policy. If Contractor personnel are in a full telework capacity, it is the responsibility of the Contractor to pick up necessary equipment and Common Access Cards (CAC) at their own expense from Joint Base San Antonio (JBSA) – Randolph, TX. The Government will not reimburse the Contractor for this travel expense.

5.2. Contractor Acquired Property. The Contractor shall not be required to acquire any property.

## SECTION VI

### 6.0. GENERAL INFORMATION

6.1. Scheduling Concerns.

6.1.1. Duty Hours. Contractor personnel are expected to conform to customer agency normal operating hours; however, the Contractor may be required access to Government facility outside of duty hours based on the customer agency's needs. The Contractor shall not exceed a forty (40) hour work week, excluding Government observed holidays. The Government reserves the right to change hours of operation or restrict Contractor access. Work outside these daily hours is strictly prohibited without COR approval and CO coordination. Compensatory time arrangements are permissible for temporary spikes in worktime; but overtime pay is prohibited without COR and CO approval. Federal Holidays shall be observed in accordance with Office of Personnel Management policy.

6.1.2. Core Duty Hours and Base Shutdown/Inclement Weather. Core duty hours are 0730 - 1630, Monday through Friday (excluding federal holidays). The Contractor shall follow guidance of the installation containing their place of performance to determine reporting schedules whether due to a base closure or inclement weather.

## 6.2. General Contractor Requirements.

6.2.1 Contractor Employees. The Contractor shall not employ persons for work on this contract if such employee is identified to the Contractor by the CO or COR as a potential threat to the health, safety, security, general well-being or operational mission of the installation and its population.

6.2.2. Contractor Point of Contact. The Contractor shall provide a Program Manager (PM) who shall be responsible for the performance of work. The PM shall have full authority to act for the Contractor on all matters relating to the daily operation of this contract. The Contractor shall designate this individual to the CO and the COR before the contract start date. An alternate PM may be designated, but the Contractor shall identify those times when the alternate shall be the primary point of contact. The Government has no preference to on-site or off- site PM.

6.2.3. Contractor Personnel Staffing. See 6.13

6.2.4. Contractor Personnel Conduct. Contractor personnel are required to observe all base and facility parking, safety and traffic regulations that apply to all facility employees. Contractor personnel shall present a well-groomed appearance. Neat, clean, business attire shall be worn. There shall be no loud, profane or abusive language used on the job. Alcoholic beverages on the job will not be tolerated.

6.2.5. Contractor Identification. When conversing with Government personnel during business meetings, over the telephone or via electronic mail, Contractor/subcontractor personnel shall identify themselves as such to avoid situations arising where sensitive topics might be better discussed solely between Government employees. Contractors/subcontractors shall identify themselves on any attendance sheet or any coordination documents they may review. Electronic mail signature blocks shall identify their company affiliation.

6.2.6. Organizational Conflict of Interest. The Contractor shall not employ any person who is an employee or recent retiree of the United States Government if the employment of that person would create a conflict of interest. The Contractor shall not employ any person who is an employee of the Department of the Air Force, either military or civilian, unless such person seeks and receives approval in accordance with DOD Directive 5500.7, Standards of Conduct, and, Air Force policy. The Contractor shall provide to the COR within 10 business days after contract award, a signed, Organizational Conflict of Interest Avoidance or Mitigation Plan addressing the activities of all contract employees.

6.2.7. Data Rights. The Government retains unlimited data rights to all courseware, including all course material, files, etc., developed, delivered and/or maintained under this contract. The Government retains unlimited data rights to video modules. The Contractor shall provide raw data footage NLT 120 calendar days after contract completion.

### 6.3. Kickoff Meeting/Orientation Meeting.

6.3.1. The Contractor shall schedule and coordinate a Project kick-off Meeting no later than (NLT) five (5) calendar days after contract award at the location approved by the Government. The meeting shall provide an introduction between the Contractor personnel and Government personnel who will be involved with the contract. The meeting shall provide the opportunity to discuss technical, management, and logistic issues; travel authorization; communication process between Government and Contractor; and reporting procedures. At a minimum, the attendees shall include key Contractor personnel, the Integrated Resilience Division (AFPC/DPFZ), key Government representatives, and the COR. The Contractor shall provide a Kick-Off Meeting Agenda that shall include, but not be limited to, the following:

- Introduction of personnel
- Overview of project tasks
- Review of organization (complexity)
- Schedule (shows major tasks, milestones, and deliverables; planned and actual start and completion dates for each)
- Communication Plan/lines of communication overview (between both Contractor and Government)
- Discussion of draft Program Management Plan (PMP) (If this is requested, please include in Section II and in your deliverables table)
- Travel notification and processes
- Government-furnished information (GFI) (Items that may not be included in Section V)
- Security requirements (Building access, badges, Common Access Cards (CAC))
- Analytical Support Status Accreditation (ASSA) Documentation
- Invoice procedures
- Monthly meeting dates
- Reporting Requirements, e.g. Monthly Status Report (MSR)
- POCs
- Roles and Responsibilities
- Overview of incoming Transition Plan to include process, timeframes, and status
- Prioritization of Contractor activities
- Any initial deliverables
- Other logistic issues
- Quality Control Plan (QCP)
- Sensitivity and protection of information
- Additional issues of concern (Leave/back-up support)

6.3.2. The Contractor shall provide a draft copy of the agenda NLT three (3) business days after contract award for review and approval by the COR prior to finalizing. The Government will provide the Contractor with the number of participants for the kick-off meeting and the Contractor shall provide sufficient copies of the presentation for all present.

6.3.3. The Kickoff Meeting location shall be held at the AFPC/DPFZ, JBSA-Randolph or another designated location, or virtual platform and the date and time shall be mutually agreed upon by both parties.

#### 6.4. Transition-Out Plan (if applicable).

6.4.1. The Contractor shall provide a Transition-Out Plan NLT than 90 calendar days prior to expiration of the contract. The plan shall facilitate the accomplishment of a seamless transition from the incumbent to and incoming Contractor (if applicable). In addition, the Contractor shall continue to accomplish all tasks as outlined in the contract during this period. The Contractor shall identify how it will coordinate with the incoming Contractor and Government personnel to transfer knowledge regarding the following:

- Project management processes
- Points of contact
- Location of technical and project management documentation
- Status of ongoing technical initiatives
- Transition of key personnel
- Schedules and milestones
- Actions required of the Government
- Coordination of IT related programs, issues

6.4.2. The Contractor shall also establish and maintain effective communication with the incoming Contractor and Government personnel for the period of the transition via weekly status meetings.

#### 6.5. Quality Control.

6.5.1. Quality Assurance. The Government shall rely on the Contractors' existing quality assurance system as the method to ensure that the requirements of the contract and performance thresholds are met; however, the Government reserves the right to monitor and evaluate the quality of services provided and compliance with the contract terms and conditions at any time.

6.5.2. Quality Control Plan (QCP). The Contractor shall develop and maintain an effective quality control program to ensure services are performed IAW this PWS, applicable laws and regulations, and best commercial practices. The Contractor shall develop and implement procedures to identify, prevent, and ensure non-recurrence of defective services with special emphasis placed on those services listed in this PWS. The Contractor's quality control program is the means by which it assures itself that the work complies with the requirement of the contract. The Contractor shall submit their QCP to the CO with their proposal. The QCP will be considered acceptable and approved unless the Contractor is notified by the CO prior to award. Changes to the QCP during contract performance shall be submitted to the CO for acceptance no later than 10 calendar days prior to any changes being implemented by the Contractor. Annual revisions shall be submitted 15 calendar days after each Option Year (OY) contract start date (if option exercised).



## 6.6. Emergency Operations/Mission Essential Personnel.

6.6.1. Continuation of Essential Contractor Services During Crisis. All services in this PWS HAVE NOT been defined or designated as essential services for performance during crisis IAW DFARs 252.237-7023, "Continuation of Essential Contractor Services." In the event of an unforeseen natural or military crisis, i.e., hurricane, insurrection, etc., the Contractor's primary responsibility is to safeguard the students in the same manner Contractor's employees would be safeguarded and secure any equipment.

## 6.7. System for Award Management (SAM).

6.7.1. The Contractor shall report ALL labor hours (including subcontractor labor hours) required for performance of services provided under this contract via the System for Award Management (SAM) data collection site. The Contractor is required to completely fill in all required data at: [www.sam.gov](http://www.sam.gov). Reporting inputs shall be for the labor executed during the period of performance for each Government fiscal year (FY), which runs 1 October through 30 September. While inputs may be reported anytime during the FY, all data shall be reported not later than 31 October of each calendar year.

## 6.8. Security Instructions.

6.8.1. Obtaining and Retrieving Identification Media. As prescribed by the AFFAR 5352.242-9000, Contractor access to Air Force installations, the Contractor shall comply with the following requirements:

- The Contractor shall obtain installation access passes for all Contractor personnel who make frequent visits to or perform work on the Air Force installation(s) cited in the contract. Contractor personnel are required to present the installation access pass while visiting or performing work on the installation.
- No later than ten working days prior to contract commencement, the Contractor shall submit a written request on company letterhead to the program manager listing the following: contract number, location of work site, start and stop dates, and names, dates of birth, driver's license number and state of issue for the Contractor employees needing access to the base. The authorized program manager shall endorse the request and forward it to the issuing installation pass and registration office or security forces for processing. Contractors shall present government (state or federal) issued ID, before being issued a pass to enter the installation. Before being issued a pass to enter the installation, a criminal history check shall be conducted for every individual requesting a pass. Personnel employed by the Contractor and operating a motor vehicle on the installation must possess proof of the following:
  - (1) Liability Insurance
  - (2) Current License Plates
  - (3) Current State Inspection Sticker (If Required)

- (4) Valid State Driver License
- (5) A phone number for sponsor on base

- Vehicles owned by the Contractor with the company name permanently printed on them are not required to obtain a pass as long as a current work order is presented at the time of entry. However, current liability insurance, state inspection sticker, and registration is required. The person driving the vehicle must have a valid operator license for the type of vehicle.
- Upon completion or termination of the contract or expiration of the identification passes, the Contractor shall ensure that all base identification credentials issued to Contractor employees are returned to the issuing office. If a Contractor employee has been terminated, the credentials shall need to be retrieved and returned to issuing activity so that employee does not have base access. If the credential is not retrieved, then SF shall need to be notified so base access is not allowed.
- Failure to comply with these requirements may result in withholding of final payment.

6.8.2. Pass and Identification Items. The Contractor shall ensure the following pass and identification items required for service performance are obtained for employees and non-government owned vehicles:

- Installation Access Pass (IAP) (DBIDS), Visitor/Vehicle Pass (AFMAN 31-116), used for contracts for less than six months to include one-day visits (i.e. warranty work).
- Installation Access Card (IAC) (DBIDS), (AFMAN 31-113), used for contracts for more than six months or more.

6.8.3. Suitability Investigations. The Contractor shall comply with the DoDM 5200.02, AFM 16-1405, Air Force Personnel Security Program, AFMAN 33-152, User Responsibilities and Guidance for Information Systems, and AFI 33-200, Information Assurance (IA) Management, requirements.

6.8.4. Security Monitor Appointment. Not required. Contactor shall follow guidance provided by the Directorate Security Assistant.

6.8.5. Additional Security Requirements. In accordance with DoDM 5200.01, Vol 1-4, DoD Information Security Program, the Contractor shall comply with AFSSI 7700, Emission Security (EMSEC) Program; applicable AFKAGs, AFIs, and AFSSIs for Communication Security (COMSEC); and AFI 10-701, Operations Security (OPSEC) Instructions. The AT program seeks to deter or limit the effects of terrorist acts against the AF by giving guidance on collecting and disseminating timely threat information, providing training to all AF members, developing comprehensive plans to deter and counter terrorist incidents, allocating funds and personnel and implementing AT measures. The work performed on this contract shall comply with DoDI O-2000.16 Vol.1\_AFI 10-245 para. 2.13.20.b. Coordinate with the installation Antiterrorism Officers or Antiterrorism Program Manager (ATPM) to ensure Level I – AT Awareness Training is offered to all Contractors. Coordination for training should be done by the requiring unit after

contract award and JB SA AT Plan para. 3.2.4.3 Coordination for training shall be accomplished by the requiring unit after contract award.

6.8.6. Freedom Of Information Act Program (FOIA). The Contractor shall comply with DoD Regulation 5400.7-R/Air Force Supplement, DoD Freedom Of Information Act Program, requirements. The regulation sets policy and procedures for the disclosure of records to the public and for marking, handling, transmitting, and safeguarding Controlled Unclassified Information (CUI) material. The Contractor shall comply with AFI 33-332, Privacy Act Program, when collecting and maintaining information protected by the Privacy Act of 1974 authorized by Title 10, United States Code, Section 8013. The Contractor shall remove or destroy official records only in accordance with AFI 33-322 Records Management, or other directives authorized in AFI 33-364, Records Disposition—Procedures and Responsibilities.

6.8.7. Reporting Requirements. The Contractor shall comply with AFI 71-101, Volume- 1, Criminal Investigations, and Volume-2, Protective Service Matters, requirements. Contractor personnel shall report to an appropriate authority, any information or circumstances of which they are aware may pose a threat to the security of DoD personnel, Contractor personnel, resources, and classified or unclassified defense information. Contractor employees shall be briefed by their immediate supervisor upon initial on-base assignment and as required thereafter.

6.8.8. Air Force Network (AFNET) Access. Access to the AFNET will not be required.

6.9. Traffic Laws. The Contractor and their employees shall comply with base traffic regulations.

6.10. Healthcare. Healthcare provided at the local military treatment facility on an emergency reimbursable basis only.

6.11. Drug and Alcohol Use Policy. The consumption of alcoholic beverages or illegal drugs by Contractor personnel, while on duty, is strictly forbidden. Contractor shall immediately remove any employee who is under the influence of alcohol or drugs.

6.12. Travel.

6.12.1 Local Travel. Local travel to attend meetings or events may be required at no cost to the Government. Travel within the San Antonio, TX commuting vicinity is considered a cost of doing business and shall not be separately reimbursed.

6.12.2. Continental United States (CONUS) Travel: Prior to travel, the Contractor shall coordinate with, and receive approval from, the COR at least 10 business days prior to trip. Actual modes of transportation and costs shall be agreed to in advance. AFPC/DPFZ anticipates a requirement of two, single-contractor training trips within the CONUS per contract option and estimates a maximum travel cost of \$3,500 per trips (specifics of travel purpose are outlined in paragraph 2.8)

6.12.3. Further guidance for Contractor travel can be found at <https://www.defensetravel.DoD.mil/site/faqctr.cfm>.

6.12.4. Trip Reports: Following each trip, the Contractor shall prepare and deliver Trip/After Action Reports to the COR IAW AFH 33-337. The trip report shall be completed in accordance with AFPC guidance.

6.13. Staffing of Contractor Personnel. The Contractor shall ensure positions are filled with qualified personnel no later than 14 calendar days after contract award. The Contractor shall provide a stable workforce, throughout the duration of the contract, by maintaining a 25% or less employee turnover rate. No positions shall remain vacant for more than 30 working days. After contract award, and within 30 business days after a position is vacated, the Contractor shall select a replacement candidate and provide this candidate's resume (sanitized to delete personal identification information such as name, address, etc.) to the COR. The Contractor shall fill the vacant position no later than 10 business days after the CO has reviewed and provided concurrence to the Contractor on the replacement candidate's resume. The government shall not be billed for positions left vacant over 30 working days unless the vacancy is due to government delay and otherwise approved by the CO.

6.14. Contractor professionalism. The contractor shall:

- Present a professional appearance and maintain professional demeanor and conduct at all times.
- Conduct their work assignments IAW project schedules.
- Function effectively and efficiently during extended periods of high pressure and stress.
- Function as an integral member of a team of highly trained professionals responsible for the safety and security of USAF personnel and resources.

6.14.1. Professional and Unprofessional Relationships. The Contractor shall comply with AETCI 36-2909, Professional and Unprofessional Relationships, and take immediate action to resolve violations of the prohibition on unprofessional relationships. Specifically, Contractors shall understand the following: Unprofessional relationships covered by this instruction include those between faculty, staff, Contractor facilitators/instructors, recruits, trainees, cadets, students, and Entry Level Separation (ELS) Airmen. Whether pursued on or off duty, relationships are unprofessional when they detract from the authority of superiors or result in (or reasonably create the appearance of) favoritism, misuse of office or position, or the abandonment of organizational goals for personal interests.

6.15. Miscellaneous Paragraphs.

6.15.1. Safety Concerns. The Contractor is solely responsible for compliance with OSHA standards for the protection of their employees. The Government is not responsible for ensuring that Contractors comply with "personal" safety requirements that do not present the potential to damage Government resources.

6.15.2. Project Policy. The Contractor shall comply with all industry standards. All work shall be done in accordance with all federal, local, and state laws and regulations.

6.15.3. Inherently Governmental Functions. The Contractor shall not perform inherently governmental functions as defined in the Federal Acquisition Regulation (FAR) Subpart 7.5 in relation to this PWS.

6.15.4. Non-Personal Services. The Government shall not supervise or task Contractor employees in any manner that generates actions of the nature of personal services, or that creates the perception of personal services. It is the responsibility of the Contractor to manage its employees directly and to guard against any actions that are of the nature of personal services or give the perception of personal services to the Government or to Government personnel. If the Contractor feels that any actions constitute, or are perceived to constitute personal services, it is the Contractor's responsibility to notify the CO immediately. Non-personal Contractor services shall not be used to perform work of a policy/decision making or management nature.

## SECTION VII

### APPENDIX 1

#### 1.0 DEFINITIONS, ABBREVIATIONS, AND ACRONYMS

**Contracting Officer (CO).** The duly appointed Government agent authorized to award or administer contracts. The CO is the only person authorized to contractually obligate the Government.

**Defective Service.** A service output that does not meet the standard of performance specified in the contract for that service.

**Government Furnished Property (GFP).** Facilities, equipment, tools, supplies, parts, or any other items furnished for the concessionaire's use by the Government. A full list, if applicable, is in Section V.

**Interpersonal and Self-Directed Violence (ISDV).** This includes suicide, sexual assault, dating violence, family violence (e.g. intimate partner and domestic violence, child maltreatment and abuse) and workshop violence (e.g. workplace harassment, sexual harassment, hazing and bullying).

**Performance Threshold.** The minimum performance level of a performance objective required by the Government.

#### 2.0 ACRONYMS

AD	Active Duty
AFB	Air Force Base
AFPC/DPFZ	Air Force Personnel Center / Integrated Resilience Division
AFI	Air Force Instruction
AFPC	Air Force Personnel Center
AFRC	Air Force Reserve Command
ANG	Air National Guard
CO	Contracting Officer
CONUS	Continental United States
COR	Contracting Officer's Representative
CSC	Community Support Coordinator
CUI	Controlled Unclassified Information
DAF	Department of the Air Force
DAF/A1Z	Department of Air Force Integrated Resilience Office
DOD	Department of Defense
e.g.	For example
etc.	Etcetera
FAR	Federal Acquisition Regulation

FIOA	Freedom of Information Act
FSO	Facility Security Officer
FY	Fiscal Year
GFE	Government Furnished Equipment
GFM	Government Furnished Material
GFS	Government Furnished Software
IAW	In Accordance With
IPO	Information Protection Office
IRC	Independent Review Commission
ISD	Information Systems Design
JPAS	Joint Personnel Adjudication System
LAN	Local Area Network
MAJCOM	Major Command
MSR	Monthly Status Report
NACI	National Agency Check with Inquiries
NDA	Non-Disclosure Agreement
NDAA	National Defense Authorization Act
NLT	No Later Than
OPM	Office of Personnel Management
OSI	Office of Special Investigation
PM	Program Manager
POAM	Plan of Action and Milestone
PWS	Performance Work Statement
QCP	Quality Control Plan
SAM	System for Award Management
SME	Subject Matter Expert
USSF	United States Space Force