***Communications Strategy Analysis***

**PERFORMANCE WORK STATEMENT (PWS)**

***\*Note that this sample has been revised from the source document on the Government Point of Entry as necessary to align formatting and applicable FAR procedures.\****

**Part 1 General Information**

**1. Vision Statement**

Provide the Commander with comprehensive Communications Strategy services that fulfill the demand for research, analysis, assessment, engagements, messaging, measures of performance (MOP), measures of effectiveness (MOE), and products.

**1.1 Description of Services/Introduction**

The Contractor shall provide all personnel, equipment, supplies, facilities, transportation, tools, materials, supervision, and other items and non-personal services necessary to perform Communications Strategy (CS) Analysis Support as defined in this Performance Work Statement except for those items specified as government furnished property and services. The Contractor shall perform to the standards in this PWS.

**1.2 Background**

Communications Strategy (CS) is a mission of United Nations Command / Combined Forces Command / United States Forces Korea (UNC/CFC/USFK) J5 Communications Strategy (CS). The UCJ5 conducts political-military estimates, policy and strategy formulation, and interagency coordination. The UCJ5 executes deliberate and contingency Theater Campaign planning and coordinates strategic U.S. and coalition force flow. The UCJ5 conducts U.S. international negotiations, Alliance coordination and U.S. force planning. UCJ5 coordinates Congressional Affairs, and serves on both the American Embassy Country Team and the Status of Forces Agreement (SOFA) committee. The UCJ5 also conducts Political-Military (POL-MIL) operations interface with the UNC Members, Republic of Korea (ROK) Ministry of National Defense (MND), ROK Joint Chiefs of Staff (ROKJCS), the U.S. Department of Defense (DoD), and U.S. Joint Chiefs of Staff. As such, the CS is integrally involved in all ROK-US combined and US joint interagency actions. CS is central to the successful execution of operations for UNC/CFC/USFK. Commander’s Communication Synchronization (CCS) is a process to coordinate and synchronize narratives, themes, messages, images, operations, and actions to ensure their integrity and consistency to the lowest tactical level across all relevant communication activities. The key responsibilities of this process are understanding selected audiences and relationships, developing communications and engagement strategies, synchronizing supporting activities, and adapting and refining plans and strategies based on assessments. The CCS process is designed to synchronize operations, actions, words, and images. CCS thus maximizes the impact of efforts to achieve one or more of the following depending on the circumstances: improve US credibility and legitimacy, weaken an adversary’s credibility and legitimacy, convince selected audiences to take specific actions that support US or international objectives, and/ or cause a competitor or adversary to take (or refrain from taking) specific actions. The staff element responsible for CS and CCS is the Communications Strategy Division (CSD). CSD strives to ensure the command communicates its strategic themes and messages to appropriate audiences in order to meet the strategic mission and goals of UNC/CFC/USFK. CS is a dynamic endeavor driven by world events and sensitive competing national goals, economic concerns, and diverse cultures.

1.2.1 The CSD has a military director, a civilian international relations specialist, an active duty Army operations officer, a U.S. Government Services (GS) civilian language specialist, a Korean Government Services (KGS) civilian language specialist, and one Korean Augmentation To the United States Army (KATUSA). The division has four functional areas: production, analysis, synchronization, and plans. Production is focused on creating visual products designed to further the command’s messaging goals. Analysis supports the command’s strategic vision with research, analysis, and evaluation. Synchronization focuses on ensuring coordination and synchronization of messaging across working groups and calendars related to command engagements. Plans focuses on the coordination and synchronization of OPLANS and CONPLANS and CS functions in support of issue-specific events, emergencies, exercises, and contingencies; and for the creation and maintenance of a comprehensive Communications Strategy Plan. The CSD coordinates with the staff primarily through the Communication Synchronization Working Group (CSWG) and other Boards, Bureaus, Centers, Cells, and Working Groups (B2C2WGs) provide additional means of coordination. The CSD is an extension of the commander. Thus, it is located primarily with the commander. The CSD supports the commander in his roles as the UNC, CFC, and USFK commander. The commander speaks with one voice while exercising authorities of the various commands. The CSD ensures the commander’s narrative and themes are consistent across the commands.

**1.3 Type of Contract**

The government will award a Firm Fixed Price type contract.

**1.4 Scope**

Communications Strategy Analysis Service. Services include a complementary mix and understanding of Communications Strategy, international relations, Northeast Asia regional expertise, Korean language proficiency, plans, administrative and coordination activities, Exercise and contingency support, computer graphic design, web development, magazine and collateral print media production, MOP and MOE analysis, Key Leader Engagement (KLE) and Spheres of Influence administration, political-military expertise, collection, research, and analysis of CS relevant information on all domains, and problem solving. The Contractor shall accomplish the above services in a dynamic environment, often event driven, that uses multiple venues and media to communicate the commander’s objectives and messages to a variety of relevant audiences. The goal is to maintain a comprehensive understanding of the regional pol-mil and information environments to inform the communications strategy and provide the right message, of the right content, at the right time to the right audience.

1.4.1 Objectives

The objectives of this effort include the following:

1.4.1.1 Develop and recommend direction, implementation, and maintenance of CS plans addressing tailored communications strategies and delivery of CS themes by various means and methods. (see Tasks 1 and 2)

1.4.1.2 Provide research and analysis to the customer. (see Tasks 3 through 5)

1.4.1.3 Coordinate and synchronize UNC/CFC/USFK CS initiatives within the headquarters staff and service components, and with DOD, USJCS, USINDOPACOM, ROK MND, and ROKJCS. Coordinate UNC/CFC/USFK actions with USINDOPACOM, the ROK JCS, and the ROK/US interagency community. Provide a wide-range of simultaneous tasks that synchronize the activities of the ROK-US Alliance and regional partners. (see Tasks 6 and 9)

1.4.1.4 Provide visually based analytic products portraying complex information. (see Task 7)

1.4.1.5 Assist the CDR in developing CS themes and messages, shaping of political-military decisions and engagements, and addressing critical alliance issues pertaining to the ROK and the Northeast Asia (NEA) region (see Tasks 1 through 5). NEA is defined as Japan, China,

Russia, Democratic People's Republic of Korea, and Republic of Korea.

1.4.1.6 Assess CS planning, implementation, and effectiveness of USFK/UNC/CFC messaging and engagements using analytical methodologies, and apply them to problem solving to eliminate gaps in research and analysis supporting the Command communications strategy. (see Task 11)

1.4.1.7 Participate and support in exercises. (see Task 6)

1.4.1.8 Respond to crisis and emergencies with appropriate communications strategies. (see Task 6)

1.4.1.9 Provide a wide variety of activities in support of CSD projects to be accomplished both in the English and Korean languages. At least one (preferably two) Contractor personnel must be able to read and write in both English and Korean fluently. These activities include, but are not limited to, providing administrative support to technical and management level personnel, general office administration, event planning, creating and customizing off-the-shelf graphics, developing graphical and pictorial content, monitoring various Korean and English language sources and translating various foreign language documents to English in support of CS requirements, collaborating with national/theater government, non-government and host nation organizations to provide the client with required products, with a focus on political, military, cultural and economic topics, and performing as Korean-English and vice-versa interpreter as required by the client. (see Task 7)

1.4.1.10 Utilize advanced computer tools to produce a variety of outputs including, but not limited to, Web, CD and DVD-ROMS, video recordings, advanced audio-visual presentation media including animation. Create or adapt photographs, drawings and other source materials to illustrate concepts, assist in publication layout and production and provide multimedia and Web-based technology support. (See Task 8 and 10)

1.4.1.11 Prepare technical documentation, collecting and analyzing technical literature, organizing and writing descriptive copy, providing clarity, conciseness, and style to written documents. (See Tasks 3 through 7, and 10)

1.4.1.12 Conduct baseline assessment of the current pol-mil and information environments, in order to later gauge how much progress has been made in the communications strategy. This work includes creating detailed effects-based assessment plans complete with MOP, MOE, and indicators. Also required is the collection of data to continuously monitor, assess, and make improvements and actionable recommendations. The Contractor shall ensure key takeaways and recommendations are based on actual data. (See Tasks 3 through 5)

1.4.1.13 Conduct data monitoring and collection as well as coding, storing, and segmentation of information tailored to specific Command needs. This includes pulling research data from a host of sources including academic publications, trade journals, periodicals, newspapers, online news sources, websites, blogs, as well as social media platforms such as Facebook, Twitter, and YouTube. Tasks also require the capability to collect, analyze, and visualize survey data obtained from a variety of sources. This work includes conduct of data collection through traditional and social media analysis, website analytics, available focus group and survey results, and other indirect feedback. This also requires monitoring open source, coding and analyzing open source data, and providing collection and analysis reports to the client. The Contractor shall sift through large sets of coded data to extract key takeaways and actionable recommendations. (See Task 3)

1.4.1.14 Work under tight deadlines to develop executive summaries, analytical papers, and presentations suitable for senior leadership. Contractor research and evaluation is used to drive effective planning and execution. Tasks require tailoring search criteria to client communication goals, objectives, messages, and desired audiences. Contractor shall conduct audience segmentation to identify key groups or individuals for engagement. This requires full knowledge of the information environment, including how this is shaped by the related cultural, economic, political, and military situation. The tasks require conducting research on government messaging, maintaining a clear understanding of the context of messages as viewed by the specific audiences, and making recommendations to ensure messages are aligned directly with the communication strategy. Tasks require the crafting of Command objectives based on intended effects on audiences- from increasing awareness, to education, to increasing support, to changing views- and then making recommendations to tailor the communications strategy accordingly. (See Tasks 3 through 6)

1.4.1.15 Conduct exploratory research projects to promote the efficacy of command engagements, identify MOP and MOE, and make recommended adjustments to the communication strategy based on research results. Tasks require the conduct of systematic, critical, intensive investigation directed toward the development of new or fuller scientific knowledge of the CS process. Tasks require the conduct of audience analysis research of foreign audiences in Northeast Asia, to produce a descriptive and analytical product that details prevailing atmospherics related to economic, political-military, and informational trends. Research shall address the population’s perceived interpretation of the Command’s actions and messaging, desired systematic changes, and most common form of information intake regarding the specified areas. The Contractor shall utilize the above research and review available relevant in-person research, surveys, focus groups, to provide feedback in real-time for rapid-response support to the client and communication strategy decision-making. (See Tasks 3 through 5)

1.4.1.16 Maintain web-based applications and all other dissemination methods in aesthetically appealing pages (see Task 12).

1.4.1.17 Coordinate and organize senior leader policy engagements, and ensure messaging remains consistent over time. Coordinate and organize working level meetings with a diverse group to meet command communication objectives during engagements. (See Task 13)

1.4.1.18 Plan, maintain, and update USFK campaign and contingency plans and synchronize US efforts across the globally integrated plans that relate to USFK. Support and coordinate contingency planning and other specialized directed planning efforts across USFK, CFC, UNC.

**1.5 Period of Performance**

The period of performance shall be for one (1) one-year Base Period, and two (2) one-year Option Periods. The Period of Performance reads as follows:

* Base Period 01 February 2021 to 31 January 2022
* First Option Period 01 February 2022 to 31 January 2023
* Second Option Period 01 February 2023 to 31 January 2024

**1.6 General Requirements**

This section describes the general requirements for this effort. The following subsections provide details of various considerations on this effort.

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

1.6.2 Business Relations. The Contractor shall successfully integrate and coordinate all activity needed to execute the requirement. The Contractor shall manage the timeliness, completeness, and quality of problem identification. The Contractor shall provide corrective action plans, proposal submittals, timely identification of issues, and effective management of subcontractors. The Contractor shall seek to ensure customer satisfaction and professional and ethical behavior of all Contractor personnel. Due to the dynamic nature of Communications Strategy in the Korean Theater of Operations being driven by current events, nearly all of the tasks are subject to changing timelines and are thus accomplished via an iterative and collaborative process between the Contractor personnel and government representatives. Notification of a requirement from the government can often require short turn around. It is not unusual for a task to require a draft product within hours of assignment. The final accepted products must be practically flawless, since they will be disseminated to general officers or other important audiences. Misinforming these audiences would constitute mission failure.

1.6.3 Contract Management. The Contractor shall establish clear organizational lines of authority and responsibility to ensure effective management of the resources assigned to the requirement. The Contractor must maintain continuity between the support operations at UCJ5- CSD in Republic of Korea and the Contractor's corporate offices.

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

1.6.5 Personnel Administration. The Contractor shall provide the following management and support as required at no additional cost to the Government. The Contractor shall maintain the currency of their employees’ qualifications by providing training for initial, refresher, and new training as required to meet the PWS requirements. The Contractor shall make necessary travel and lodging arrangements for employees. The Contractor shall provide necessary infrastructure and support to accomplish contract tasks while personnel are on extended training.

1.6.6 Subcontract Management. The Contractor shall be responsible for any subcontract management necessary to integrate work performed on this requirement and shall be responsible and accountable for subcontractor performance on this requirement. The prime Contractor shall manage work distribution to ensure there are no Organizational Conflict of

Interest (OCI) considerations. Contractors may add subcontractors to their team after notification to the Contracting Officer (KO). Cross teaming may or may not be permitted.

1.6.7 Contractor Personnel, Disciplines, and Specialties. The Contractor shall accomplish the assigned work by employing and utilizing qualified personnel with appropriate combinations of education, training, and experience. The Contractor shall match personnel skills to the work or task with a minimum of under/over employment of resources. The Contractor shall ensure the labor categories as defined in the Estimated Workload Data (see attachment), labor rates, and man-hours utilized in the performance of each Task Order (PWS line item) issued hereunder will be the minimum necessary to accomplish the task. The Contractor shall provide the necessary resources and infrastructure to manage, perform, and administer the contract.

1.6.8 Quality Control: The Contractor shall develop and maintain an effective quality control program to ensure services are performed in accordance with (IAW) 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 (QCP) is the means by which he assures himself that his work complies with the requirement of the contract. Within 30 calendar days after contract award a copy of a comprehensive written QCP shall be submitted to the KO and COR for approval, and within 5 working days when changes are made thereafter. 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.

1.6.8.1 *The QCP shall include but is not limited to the following:*

The Contractor shall provide and maintain an inspection system acceptable to the Government covering the services under this contract. Complete records of all inspection work performed by the Contractor shall be maintained and made available to the Government during contract performance and for as long afterwards as the contract requires. The inspection system shall cover all the tasks listed in Part 5 Specific Tasks of this PWS. The inspection plan shall specify the areas to be inspected on both a scheduled or unscheduled basis, and the individual who will perform the inspection.

1.6.8.2 The method(s) for identifying and preventing defects in the quality of service performed before the level of performance becomes unacceptable.

1.6.8.3 On site records of all inspections conducted by the Contractor and necessary corrective action taken. This documentation shall be made available to the KO and/or COR during the term of the contract.

1.6.8.4 The Contractor shall develop and maintain an effective Quality Control Report (QCR) to ensure services are performed IAW this PWS. The QCR must be forwarded to and accepted by the COR. The Contractor shall develop and implement procedures to identify, prevent, and ensure non-recurrence of deficiencies. The Contractor’s QCR is the means by which the Contractor assures that the work complies with the requirement of the contract. An electronic copy of a QCR shall be disseminated no later than the 5th calendar day of the following month to the COR.

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

1.6.9 Recognized Holidays: The following holidays normally do not require the Contractor to work. Contractor will only perform services on these holidays when the entire UNC/CFC/USFK 5-CS Division is required to work—most likely this will be during exercises or crisis.

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

1.6.10 Hours of Operation: The Contractor shall perform tasks of this contract at the UCJ5-CS Division Government facility in Korea, between the hours of 8:00 AM to 5:00 PM 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. However, the Contractor may be required to perform tasks outside these hours when mission requirements require sustained performance. All key personnel shall be physically present at UCJ5-CS Division Government facility in Korea between 8:00 a.m. to 5:00p.m., Monday thru Friday.

1.6.11 Place of Performance: The work to be performed under this contract will be performed at the Government’s facility in USAG-Humphreys, South Korea or in the event of government directed relocation work will be performed in a location of the government’s choosing at no additional cost to the Government for this relocation. During contingencies and exercises Contactor employees shall deploy and work in a classified remote location of the government’s choosing.

1.6.11.1 Mission Essential Contractor Services: The Government has identified all of the Contractor services performed under this contract as emergency essential Contractor services in support of mission essential functions during both crisis and wartime. Contractor personnel shall provide all emergency essential Contractor services in support of mission essential functions by accomplishing all tasks listed in “Part 5 Specific Tasks” of this PWS. Contactor employees shall deploy and work in a classified remote location of the government’s choosing within the Korean Peninsula or other location as identified. The Contractor shall perform work outside normal duty hours under 24-hour operations as specified by the Government.

1.6.11.1.1 Mission Essential Contractor Services Plan: In accordance with DFARS Provision and Clause 252.237-7024 and 252.237-7023, the contractor shall provide a written plan within 30 calendar days of contract award to be approved by the KO and COR. This plan shall describe how it will continue to perform the essential contractor services listed in PWS Paragraph 1.6.11.1., Mission Essential Contractor Services, during periods of crisis. The contractor shall identify provisions made for the acquisition of essential personnel and resources, if necessary, for continuity of operations for up to 30 days or until normal operations can be resumed. The plan shall address in the plan, at a minimum:

(i) Challenges associated with maintaining essential contractor services during an extended event, such as a pandemic that occurs in repeated waves;

(ii) The time lapse associated with the initiation of the acquisition of essential personnel and resources and their actual availability on site;

(iii) The components, processes, and requirements for the identification, training, and preparedness of personnel who are capable of relocating to alternate facilities or performing work from home;

(iv) Any established alert and notification procedures for mobilizing identified ``essential contractor service'' personnel; and

(v) The approach for communicating expectations to contractor employees regarding their roles and responsibilities during a crisis.

1.6.12 Security Requirements: Due to the frequency of relevant briefings held in SCIFs, at least two (2) Contractor Communications Strategy Analysis Service personnel must possess a TS/SCI security clearance. Other Contractor personnel performing work under this contract must have a minimum of SECRET security clearance at time of the proposal submission, and must maintain the level of security required for the life of the contract. The security requirements are IAW the attached DD254.

1.6.13 The Contractor is required to have secure classified facility storage and the ability to transmit classified data on the SIPR network to and from the CSD. This is due to the sensitive nature of the information collected and the probability that the aggregate of and subsequent analysis of such data will constitute classified information. The contractor also requires access to classified source data up to and including SECRET in support of the work effort. Any extracts or use of such data requires the contractor to apply derivative classifications and markings consistent with the source documents. Use of “Multiple Sources” on the “Derived From” line necessitates compliance with the NISPOM, paragraph 4-208a, and the use of a bibliography.

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

1.6.13.2 Key Control. The Contractor shall establish and implement methods of making sure all keys/key cards issued to the Contractor by the Government are not lost or misplaced and are not used by unauthorized persons. NOTE: All references to keys include key cards. No keys issued to the Contractor by the Government shall be duplicated. The Contractor shall develop procedures covering key control that shall be included in the Quality Control Plan. Such procedures shall include turn-in of any issued keys by personnel who no longer require access to locked areas. The Contractor shall immediately report any occurrences of lost or duplicate keys/key cards to the COR.

1.6.13.2.1 In the event keys, other than master keys, are lost or duplicated, the Contractor shall, upon direction of the COR, re-key or replace the affected lock or locks; however, the Government, at its option, may replace the affected lock or locks or perform re-keying. When the replacement of locks or re-keying is performed by the Government, the total cost of re- keying or the replacement of the lock or locks shall be deducted from the monthly payment due the Contractor. In the event a master key is lost or duplicated, all locks and keys for that system shall be replaced by the Government and the total cost deducted from the monthly payment due the Contractor.

1.6.13.2.2 The Contractor shall prohibit the use of Government issued keys/key cards by

any persons other than the Contractor’s employees. The Contractor shall prohibit the opening of locked areas by Contractor employees to permit entrance of persons other than Contractor employees engaged in the performance of assigned work in those areas, or personnel authorized entrance by the COR or Government representative.

1.6.13.3 Lock Combinations. The Contractor shall establish and implement methods of ensuring that all lock combinations are not revealed to unauthorized persons. These procedures shall be included in the Contractor’s Quality Control Plan.

1.6.14 Operations Security (OPSEC): The Contractor shall be in 100% compliance with all applicable DOD, USA, USAF and USFK information technology and network security regulations and policies to include AT (Antiterrorism) level 1, AT awareness training for US based Contractor personnel traveling overseas, iWATCH training, OPSEC training, information assurance/information technology (IT) training and Derivative Classification training.

1.6.14.1 The Contractor shall develop an OPSEC Standing Operating Procedure (SOP)/Plan within 30 calendar days of contract award, to be reviewed and approved by the responsible Government OPSEC officer, per AR 530-1, Operations Security. This SOP/Plan will include the government's critical information, why it needs to be protected, where it is located, who is responsible for it, and how to protect it. The contractor shall implement OPSEC measures as ordered by the commander. In addition, the Contractor shall identify an individual who will be an OPSEC Coordinator. The Contractor shall ensure this individual becomes OPSEC Level II certified per AR 530-1.

1.6.14.2 Per AR 530-1, *Operations Security*, new Contractor employees must complete Level I OPSEC training within 30 calendar days of their reporting for duty. All Contractor employees must complete annual OPSEC awareness training.

1.6.14.3 AT Level I Training. All Contractor employees, to include subcontractor employees, requiring access to Army installations, facilities and controlled access areas shall complete AT Level I awareness training within 7 calendar days after contract start date or effective date of incorporation of this requirement into the contract, whichever is applicable. The Contractor shall submit certificates of completion for each affected Contractor employee and subcontractor employee, to the COR or to the Contracting Officer, if a COR is not assigned, within 3 calendar days after completion of training by all employees and subcontractor personnel. AT level I awareness training is available at the following website: https://atlevel1.dtic.mil/at or http://jko.jten.mil.

1.6.14.4 The Contractor shall comply with DFARS Clause 252.225-7043, Antiterrorism/Force Protection for Defense Contractors outside the US. The key AT requirement is for non-local national Contractor personnel to comply with theater clearance requirements and allows the combatant commander to exercise oversight to ensure the Contractor’s compliance with combatant commander and subordinate task force commander policies and directives.

1.6.14.5 iWATCH Training. The Contractor and all associated sub-contractors shall brief all employees on the local iWATCH program (training standards provided by the requiring activity ATO). This local developed training will be used to inform employees of the types of behavior to watch for and instruct employees to report suspicious activity to the COR. This training shall be completed within 14 calendar days of contract award and within seven (7) calendar days of new employees commencing performance with the results reported to the COR NLT 3 calendar days after contract award or new employees commencing performance.

1.6.14.6 Access and General Protection/Security Policy and Procedures. Contractor and all associated sub-contractors employees shall comply with applicable installation, facility and area commander installation/facility access and local security policies and procedures (provided by government representative). The Contractor shall provide all information required for background checks to meet installation access requirements to be accomplished by installation Provost Marshal Office, Director of Emergency Services or Security Office. Contractor workforce must comply with all personal identity verification requirements (FAR clause 52.204- 9, Personal Identity Verification of Contractor Personnel) as directed by DOD, HQDA and/or local policy. In addition to the changes otherwise authorized by the changes clause of this contract, should the Force Protection Condition (FPCON) at any individual facility or installation change, the Government may require changes in Contractor security matters or processes.

1.6.14.6.1 Common Access Card (CAC)*.* Before CAC issuance, the contractor employee requires, at a minimum, a favorably adjudicated National Agency Check with Inquiries (NACI) or an equivalent or higher investigation in accordance with Army Directive 2014-05. The contractor employee will be issued a CAC only if duties involve one of the following: (1) Both physical access to a DoD facility and access, via logon, to DoD networks on-site or remotely; (2) Remote access, via logon, to a DoD network using DoD-approved remote access procedures; or (3) Physical access to multiple DoD facilities or multiple non-DoD federally controlled facilities on behalf of the DoD on a recurring basis for a period of 6 months or more. At the discretion of the sponsoring activity, an initial CAC may be issued based on a favorable review of the FBI fingerprint check and a successfully scheduled NACI at the Office of Personnel Management.

Contractor employees not requiring CAC, but requiring access to a DoD facility or installation. Contractor and all associated sub-contractors employees shall comply with adjudication standards and procedures using the National Crime Information Center Interstate Identification Index (NCIC-III) and Terrorist Screening Database (TSDB) (Army Directive 2014-05/AR 190- 13), applicable installation, facility and area commander installation/facility access and local security policies and procedures (provided by government representative), or, at OCONUS locations, in accordance with status of forces agreements and other theater regulations.

1.6.14.7 Information Assurance (IA)/Information Technology (IT). All Contractor employees and associated sub-contractor employees must complete the DoD IA awareness training before issuance of network access and annually thereafter. All Contractor employees working IA/IT functions must comply with DoD and Army training requirements in DoD Directive 8570.01, DoD 8570.01-M and AR 25-2 within one month of employment.

1.6.14.7.1 All contractor employees with access to a government info system must be registered in the ATCTS (Army Training Certification Tracking System) at commencement of services, and must successfully complete the DOD Information Assurance Awareness prior to access to the information system and then annually thereafter.

1.6.14.7.2 Per DoD 8570.01-M , DFARS 252.239.7001 and AR 25-2, the contractor employees supporting IA/IT functions shall be appropriately certified upon contract award. The baseline certification as stipulated in DoD 8570.01-M must be completed upon contract award.

1.6.14.8 Contractor shall comply with FAR 52.204-2, Security Requirements. This clause involves access to information classified “Confidential,” “Secret,” or “Top Secret” and requires Contractors to comply with— (1) The Security Agreement (DD Form 441), including the National Industrial Security Program Operating Manual (DoD 5220.22-M); and any revisions to DOD 5220.22-M.

1.6.14.9 United States citizenship is required for this contract. There may be exposure to materials subject to the Privacy Act. A TS/SCI security clearance is required for a minimum of two contractor personnel IAW AR 25-2 for privileged access.

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

1.6.16 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.

1.6.17 Key Personnel: The following nine (9) personnel are considered key personnel by the government: Lead CS Strategic Planner, Alternate Lead CS Strategic Planner, Behavioral Scientist, CS Research Analyst, Website Designer (2x), SMA Project Manager, Joint Operational Planner, and Graphic Design Specialist. All Contractor employees are considered Emergency Essential. Each of the above named positions must be manned by an individual person (see Estimated Workload Data attached). All key personnel shall be physically present at UCJ5-CS Division Government facility in Korea between 8:00 a.m. to 5:00p.m., Monday thru Friday.

1.6.17.1 The Contractor shall provide a Lead CS Strategic Planner 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 Lead CS Strategic Planner is absent shall be designated in writing to the Contracting Officer. The Lead CS Strategic Planner or Alternate shall have full authority to act for the Contractor on all contract matters relating to daily operation of this contract and shall be present at the government’s facility in USAG-Humphreys, South Korea. Outside normal work hours the Lead CS Strategic Planner or Alternate Lead CS Strategic Planner shall be available for recall by phone. During exercises or contingencies the Lead CS Strategic Planner or Alternate shall be available during the shift that the director of CSD designates.

1.6.17.2 Qualifications for all key personnel are listed below:

1.6.17.2.1 The Lead CS Strategic Planner and the Alternate Lead CS Strategic Planner.

1.6.17.2.1.1 Desired Skillsets/Knowledge. Mastery knowledge of concepts, principles, practices, methods, strategies, laws, policies, and regulations related to international relations and communications specialties; comprehensive understanding of communications strategy, international relations, and the Northeast Asia region; ability to write clear, concise, and compelling content and articulate complicated, technical strategies and insights for a variety of audiences and channels including (but not limited to) presentations, announcements, point papers, and process updates; demonstrates strong copywriting and editing skills, including rewriting, optimizing, and editing content from subject matter experts; ability to plan, organize, and/or direct team efforts to present CS ideas/concepts/plans to senior leaders; understanding of the relationship between multiple levels of international relations organizations; ability to monitor a variety of sources both classified and open source, and maintain situational awareness of regionally prominent think tanks and their published literature, and prepare analysis of how this information affects the CS environment; knowledge of office automation software programs; ability to communicate effectively, both orally and in writing.

1.6.17.2.1.2 Desired Experience. At least four years of appropriate experience in work associated with international organizations, problems, or other aspects of foreign affairs; political-military expertise; one or more years of experience working in Korea; experience in the conduct of collection and research of CS relevant information on all domains, analysis of the real world political-military considerations and policy decisions, and providing recommendations toward the formulation and execution of issue-specific CS plans and products; wide range of qualitative and quantitative methods experience sufficient to assist the Behavioral Scientist in design and conduct of comprehensive international relations studies, identify and propose solutions to international relations problems and issues that are characterized by their breadth, importance, and severity and for which previous studies and established techniques are frequently inadequate; experience with providing administrative support to technical and management level personnel, general office administration, event planning, and creating/customizing off-the-shelf graphics; experience in forming narratives, themes, messages, and point-papers resulting from analysis; experience in organizing and delivering briefings; experience collaborating with management in employing change process concepts and techniques to assess organizational readiness for change, marketing organizational awareness, and leading change initiatives.

1.6.17.2.1.3 Desired Qualifications/Certifications. Master’s Degree in one of the following disciplines: international relations, strategic communication, international policy, international affairs, conflict resolution, international law, political science, economics, history, sociology, geography, social or cultural anthropology, security studies, statistics, or in the humanities; high degree of expertise with Microsoft Office suite of programs; Only degrees from an accredited college or university recognized by the United States Department of Education are acceptable to meet positive education requirements. Foreign education must be evaluated for U.S. equivalency in order to be considered for this requirement. Upon changes in personnel the Contractor shall provide resumes for replacements to the KO and COR.

1.6.17.2.2 Behavioral Scientist.

1.6.17.2.2.1 Desired Skillsets/Knowledge. A comprehensive professional knowledge of social sciences and the ability to use social science techniques in an innovative fashion to deal with significant information gaps that are routinely encountered in the course of socio-cultural or pol- mil research and analysis; ability to supervise and conduct data collection, monitoring, and management as well as coding, storing, and segmentation of information tailored to specific Command needs; ability to develop new approaches and methodologies to deal with research problems that cannot be resolved by the usual means; knowledge of information collection requirements management processes and procedures; knowledge of a wide range of research and collection methods and the analytical ability to develop innovative products; ability to participate in the processes of collaboration with the team that aids the commander and staff by providing authoritative advice and insight into first, second, and third order effects of CS decisions, providing situational awareness and developing mitigation strategies; ability to keep abreast of current events and cultural issues, regional trends and developments as they affect the military objectives and mutual concerns of the United States and host nation; ability to identity information requirements, the most effective way to integrate them into CS plans, and the most effective products to communicate research findings and recommendations; ability to create the engagements baseline assessment during the research planning and design process; ability to maintain the Spheres of Influence component of the Common Operating Picture (COP); ability to collect, process, and store team research products, classified and unclassified, published and unpublished, in order to prepare analyses, estimates, and plans; ability to compile, categorize, label, and store team research products appropriately to enable easy storage in the Key Leader Engagement data bases and timely retrieval of information from data bases; ability to apply analytical skills to research, identify key influencers, track spheres of influence, investigate backgrounds, define problems, develop solution sets, evaluative criteria, recommend best solution, and assist with implementation of the CS; ability to provide CS specific socio-cultural training as requested; the ability to design and supervise the conduct public opinion surveys, focus groups, and other research tools to identify measure of performance and measures of effectiveness of Command engagements, messages, and activities, and make recommended adjustments to the communication strategy based on research results.

1.6.17.2.2.2 Desired Experience. At least five years of appropriate experience in a research focused behavioral science field; experience with social media data as well as text analysis; experience using rigorous quantitative and qualitative methods to deal with unprecedented problems and situations; experience with identifying, collecting, organizing, and maintaining specified and implied socio-cultural or pol-mil data; experience sifting through large sets of coded data to extract key takeaways and make actionable recommendations; experience with pulling structured data from APIs, and both commercial and open source datasets and munging the data as needed; experience reading, writing, creating, and explaining complex statistical models, including the experience coding in any of a number of common statistical programming languages, including R, Python, STATA, SPSS, or SAS; experience in collecting and aggregating information to identify trends and gaps in the data available during the planning phase of research execution; experience in analyzing incomplete and conflicting information to produce research products that assess pol-mil environments, anticipate trends, and forecast likely results of US and partner nation actions; experience in producing documents, products, and briefings for the Command as required and present them to senior leaders and other audiences; experience in reviewing products for accuracy, relevance, timeliness, soundness of analysis and adherence to both commander’s intent and the broad guidelines of national policy; experience in developing and implementing the team’s research and reporting process, in compliance with established regulations and guidance to enable trend analysis and knowledge transfer.

1.6.17.2.2.3 Desired Qualifications/Certifications. Must have a PHD in a research focused behavioral science field. Only degrees from an accredited college or university recognized by the United States Department of Education are acceptable to meet positive education requirements. Foreign education must be evaluated for U.S. equivalency in order to be considered for this requirement. Upon changes in personnel the Contractor shall provide resumes for replacements to the KO and COR.

1.6.17.2.3 CS Research Analyst.

1.6.17.2.3.1 Desired Skillsets/Knowledge. Comprehensive understanding of Communications Strategy, international relations, and the Northeast Asia region; knowledge of international relations concepts, laws, regulations, policies and plans addressing communication methods, strategy and policy; ability to identify and propose solutions to international relations problems and issues that are characterized by their breadth, importance, and severity and for which previous studies and established techniques are frequently inadequate; knowledge and skill to collaborate with management in employing change process concepts and techniques to assess organizational readiness for change, marketing organizational awareness, and team efforts to present CS ideas/concepts/plans to senior leaders; understanding of the relationship between multiple levels of international relations organization; knowledge of collection and research of CS relevant information on all domains, analysis of the real world political-military considerations and policy decisions, and providing recommendations toward the formulation and execution of issue-specific CS plans and products; ability to monitor a variety of sources both classified and open source, and maintain situational awareness of regionally prominent think tanks and their published literature, and prepare analysis of how this information affects the CS environment; ability to provide administrative support to technical and management level personnel, general office administration, event planning, and creating/customizing off-the-shelf graphics; knowledge of office automation software programs; ability to write clear, concise, and compelling content and articulate complicated, technical strategies and insights; ability to communicate effectively, both orally and in writing; skill in organizing and delivering briefings; ability to conduct data collection, monitoring, and management as well as coding, storing, and segmentation of information tailored to specific Command needs.

1.6.17.2.3.2 Desired Experience. Two years of appropriate experience in work associated with international organizations, problems, or other aspects of foreign affairs; one or more years of experience working in Korea; political-military expertise; qualitative and quantitative methods experience sufficient to assist in the design and conduct of comprehensive international relations studies; and must have a high degree of expertise with Microsoft Office suite of programs.

1.6.17.2.3.3 Desired Qualifications/Certifications. Master’s Degree or equivalent experience in one of the following disciplines international relations, international policy, international affairs, conflict resolution, international law, political science, economics, history, sociology, geography, social or cultural anthropology, security studies, statistics, or in the humanities; Korean language proficiency (equivalent to or higher than a 3,3,3 level on the Defense Language Proficiency Test (DLPT)) preferred – this qualification is interchangeable with the writing skills

specified at 1.6.17.2.3.1. Only degrees from an accredited college or university recognized by the United States Department of Education are acceptable to meet positive education requirements. Foreign education must be evaluated for U.S. equivalency in order to be considered for this requirement. Upon changes in personnel the Contractor shall provide resumes for replacements to the KO and COR.

1.6.17.2.4 Graphic Design Specialist.

1.6.17.2.4.1 Desired Skillsets/Knowledge. Mastery of the competencies related to visual organization, working with visual elements in two and three dimensions, color theory and its applications; comprehensive knowledge of technologies and equipment associated with graphic design; ability to organize design projects and work productively as a member of the team; ability to think, speak, and write clearly and effectively, and communicate with precision, cogency, and rhetorical force; ability to address problems of culture and history from a variety of perspectives; ability to understand and evaluate work in a variety of disciplines; understanding of the nature of professional work in organizational structures and working patterns, and artistic, intellectual, economic, technological, military, and political contexts; ability to flex work activity to assist the team in any requirements articulated by the client.

1.6.17.2.4.2 Desired Experience. Experience in production and rendering methods particularly using interactive media; experience in solving visual communication problems or challenges using iterative prototyping, and developed in the context of an audience and media environment; experience with working independently on a variety of art and design, producing work, and solving professional problems under a time constrained environment; experience in communicating design ideas to the client, receiving guidance for changes, and working collaboratively through an iterative process to the final product; experience with creating visual concepts to communicate ideas that inspire, inform, or captivate through the preparation of a wide variety of means; at least four years of experience in the computer graphic design field.

1.6.17.2.4.3 Desired Qualifications/Certifications. At least a bachelor's degree in graphic design; journeyman level ability to demonstrate perceptual acuity, conceptual understanding, and technical facility; mastery of a variety of design software such as Adobe InDesign, Photoshop, Dreamweaver, Acrobat and Flash; a high degree of expertise with Microsoft Office suite of programs. Only degrees from an accredited college or university recognized by the United States Department of Education are acceptable to meet positive education requirements. Foreign education must be evaluated for U.S. equivalency in order to be considered for this requirement. Upon changes in personnel the Contractor shall provide resumes for replacements to the KO and COR.

1.6.17.2.5 Web Developer (2x Positions):

1.6.17.2.5.1 Desired Skillset/Knowledge: The Web developer must have at least 4 years’ experience performing Web Services/Development tasks, to include Custom Application/Coding tasks. Must have extensive SharePoint (SP) experience to inter-connect various command functions and capabilities to render desired functionalities. Must have in-depth knowledge of coding the front end of current SP 2010 and 2013 platforms and future SP platforms as well as written application code in HTML5 with JavaScript and CSS3, JQuery, XML or Office Open XML, or C#.

1.6.17.2.5.2 Desired Experience: Experience in design, development, pilot, and implement highly scalable automation solutions and creation of enterprise content on commands’ unclassified public website; experience in content design, creation and user support to end- users; employees out of the box capabilities in MS InfoPath, MS Visual Studio, and related tools with the web application framework to automate critical business and information processes using forms, workflows, dashboards, search, taxonomies, and other front-end mechanisms to simplify data entry, validation, storage, retrieval and reporting; developing custom front end solutions and provide content management on searchable web site using current Microsoft software and applications; experience in managing permissions, storage, and accessibility; providing required web support necessary to ensure optimal communications, which includes, search engine optimization (SEO), administration, integration, and troubleshooting all aspects of the associated software applications and services authorized; experience in installation of additional enhancement features such as advanced web parts, templates, dashboards, graphic displays, animation, multimedia design, multimedia programming, multimedia technology, video editing, audio editing, content management and deploy features; experience in all facets of Web services, design, to include but not limited to: webpage scripting, programming, digital imaging, web development, multimedia design, user interface experience, automated report generation, and automation with other MS applications.

1.6.17.2.5.3 Desired Qualification/Certification: Must possess the following at the time of appointment: Bachelor of Fine Arts (B.F.A.) in Web Design or closely related field. Mastery of a variety of design software such as Adobe InDesign, Photoshop, Dreamweaver, Acrobat and Flash; a high degree of expertise with Microsoft Office suite of programs. Only degrees from an accredited college or university recognized by the United States Department of Education are acceptable to meet positive education requirements. Foreign education must be evaluated for U.S. equivalency in order to be considered for this requirement. Upon changes in personnel, the Contractor shall provide resumes for replacements to the KO and COR.

1.6.17.2.6 Joint Operational Planner

1.6.17.2.6.1. Desired Skillset/Knowledge: The Joint Operational Planer must have at least 2 years’ experience conducting planning efforts of moderate complexity, to include arranging meetings, attending meetings, comprehensive record building and maintenance, updating projects and planning, liaising with a diverse group of program managers, providing briefings, and creating reports on projects and event outcomes. A practical understanding of joint, multinational, and interagency planning is required. Understand key joint planning guidance documents including National Security Strategy (NSS), National Defense Strategy (NDS), National Military Strategy (NMS), Unified Campaign Plan (UCP), Contingency Planning Guidance (CPG), Joint Strategic Capabilities Plan (JSCP), Globally Integrated Base Plans, Operational Plans (OPLANs), and Contingency Plans (CONPLANs).

1.6.17.2.6.2. Desired Experience: Experience in joint, multinational, and interagency campaign and contingency planning at the Combatant Command (CCMD), Joint Task Force (JTF), or Subordinate Unified Command is desirable. Regional experience in the USINDOPACOM geographic area of responsibility, specifically in Korea, is desirable. Experience in assembling, creating, and keeping comprehensive program records and reports highly desirable. Experience in coordinating bi-lateral meetings, events, and engagements. Extensive experience with Microsoft Office products, to include Excel, Word, and Power Point. Ability to compile, organize, format, categorize, label, and store team research products appropriately to enable quick retrieval in support of Key Leader requests for information. Experience working with a diverse team to accomplish a common task.

1.6.17.2.6.3. Desired Qualification/Certification: Must possess the following at the time of appointment: Bachelor of Arts in International Affairs, Political Science, National Security Studies, History, Accounting, Communication, Korean Studies, East Asia Studies, or a closely related field. Only degrees from an accredited college or university recognized by the United States Department of Education are acceptable to meet positive education requirements. Foreign education must be evaluated for U.S. equivalency in order to be considered for this requirement. Upon changes in personnel, the Contractor shall provide resumes for replacements to the KO and COR.

1.6.17.2.6 Special Measures Agreement (SMA) Project Manager

1.6.17.2.7.1 Desired Skillset/Knowledge: The SMA Project Manager I must have at least 2 years’ experience managing projects of moderate complexity, to include arranging meetings, attending meetings, comprehensive record building and maintenance, updating projects and planning, liaising with a diverse group of program managers, and creating reports on projects and event outcomes. Basic understanding of international relations as pertinent to defense cost sharing agreements between the United States and its Allies.

1.6.17.2.7.2. Desired Experience: Experience in international policy desirable. Experience in assembling, creating, and keeping comprehensive program records and reports highly desirable. Experience in coordinating bi- lateral meetings, events, and engagements. Extensive experience with Microsoft Office products, to include Excel, Word, and Power Point. Ability to compile, organize, format, categorize, label, and store team research products appropriately to enable quick retrieval in support of Key Leader requests for information. Experience working with a diverse team to accomplish a common task.

1.6.17.2.7.3. Desired Qualification/Certification: Must possess the following at the time of appointment: Bachelor of Arts in International Affairs, Political Science, National Security Studies, History, Accounting, Communication, Korean Studies, East Asia Studies, or a closely related field. Only degrees from an accredited college or university recognized by the United States Department of Education are acceptable to meet positive education requirements. Foreign education must be evaluated for U.S. equivalency in order to be considered for this requirement. Upon changes in personnel, the Contractor shall provide resumes for replacements to the KO and COR.

1.6.18 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. All Contractor personnel will be required to obtain and at appropriate times wear Common Access Cards (CAC), TANGO access, ROK JCS/MND, and other specific site badges as appropriate in the performance of this service. The Contractor shall develop procedures covering access badge/card control that shall be included in the Quality Control Plan. Such procedures shall include turn-in of any issued badges/cards by personnel who no longer require access. The Contractor shall immediately report any occurrences of lost or stolen badges/cards to the COR.

1.6.19 Data Rights: The Government has unlimited rights to all documents/material produced under this contract. All documents and materials, to include the source codes of any software, produced under this contract shall be Government owned and are the property of the Government with all rights and privileges of ownership/copyright belonging exclusively to the Government. These documents and materials may not be used or sold by the Contractor without written permission from the Contracting Officer. All materials supplied to the Government shall be the sole property of the Government and may not be used for any other purpose. This right does not abrogate any other Government rights.

1.6.20 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.

1.6.21 Application for Status of Forces Agreement (SOFA): The Contractor shall complete this process prior to full performance starts. Contractor shall submit the following documentation for each employee ;(1) Complete USFK Form 700-19A-R-E; (2) Letter of Accreditation; (3) USFK Form 217-E; (4)USFK Form 237-E; (4) Copy of passport (to include all stamped pages); (6) proof of ordinary residency; (7)previous USFK 700-19A-R-E (if applicable). Additional documentation shall be required in some cases.

**PART 2 DEFINITIONS & ACRONYMS**

2. DEFINITIONS AND ACRONYMS:

2.1. DEFINITIONS:

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

2.1.2. CLIENT: Throughout this PWS the use of the term “client” refers to the Chief of Communication Strategy Division or his designated Government representative.

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

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

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

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

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

2.1.8. MEASURES OF PERFORMANCE: An indicator used to measure a friendly action that is tied to measuring task accomplishment.

2.1.9. MEASURES OF EFFECTIVENESS: An indicator used to measure a current system state, with change indicated by comparing multiple observations over time.

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

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

2.1.12. QUALITY ASSURANCE SURVEILLANCE PLAN (QASP). An organized written document specifying the surveillance methodology to be used for surveillance of Contractor performance.

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

2.1.14. SUBCONTRACTOR. One that enters into a contract with a prime Contractor. The Government does not have privity of contract with the subcontractor.

2.1.15. WORK DAY. The number of hours per day the Contractor provides services IAW the contract.

2.1.16. WORK WEEK. Monday through Friday, unless specified otherwise.

2.2. ACRONYMS:

AAR After Action Review

ACOR Alternate Contracting Officer's Representative

ADP Automatic Data Processing equipment

AFARS Army Federal Acquisition Regulation Supplement

AR Army Regulation

AT Antiterrorism

ATO Antiterrorism officer

CAC Common Access Card

CCE Contracting Center of Excellence

CCK Contracting Command Korea, aka, 411th CSB

CCS Commander’s Communication Synchronization

CDR Commander or Contract Discrepancy Report

CFC Combined Forces Command

CFR Code of Federal Regulations

CIACG Combined Interagency Coordination Group

CME Contract Manpower Equivalent

CONPLAN Contingency Plan

CONUS Continental United States (excludes Alaska and Hawaii)

COR Contracting Officer Representative

COTR Contracting Officer's Technical Representative

COTS Commercial-Off-the-Shelf CS Communications Strategy

CSD Communications Strategy Division CIG Commander's Initiatives Group

CSWG Communications Strategy Working Group DA Department of the Army

DD250 Department of Defense Form 250 (Receiving Report)

DD254 Department of Defense Contract Security Requirement List

DFARS Defense Federal Acquisition Regulation Supplement

DMDC Defense Manpower Data Center DOD Department of Defense

DPRK Democratic People’s Republic of Korea

DV Distinguished Visitor

EEC Emergency Essential Civilian

FAR Federal Acquisition Regulation

FFP Firm Fixed Price

FKAQ US Forces Korea

ACofS Acquisition Management

HIPAA Health Insurance Portability and Accountability Act of 1996

IAW In accordance with

IPR In-Progress Review

IT Information Technology

JCS Joint Chiefs of Staff

JSEB Joint Strategic Engagement Board

JTR Joint Travel Regulation

KATUSA Korean Augmentee to the U.S. Army

KLE Key Leader Engagement KO Contracting Officer

KORCOM Korea Command

KTO Korean Theater of Operations

MND Ministry of National Defense

MOE Measures of Effectiveness

MOP Measures of Performance

NEA Northeast Asia

OCI Organizational Conflict of Interest

OCONUS Outside Continental United States (includes Alaska and Hawaii)

ODC Other Direct Costs

OPLAN Operations Plan

OPSEC Operations Security

PACOM Pacific Command

PAR Performance Assessment Report

PIPO Phase In/Phase Out

POC Point of Contact

POL-MIL or pol-mil Political-Military

PRS Performance Requirements Summary

PWS Performance Work Statement

QA Quality Assurance

QAP Quality Assurance Program

QASP Quality Assurance Surveillance Plan

QC Quality Control QCP Quality Control Program

QCR Quality Control Report ROK Republic of Korea

SMA Special Measures Agreement

SME Subject Matter Expert

SOFA Status of Forces Agreement

TCP Theater Campaign Plan

TE Technical Exhibit

TR Technical Representative

UNC United Nations Command

USFK United States Forces Korea

VTC Video-TeleConference

USINDOPACOM United States Indo-Pacific Command

**PART 3**

**GOVERNMENT FURNISHED PROPERTY, EQUIPMENT, AND SERVICES**

3. Government Furnished Items and Services:

3.1. Services. The Government will provide personnel to assist with access for the Contractor to a variety of unclassified and classified computer systems, including US Secret and Secret Releasable to ROK systems and networks and other government provided Automated Data Processing (ADP) equipment issues at CSD office spaces or other locations of the government’s choosing.

3.2 Facilities. The Government will provide the necessary workspace at CSD office spaces or other locations of the government’s choosing for the Contractor CME staff to provide the support outlined in the PWS to include desk space, telephones, computers (with the exception of any specialized ADP associated with graphics design or behavioral science), and other items necessary to maintain an office environment.

3.3 Utilities. The Government will provide all utilities at CSD office spaces or other locations of the government’s choosing for the Contractor’s use in performance of tasks conducted at CSD office spaces or other locations of the government’s choosing as outlined in this PWS. The Contractor shall instruct employees in utilities conservation practices. The Contractor shall be responsible for operating under conditions that preclude the waste of utilities.

3.4 Equipment. With the exception of any specialized ADP associated with graphics design or behavioral science, the Government will provide ADP equipment at CSD office spaces or other locations of the government’s choosing including computers and all peripherals, and telephone devices necessary for the Contractor staff to provide the support outlined in the PWS. The Government provides the Contractor with the Common Access Card (CAC) needed to access some systems and entry gates.

3.5 Materials. The Government will provide office supplies necessary for the Contractor staff to provide the support at CSD office spaces or other locations of the government’s choosing as outlined in the PWS.

**PART 4**

**CONTRACTOR FURNISHED ITEMS AND SERVICES**

4. Contractor Furnished Items and Responsibilities:

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

4.1.1 Commercial Internet.The Contractor shall furnish commercial internet services required to access non-government networks to perform work under this contract.

4.2 Specialized ADP Equipment and Software.The contractor shall furnish all specialized ADP and/or software associated with graphic design or behavioral science at CSD office spaces or other locations of the government’s choosing necessary for the Contractor staff to provide the support outlined in the PWS.

4.3 Secret Facility Clearance. Due to the frequency of relevant briefings held in SCIFs, at least two (2) Contractor CME personnel must possess and have active TS/SCI security clearance must maintain the level of security required for the life of the contract. Other Contractor personnel performing work under this contract must have a minimum of SECRET security clearance at the time of proposal submission, and must maintain the level of security required for the life of the contract. The security requirements are IAW the attached DD254.

4.4 Secure Classified Facility. The Contractor is required to have secure classified facility storage and the ability to transmit classified data on the SIPR network to and from the CSD. This is due to the sensitive nature of the information collected and the probability that the aggregate of and subsequent analysis of such data will constitute classified information.

**PART 5**

**SPECIFIC TASKS**

5. Specific Tasks:

5.1. Basic Services. The Contractor shall provide Communications Strategy Analysis Service support to UNC/CFC/USFK Communications Strategy division. Due to the dynamic nature of Communications Strategy in the Korean Theater of Operations being driven by current events, nearly all of the tasks are subject to changing timelines and are thus accomplished via an iterative and collaborative process between the Contractor personnel and government representatives. Notification of a requirement from the government can often require short turn around. It is not unusual for a task to require a draft product within hours of assignment. The final accepted products must be practically flawless, since they will be disseminated to general officers or other important audiences. Misinforming these audiences would constitute mission failure.

5.2. Tasks: These tasks are not listed in order of importance or chronology (other than those stipulating phases).

5.2.1 Task 1. Command Plans. The Contractor shall analyze recommend, maintain, and update the CS portion of Command plans, to include but not limited to CS annexes to operations plans (OPLANs) that include overall CS goals, objectives, strategies, themes, messages, and assessment methodologies in coordination with information domain contributors (such as public affairs, information operations, and military information support operations) to support the command’s objectives and end-states. Deliverables for this task must be operationally relevant, effective, executable, technically sound with justifiable conclusions, mitigate risk, credible, and clearly and accurately assesses the importance of identified resources. Submission of the above must be met by the suspense given at the time of notification.

5.2.2 Task 2. Issue-specific CS plans. The Contractor shall provide issue-specific CS plans that include CS goals, objectives, strategies, themes, messages, and assessment methodologies that support the command’s objectives and end-states. “Issue-specific” events may be spontaneous and include proactive or reactive measures for accidents, border incidents, community activities and other incidents as they unfold. Deliverables for this task must be operationally relevant, effective, executable, technically sound with justifiable conclusions, mitigate risk, credible, and clearly and accurately assess the importance of identified resources Submission of the above must be met by the suspense given at the time of notification.

5.2.3 Task 3. Data Collection and Analysis. The Contractor shall conduct data collection through a variety of quantitative and qualitative data platforms, traditional and social media analysis, website analytics, available focus group and survey results, and other indirect feedback to facilitate a better understanding of the NEA political-military and information environments to improve the overall CS plan. The contractor shall monitor open source code and analyze open source data, and provide collection and analysis reports to the client in a format of the government’s choosing. The Contractor shall perform data monitoring, collection, coding, storing, segmentation and research of CS relevant information on all domains, analysis of the real world political-military considerations and policy decisions, and provide recommendations toward the formulation and execution of a Command Communications

Strategy. Contractor shall conduct audience segmentation to identify key groups or individuals for Command engagement. This requires the Contractor to monitor a variety of sources both classified and open source, maintain situational awareness of regionally prominent think tanks or other relevant entities and their published literature, and prepare analysis of how this information affects the CS environment. This includes but is not limited to pulling research data from a host of sources including academic publications, trade journals, periodicals, newspapers, online news sources, websites, blogs, as well as social media platforms such as Facebook, Twitter, and YouTube. The Contractor shall read, write, create, and explain complex statistical models, including the ability to code in any of a number of common statistical programming languages, including R, Python, STATA, SPSS, or SAS; pull structured data from APIs, and both commercial and open source datasets, and munge the data as needed; and conduct social media data as well as text analysis. The Contractor shall collect, and synthesize available other staff and interagency analysis. The Contractor shall sift through the above mentioned large sets of coded data to extract key takeaways and make weekly actionable reports/recommendations. The Contractor shall assist the CDR in developing CS themes and messages, shaping of political-military decisions and engagements, and addressing critical alliance issues pertaining to the ROK and the Northeast Asia (NEA) region. Deliverables for this task must utilize best scientific practices and commercial data available, leverage relevant technologies, contain no substantive or repeated flaws, meet specified deadlines, and identify trends and areas of improvement. Recommendations made must be supportable by quantified analysis, independently verifiable, operationally relevant, actionable, accurate, tailored to Command needs, responsive to customer desires, comprehensive, timely, consistent, thorough, innovative, scientifically supportable, beneficial, address emerging capabilities, and identify useful corrective actions.

5.2.4 Task 4. MOP/MOE Support. Based on the above stated collection, research and assessment listed in Task 3 above, the Contractor shall provide monthly updated measures of performance (MOP) and measures of effectiveness (MOE) reports with actionable recommendations in a format of the government’s choosing. Deliverables for this task must utilize best scientific practices and commercial data available, leverage relevant technologies, contain no substantive or repeated flaws, provide data that is usable for analysis, completed within specified deadlines, and identify trends and areas of improvement. Recommendations made must be supportable by quantified analysis, independently verifiable, operationally relevant, actionable, accurate, tailored to Command needs, responsive to customer desires, comprehensive, timely, consistent, thorough, innovative, scientifically supportable, beneficial, address emerging capabilities, and identify useful corrective actions.

5.2.5 Task 5. KLE and Spheres of Influence. The Contractor shall apply analytical skills to research, identify key influencers, track spheres of influence, investigate backgrounds, define problems, develop solution sets, evaluative criteria, recommend best solutions, and assist with implementation of the CS. The Contractor shall provide the client with continuously updated reports/charts/briefings on NEA Spheres of Influence in a format of the government’s choosing. In an extension to this effort, the Contractor shall provide direct support to the Commands Key Leader Engagement process as directed by the client. The Contractor shall provide appropriate Distinguished Visitor or Command leader talking points consistent with the overall Command CS as directed by the client. Deliverables for this task must utilize best scientific practices and commercial data available, leverage relevant technologies, contain no substantive or repeated flaws, provide data that is usable for analysis, be completed within specified deadlines, and Identify trends and areas of improvement. Recommendations made must be supportable by quantified analysis, independently verifiable, operationally relevant, actionable, accurate, tailored to Command needs, responsive to customer desires, comprehensive, timely, consistent,

thorough, innovative, scientifically supportable, beneficial, address emerging capabilities, and identify useful corrective actions.

5.2.6 Task 6. Exercise and Contingency Support. The Contractor shall provide Exercise planning, design, scenario development, participation and After-action Review (AAR) input for annual theater level exercise as it relates to CS. The contractor shall provide special support to CSD during real-world crisis/contingencies as necessary for the CSD to meet all command requirements. This may require Contractor CME personnel to change their work schedules to ensure 24 hour coverage during exercises and contingencies as requested by the client. Deliverables for this task must be operationally relevant, effective, executable, credible, flexible, technically sound with justifiable conclusions, and presented in a friendly and courteous manner. Plans delivered shall clearly and accurately assess the importance of identified resources and mitigate risks.

5.2.7 Task 7. Miscellaneous Media, Administrative, and Korean Language Support. The Contractor shall create visual concepts to communicate ideas that inspire, inform, or educate through the preparation of a wide variety of means such as briefings, speeches, reports, memoranda, pamphlets, and updates in support of CSD requirements. These deliverables will be in a format of the government’s choosing via written, graphic, audio-visual, and verbal means (in Korean and/or English as directed by the client). At least one (preferably two) Contractor personnel must be able to read and write in both English and Korean fluently. These activities include but are not limited to providing administrative support to technical and management level personnel, general office administration, event planning, creating and customizing off-the- shelf graphics, developing graphical and pictorial content, monitoring various Korean and English language sources and translating various foreign language documents to English in support of CS requirements, collaborating with national/theater government, non-government and host nation organizations to provide the client with required products, with a focus on political, military, cultural and economic topics, and performing as Korean-English and vice- versa interpreter as required by the client. The Contractor shall advise the client on strategies to reach and inspire appropriate audiences; develop graphics and create images that convey the appropriate messages; select appropriate means of dissemination, venue, colors, images, graphics illustrations, text style, literary style, and layout. The Contractor shall present designs to the client; and incorporate changes recommended by the client into final products. Deliverables for this task must be responsive, completed within specified deadlines, innovative, beneficial, credible, effective, flexible, accurate, operationally relevant, in required format (written, oral, presentation, etc.), tailored to Command needs, and must not contain substantive or repeated flaws. These deliverables must also be presented in a friendly and courteous manner, and have no negative impact to the mission.

5.2.8 Task 8. Web-based Applications. The Contractor shall maintain share-point web-based applications and all other dissemination methods in aesthetically appealing pages (as stipulated by the client) to share, distribute, and coordinate CS products, guidance, reports, data and all other relevant CS information. The Contractor shall also maintain share-drive space for similar purposes as stipulated by the client. This task shall be performed a minimum of weekly, but may require updates more often as mission dictates. Deliverables for this task must be aesthetically appealing, accurate, executable, thorough, compliant with applicable standards, beneficial, effective, expandable, flexible, scalable, seamless, tailored, innovative, operationally relevant, and responsive. These deliverables must meet security safeguards, identify trends and areas of improvement, have no negative impact to the mission, maintain continuity, contain no substantive or repeated flaws, provide for continuous operation, have the ability to be reconfigured, and address all errors and inadequacies.

5.2.9 Task 9. Meetings. The Contractor shall participate as an expert advisor and minutes taker in UNC, ROK and US coordination B2C2WGs in order to synchronize the Communications Strategy among UNC-ROK-US military, governmental, and non-governmental entities. These may include, but are not limited to: Communications Strategy Working Groups (SCWG), Calendar Synchronization (Cal Synch), Command Engagement Board (CEB), Public Affairs Working Group (PAWG), Relocation Integration Board (RIB), Combined Interagency Coordination Group (CIACG), UNC Ambassador Roundtable, Joint Strategic Engagement Board (JSEB) and the US Joint Interagency Coordination Group (JIACG). The Contractor shall provide the client with a read out or minutes or notes in a manner suitable to the government from all meetings/events/boards that contractor personnel attend on behalf of the client. Deliverables for this task must be responsive, thorough, interoperable, coordinated, completed within specified deadlines, innovative, consistent, complete, comprehensive, beneficial, effective, flexible, accurate, operationally relevant, tailored to Command needs, and must not contain substantive or repeated flaws. Deliverables for this task must also identify and correct deficiencies, mitigate risks, contain no substantive or repeated flaws, ensure security is protected, maintain continuity, identify trends and areas of improvement, and assist with early identification of problems. These deliverables must also be presented in a friendly and courteous manner, and have no negative impact to the mission.

5.2.10 Task 10. Magazine and Collateral Print Media. The Contractor shall provide no more than 2 (two) magazines (of no more than 52 pages in length) and no more than 50 (fifty) other collateral print media (such as flyers, inserts, and brochures) annually to support the overall CS as directed by the client. Each magazine or collateral print media product will be prepared by the Contractor in both English and Korean Language. These deliverables will be provided free of grammar and spelling errors. The contractor will make every reasonable effort to save on travel funding requirements by utilizing VTC/Tandberg with the client if communication is required with entities outside the Korean peninsula to support this effort. This task requires a four-phase, integrated approach including planning, developing, producing, and translating print ready products for USFK. Deliverables for this task must be responsive, completed within specified deadlines, innovative, beneficial, credible, effective, flexible, accurate, operationally relevant, in required format (written, oral, presentation, etc.), tailored to Command needs, and must not contain substantive or repeated flaws. These deliverables must also be value added, presented in a friendly and courteous manner, and have no negative impact to the mission.

5.2.10.1 Task 10 Phase 1. Planning. Based on CSD thematic guidance the Contractor shall prepare a content plan, identify topics, and provide a timeline for magazine or other collateral print media development and execution. The Contractor shall develop an editorial calendar that includes phase 2-4 activities and tailored production schedules based on USFK strategic milestones and events. The final strategic milestone may be altered based on customer requirements.

5.2.10.2 Task 10 Phase 2. Develop Content. Contractor will develop original content for a minimum of 33%, or 3-4 articles of each magazine, and 100% of other collateral print media products. Original content developed by contract staff will be credited to “Staff Writer” or as otherwise stipulated by the client. For the remaining content, the Contractor shall collect, review and edit content written by authors selected by the client. The Contractor shall purchase, maintain, and utilize licenses with the Associated Press (AP), Thomas Reuters, Getty, Agence- France Presse (AFP), Veer and iStock for article or photo/infographic support. Contractor will edit for grammar, style, and structure, based on USFK organizational goals, and cultural or pol-

mil sensitivities. The Contractor shall identify or create photographs, graphics, and artwork that complement the content and maximize reader interest.

5.2.10.3 Task 10 Phase 3. Production. The Contractor shall design, review, and adjust all layout and artwork for optimal print quality. The Contractor shall compile a package for client review by sending an electronic version of the magazines or other collateral print media to the CSD government representatives. Once approved by the client, the Contractor shall perform a pre-press check and deliver the final high-resolution electronic files to CSD for print. For the two magazines, the print ready English version delivered NLT two (2) weeks prior to the final strategic milestone set by the customer.

5.2.10.4 Task 10 Phase 4. Translation. The Contractor shall have all publications translated to Korean by translators, who are certified by the American Translation Association or equivalent at a technical level and possess an in-depth knowledge of military terminology. Additionally, the Contractor shall utilize ASTM F 2575-06, the Standard Guide for Quality Assurance in Translation. The Contractor shall conduct two levels of translation review for quality control independent of the original translator. The Contractor shall compile a Korean package for client review by sending an electronic version of the magazines or other collateral print media to the CSD team. Once approved by the client, the Contractor shall perform a pre-press check and deliver the final high-resolution Korean language version electronic files to CSD for print. For the two magazines, upon delivery and acceptance of the final English version the Korean translation shall be delivered NLT 14 calendar days after the delivery of the English version.

5.2.11 Task 11. Problem Solving. The Contractor shall analyze the Command communications strategy and create solutions to remove gaps in research and analysis. This requires the Contractor to assess CS planning, implementation, and effectiveness of USFK/UNC/CFC messaging and engagements using analytical methodologies. This effort shall be approached in three phases: 1) make a plan; 2) test solution and refine; 3) recommend the most cost effective and viable solution. Solutions must be sustainable, ensure compatibility with government hardware/software, and provide reliable capabilities and data for future CS efforts. The Contractor shall provide a monthly status report on problem solving activities outlining current efforts, and proposed timeline for delivery of recommended solution. Deliverables for this task must utilize best scientific practices and commercial data available, leverage relevant technologies, contain no substantive or repeated flaws, provide data that is usable for analysis, be completed within specified deadlines, and Identify trends and areas of improvement. Recommendations made must be supportable by quantified analysis, independently verifiable, operationally relevant, effective, actionable, accurate, tailored to Command needs, responsive to customer desires, comprehensive, timely, consistent, thorough, innovative, scientifically supportable, beneficial, address emerging capabilities, and identify useful corrective actions.

5.2.12. Task 12. Web Design/Development Support. The Contractors use creative and software engineering/programming skills to design, build and improve commands’ websites. The contractor understands user experience and is able to build websites that are easy to understand, navigate and use, and adhere to design standards and specifications. Primary duties include conceptualizing and implementing creative ideas for client websites, updating social media mediums, as well as creating visual elements that are in line with our commands’ messages. The contractor shall provide, supportable by quantified analysis, independently verifiable, operationally relevant, effective, actionable and accurate monthly report on, but not limited to, search engine ranking, website traffic growth, website visitor engagement, social media engagement, and visitor satisfaction.

5.2.13. Task 13. Plans Support. The Contractor shall perform CS support of all phases of Command actions regarding USFK contingency, campaign, deliberate, and directed planning. This includes comprehensive record keeping and management of annual and multi-year reporting requirements developed via project management efforts with a diverse team. The contractor shall support the research and development of plans products pertaining to higher headquarter synchronization and meetings between senior leaders as required synchronizing joint planning efforts. The contractor shall ensure all communication objectives pertaining to USFK plans remain nested with high headquarters, and advise when shifts in plans occur.

5.3.14. Task 14. Policy Support The Contractor shall perform CS support of all phases of Command actions regarding defense cost sharing. This includes comprehensive record keeping and management of annual and multi-year reporting requirements developed via project management efforts with a diverse team. The contractor shall support the research and development of policy products pertaining to bi-lateral relationships, and support bi-lateral meetings between senior leaders as required to implement burden sharing arrangements. The contractor shall ensure all communication objectives pertaining to cost sharing remain consistent with past command positions, and advise when shifts in command positions occur.

5.3. CONTRACTOR MANAGEMENT REPORTING (CMR): The Office of the Assistant Secretary of the Army (Manpower & Reserve Affairs) operates and maintains a secure Army data collection site where the Contractor shall report ALL Contractor manpower (including subcontractor manpower) required for performance of this contract. The Contractor shall completely fill in all the information in the format using the following web address https://Contractormanpower.army.pentagon.mil. The required information includes: (1) Contracting Office, Contracting Officer, Contracting Officer’s Technical Representative (COTR) or also known as the Contracting Officer’s Representative (COR); (2) Contract number, including task and delivery order number; (3) Beginning and ending dates covered by reporting period; (4) Contractor's name, address, phone number, e-mail address, identity of Contractor employee entering data; (5) Estimated direct labor hours (including sub-Contractors); (6) Estimated direct labor dollars paid this reporting period (including sub-Contractors); (7) Total payments (including sub-Contractors); (8) Predominant Federal Service Code (FSC) reflecting services provided by Contractor (and separate predominant FSC for each sub-Contractor if different); (9) Estimated data collection cost; (10) Organizational title associated with the Unit Identification Code (UIC) for the Army Requiring Activity (the Army Requiring Activity is responsible for providing the Contractor with its UIC for the purposes of reporting this information); (11) Locations where Contractor and subContractors perform the work (specified by zip code in the United States and nearest city, country, when in an overseas location, using standardized nomenclature provided on website); (12) Presence of deployment or contingency contract language; and (13) Number of Contractor and subContractor employees deployed in theater this reporting period (by country). As part of its submission, the Contractor shall provide the estimated total cost (if any) incurred to comply with this reporting requirement. Reporting period shall be the period of performance not to exceed 12 months ending September 30 of each government fiscal year and must be reported by 31 October of each calendar year. Contractors may use a direct XML data transfer to the database server or fill in the fields on the website. The XML direct transfer is a format for transferring files from a Contractor’s system to the secure website without the need for separate data entries for each required data element at the website. The specific formats for the XML direct transfer may be downloaded from the website.

**PART 6 APPLICABLE PUBLICATIONS**

6. APPLICABLE PUBLICATIONS (CURRENT EDITIONS)

6.1. The Contractor must abide by all applicable regulations, publications, manuals, and local policies and procedures to include, but not limited to the following.

a. CFC/USFK Regulation 350-1 Command Post and Field Training Exercises b. DA Regulation 25-2 Information Assurance c. DA Regulation 350-28 Army Exercises d. DA Regulation 380-5 Information Security Program e. DA Regulation 525-13 Antiterrorism f. DA Regulation 530-1 Operations Security g. DoD 5220.22-M National Industrial Security Program Operating Manual h. DOD Directive 8570.01 Information Assurance (IA) Training, Certification, and Workforce

Management i. DOD 8570.01-M Information Assurance Workforce Improvement Program Manual j. USFK Regulation 700-19 US-ROK Status of Forces Agreement Implementation k. ASTM F2575-06 Standard Guide for Quality Assurance in Translation.[

**PART 7 ATTACHMENT/TECHNICAL EXHIBIT LISTING**

7. Attachment/Technical Exhibit List:

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

7.2. Attachment 2/Technical Exhibit 2 – Deliverables Schedule

**TECHNICAL EXHIBIT 1**

**Performance Requirement Summary (PRS)**

The Contractor service requirements are summarized into performance statements that relate directly to mission essential items. These PRS tasks constitute the critical tasks for this requirement, but all tasks listed in paragraph 5 must be accomplished by the Contractor. The performance standard needed to successfully achieve the requirement and the acceptable quality level (AQL) briefly describes the minimum acceptable levels of service required for each requirement. These thresholds are critical to mission success.

Due to the nature of Communications Strategy, nearly all of the deliverables for this contract are arrived at via an iterative and collaborative process between the Contractor personnel and Government representatives. It is not unusual for a task to require a draft product within hours of assignment. The final accepted products must be practically flawless, since they will be disseminated to general officers or other important audiences. Misinforming these audiences would constitute mission failure. Therefore, the standards and performance thresholds require as close to zero defects as is feasible within the time available for all tasks. Thus, the Standards/AQLs listed below are all quite high percentages. With each iteration of the product the planned milestone must be met by the Contractor (i.e. the Contractor must deliver each version of the product by a specified date or time frame required by the client).

**Communications Strategy Analysis Support**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Performance Objective / PWS Reference** | **Performance**  **Standard**  **(cost, quality, timeliness)** | **Acceptable Quality Level (AQL)** | **Method of Surveillance** | **Incentive/**  **Remedy** |
| Para 5.2.3  Task 3. Data Collection and Analysis | Continuously monitor and synthesize appropriate Pol-mil data into weekly actionable reports / recommendations in a format specified by the Government. Submitted by the suspense agreed upon. Reports / recommendations shall contain no substantive or repeated flaws and will meet the weekly suspense.  No more than 1 working day after the original suspense.  100 Percent Inspection by COR or Government representative  Late or erroneous reports will result in 10% penalty to monthly invoice | No more than 1 working day after the original suspense. | 100 Percent Inspection by COR or Government representative | Late or erroneous reports will result in 10% penalty to monthly invoice |
| Para 5.2.4  Task 4. MOP/MOE Support | MOP and MOE reports with actionable recommendations shall be supportable by quantified analysis, independently verifiable, operationally relevant, accurate, tailored to Command needs, and scientifically supportable. Submitted by the monthly suspense agreed upon and contain no substantive or repeated flaws. | No more than 1 working day after the original suspense. | 100 Percent Inspection by COR or Government representative | Late or erroneous reports will result in 10% penalty to monthly invoice |
| Para 5.2.5  Task 5. KLE and Spheres of Influence | Continuously updated reports/charts/briefings on NEA Spheres of Influence and KLEs in a format of the government’s choosing and maintained on a digital location agreed upon with the Government. Contains no substantive or repeated flaws, utilizes best scientific practices and commercial data available, leverage relevant technologies. | No more than 1 working day after the original suspense. | 100 Percent Inspection by COR or Government representative | Outdated information or poorly written talking points, or erroneous information on key influencers will result in 10% penalty to monthly invoice. |
| Para 5.2.10  Task 10. Magazine and Collateral Print Media | Meets the format and intent of the products specified by the Government. Submitted by the suspense given at the time of notification. free of grammar and spelling errors. | Full compliance to stated performance standard. | 100 Percent Inspection by COR or Government representative | 10% penalty to monthly invoice |
| Par 5.2.12  Task12. Web Development | Meets the format and intent of the products specified by the Government. Submitted by the suspense given at the time of notification. free of grammar and spelling errors. | Full compliance to stated performance standard. | 100 Percent Inspection by COR or Government representative | Late or unsatisfactory products will result in 10% penalty to monthly invoice |
| Par 5.2.13  Task 13. Policy Support | Meets the format and intent of the products specified by the Government. Submitted by the suspense given at the time of notification. free of grammar and spelling errors. | Full compliance to stated performance standard. | 100 Percent Inspection by COR or Government representative | Late or unsatisfactory products will result in 10% penalty to monthly invoice |
| Par 5.2.14  Task 14 Plans Support | Meets the format and intent of the products specified by the Government. Submitted by the suspense given at the time of notification. free of grammar and spelling errors. | Full compliance to stated performance standard. | 100 Percent Inspection by COR or Government representative | Late or unsatisfactory products will result in 10% penalty to monthly invoice |

**TECHNICAL EXHIBIT 2**

**DELIVERABLES SCHEDULE**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| DELIVERABLE | FREQUENCY | # OF COPIES | MEDIUM/FORMAT | SUBMIT TO |
| Quality Control Plan, PWS paragraph 1.6.8 | Within 30 calendar days of contract award | 2 copies | Paper (hard copy) and soft copy via email in MS Word | KO and COR |
| Mission Essential Contractor Services Plan  PWS paragraph 1.6.11.1.1 | Within 30 calendar days of contract award | 2 copies | Paper (hard copy) and soft copy via email in MS Word | KO and COR |
| Quality Control Report, PWS paragraph 1.6.8.6 | Monthly, no later than the 5th calendar day of the following month | 1 copy | Paper (hard copy) and soft copy via email in MS Word | COR |
| Task 1 Command Plans PWS paragraph 5.2.1 | As required | 1 copy | As directed in paper, and/or soft copy (MS Word, Excel, PowerPoint via email or CD/DVD) | COR or government representative of CSD |
| Task 2 Issue-specific CS plans, PWS paragraph 5.2.2 | As required | 1 copy | As directed in paper, and/or soft copy (MS Word, Excel, PowerPoint via email or CD/DVD) | COR or government representative of CSD |
| Task 3 , Data collection and Analysis, PWS paragraph 5.2.3 | Weekly | 1 copy | As directed in paper, and/or soft copy (MS Word, Excel, PowerPoint via email or CD/DVD or any other format of the government’s choosing) | COR or government representative of CSD |
| Task 4 MOP/MOE Support,  PWS paragraph 5.2.4 | Monthly | 1 copy | As directed in paper, and/or soft copy (MS Word, Excel, PowerPoint via email or CD/DVD or any other format of the government’s choosing) | COR or government representative of CSD |
| Task 5 KLE and Spheres of Influence, PWS paragraph 5.2.5 | As required | 1 copy | As directed in paper, and/or soft copy (MS Word, Excel, PowerPoint via email or CD/DVD or any other format of the government’s choosing) | COR or government representative of CSD |
| Task 6 Exercise and Contingency Support, PWS paragraph 5.2.6 | As required | 1 copy | As directed in paper, and/or soft copy (MS Word, Excel, PowerPoint via email or CD/DVD or any other format of the government’s choosing) | COR or government representative of CSD |
| Task 7 Miscellaneous Media, Administrative, and Korean Language Support,  PWS paragraph 5.2.7 | As required |  | As directed in paper, and/or spoken, and/or soft copy (MS Word, Excel, PowerPoint via email or CD/DVD or any other format of the government’s choosing) |  |
| Task 8 Web-based Applications,  PWS paragraph 5.2.8 | Weekly | 1 copy | All forms of media stored on Share-point or the Share-drive | COR or government representative of CSD |
| Task 9 Meetings,  PWS paragraph 5.2.9 | As required | 1 copy | As directed in paper, and/or soft copy (MS Word, Excel, PowerPoint via email or CD/DVD or any other format of the government’s choosing) | COR or government representative of CSD |
| Task 10 Magazine and Collateral Print Media, PWS paragraph 5.2.10 | As required | 1 copy in each language | High resolution print ready files as stipulated by client | COR or government representative of CSD |
| Task 11 Problem solving, PWS paragraph 5.2.11 | Monthly | 1 copy | As directed in paper, and/or soft copy (MS Word, Excel, PowerPoint via email or CD/DVD or any other format of the government’s choosing) | COR or government representative of CSD |
| Task 12 Web Development  PWS paragraph 5.2.12 | Monthly | 1 copy | As directed in paper, and/or soft copy (MS Word, Excel, PowerPoint via email or CD/DVD or any other format of the government’s choosing) | COR or government representative of CSD |
| Task 13 Policy Support PWS paragraph 5.2.13 | Weekly | 1 copy | As directed in paper, and/or soft copy (MS Word, Excel, PowerPoint via email or CD/DVD or any other format of the government’s choosing); | COR or government representative of CSD |
| Task 14 Plans Support  PWS paragraph 5.2.14 | Weekly | 1 copy | As directed in paper, and/or soft copy (MS Word, Excel, PowerPoint via email or CD/DVD or any other format of the government’s choosing); | COR or government representative of CSD |