### SECTION B SUPPLIES OR SERVICES AND PRICES

#### CLIN - SUPPLIES OR SERVICES

**For Cost Type Items:**

<table>
<thead>
<tr>
<th>Item</th>
<th>PSC</th>
<th>Supplies/Services</th>
<th>Qty</th>
<th>Unit</th>
<th>Est. Cost</th>
<th>Fixed Fee</th>
<th>CPFF</th>
</tr>
</thead>
<tbody>
<tr>
<td>4000</td>
<td>R499</td>
<td>Services IAW the PWS - Base (O&amp;MN, N)</td>
<td>1.0</td>
<td>LO</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**For ODC Items:**

<table>
<thead>
<tr>
<th>Item</th>
<th>PSC</th>
<th>Supplies/Services</th>
<th>Qty</th>
<th>Unit</th>
<th>Est. Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>6000</td>
<td>R499</td>
<td>ODCs (Travel) Not to Exceed (NTE) - Base (O&amp;MN, N)</td>
<td>1.0</td>
<td>LO</td>
<td></td>
</tr>
</tbody>
</table>

**For Cost Type Items:**

<table>
<thead>
<tr>
<th>Item</th>
<th>PSC</th>
<th>Supplies/Services</th>
<th>Qty</th>
<th>Unit</th>
<th>Est. Cost</th>
<th>Fixed Fee</th>
<th>CPFF</th>
</tr>
</thead>
<tbody>
<tr>
<td>7000</td>
<td>R499</td>
<td>Services IAW the PWS - Opt 1 (O&amp;MN, N) Option</td>
<td>1.0</td>
<td>LO</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7001</td>
<td>R499</td>
<td>Services IAW the PWS - Opt 2 (O&amp;MN, N) Option</td>
<td>1.0</td>
<td>LO</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**For ODC Items:**

<table>
<thead>
<tr>
<th>Item</th>
<th>PSC</th>
<th>Supplies/Services</th>
<th>Qty</th>
<th>Unit</th>
<th>Est. Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>9000</td>
<td>R499</td>
<td>ODCs (Travel) Not to Exceed (NTE) - Opt 1 (O&amp;MN, N) Option</td>
<td>1.0</td>
<td>LO</td>
<td></td>
</tr>
<tr>
<td>9001</td>
<td>R499</td>
<td>ODCs (Travel) Not to Exceed (NTE) - Opt 2 (O&amp;MN, N) Option</td>
<td>1.0</td>
<td>LO</td>
<td></td>
</tr>
</tbody>
</table>

LEVEL OF EFFORT (COST TYPE CONTRACT) (JUN 1995)
(a) The level of effort for the performance of this contract during the period from the start of performance to 12 months thereafter is based upon estimated manhours of direct labor. If all options are exercised by the government, the level of effort for the performance of this contract will be increased by an additional estimated manhours of direct labor, for a total level of effort of estimated manhours of direct labor (hereinafter referred to as the "Estimated Total Hours").

(b) The estimated composition by labor category of the Estimated Total Hours is as follows:

<table>
<thead>
<tr>
<th>Labor Categories</th>
<th>Base Hrs</th>
<th>Opt 1 Hrs</th>
<th>Opt 2 Hrs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Manager</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Regional Strategy Planner</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategic Engagement Planner</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Senior Analytic Professional</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategy and Policy Analytical Support</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(c) The Estimated Total Hours include subcontracting hours but exclude holidays, sick leave and other absences.

(d) The number of manhours expended per month shall be commensurate with the effort order required delivery date of such effort. The number of manhours expended per month may fluctuate in pursuit of the technical objective, provided that such fluctuation does not result in the utilization of the total manhours of effort prior to the expiration of the term thereof. The number of manhours for any labor category may be utilized by the contractor for any other labor category if necessary in performance of the contract.

(e) The contractor shall not be obligated to continue performance beyond the Estimated Total hours, except that the Contracting Officer may require the contractor to continue performance in excess of the Estimated Total Hours until the total estimated cost has been expended. The government will not be obligated to pay for any hours expended in excess of the Estimated Total Hours. Any hours expended in excess of the Estimated Total Hours shall be excluded from all fee computations and adjustments. The Contracting Officer may also require the contractor to continue performance in excess of the total estimated cost until the Estimated Total Hours have been expended. In no event, however, will the Contracting Officer, pursuant to this paragraph (e), require the contractor to continue performance in excess of the Estimated Total hours if the Contracting Officer is requiring or has required the contractor to continue performance in excess of the total estimated cost. Nor will the Contracting Officer, pursuant to this paragraph (e), require the contractor to continue performance in excess of the total estimated cost if the Contracting Officer is requiring or has required the contractor to continue performance in excess of the Estimated Total Hours. The Contracting Officer may extend the period of performance in order to expend either the total estimated cost or the Estimated Total Hours. If this contract is subject to the Service Contract Act, in no event will the Contracting Officer, pursuant to this paragraph (e), extend the period of performance such that the period of performance, as extended, will exceed five years.

(f) If at any time during the performance of this contract the contractor expends in excess of 85% of the available estimated manhours of direct labor, the contractor shall immediately notify the Contracting Officer in writing. Nothing herein shall be construed to alter or waive any of the rights or obligations of either party pursuant to the clause entitled "Limitation of Cost" and/or "Limitation of Funds."

(End of provision)

PAYMENT OF FIXED FEE (INDEFINITE DELIVERY, COST PLUS FIXED FEE) (OCT 1992)

The fixed fee for work performed under this contract is $ provided that approximately 14,400 hours of technical effort are employed by the contractor in performance of this contract. If substantially fewer than 14,400 hours of said services are so employed, the fixed fee shall be equitably reduced to reflect the reduction of work. The Government shall make monthly payments of the fixed fee at the rate of $ per direct labor hour invoiced by the contractor. All payments shall be in accordance with the provisions of FAR 52.216-8, "Fixed Fee," and FAR 52.216-7, "Allowable Cost and Payment." The total of all such payments shall not exceed eighty-five (85%) percent of the fixed fee specified under each applicable delivery/task order. Any balance of fixed fee due the contractor shall be paid to the Contractor, and any over-payment of fixed fee shall be repaid to the Government by the
Contractor, or otherwise credited to the Government at the time of final payment.

| Base | ** |
| Opt1 |   |
| Opt2 |   |

IDENTIFICATION OF UNCOMPENSATED OVERTIME (FAR 52.237-10) (OCT 1997)

(a) Definitions.

As used in this provision-

"Uncompensated overtime" means the hours worked in excess of an average of 40 hours per week by direct charge employees who are exempt from the Fair Labor Standards Act (FLSA). Compensated personal absences, such as holidays, vacations, and sick leave, shall be included in the normal work week for purposes of computing uncompensated overtime hours.

"Uncompensated overtime rate" is the rate which results from multiplying the hourly rate for a 40 hour work week by 40, and then dividing by the proposed hours per week. For example, 45 hours proposed on a 40 hour work week basis at $20.00 would be converted to an uncompensated overtime rate of $17.78 per hour. ($20 x 40) divided by 45 = $17.78.

(b) For any proposed hours against which an uncompensated overtime rate is applied, the Offeror shall identify in its proposal the hours in excess of an average of 40 hours per week, by labor category at the same level of detail as compensated hours, and the uncompensated overtime rate per hour, whether at the prime or subcontract level. This includes uncompensated overtime hours that are in indirect cost pools for personnel whose regular hours are normally charged direct.

(c) The Offeror's accounting practices used to estimate uncompensated overtime must be consistent with its cost accounting practices used to accumulate and report uncompensated overtime hours.

(d) Proposals that include unrealistically low labor rates, or that do not otherwise demonstrate cost realism, will be considered in a risk assessment and will be evaluated for award in accordance with that assessment.

(e) The Offeror shall include a copy of its policy addressing uncompensated overtime with its proposal.

(End of provision)

IDENTIFICATION OF RATIOS (OCT 1992)

(a) If an offeror decides to include Uncompensated Overtime in their proposal, he shall complete the table which appears below. The purpose of this table is to identify the ratio derived by relating the proposed hours per week to 40 hours per week for each labor category. That ratio which is proposed for a particular labor category will apply for all personnel (including substitute and additional personnel) approved to work within a particular labor category for the duration of the contract period.

(b) Any offeror who proposes direct labor rates adjusted due to the effect of uncompensated overtime must complete the following table. An offeror who proposes uncompensated overtime and fails to complete the following table may be removed from consideration for award.

(c) An offeror proposing direct labor rates adjusted for uncompensated overtime shall furnish with their proposal a copy of the corporate policy addressing uncompensated effort.

Additionally, the offeror must provide evidence of the DCAA/DCMAO approval of that policy.

INFORMATION TO BE COMPLETED BY OFFEROR

<table>
<thead>
<tr>
<th>Labor Category</th>
<th>*Base Hourly/Week Hours Proposed/Week</th>
<th>**Ratio</th>
<th>***Proposed Rate</th>
</tr>
</thead>
</table>

Adjusted for
Uncompensated

Overtime

*Base Hourly Rate - that is unadjusted for the effect of uncompensated overtime.

**Ratio - the rate derived from the proposed hours per week in relation to a 40 hour week (e.g., Project Manager 40 hours/50 hours = 80% ratio)

***Proposed Rate Adjusted for Uncompensated Overtime = Base Hourly Rate X Ratio (e.g., $10.00 x 80% = $8.00)
SECTION C DESCRIPTIONS AND SPECIFICATIONS

Performance-Based Work Statement for
CNO Strategy Initiative
OPNAV N3/N5

1. Introduction

The Deputy Chief of Naval Operations (OPNAV), for Operations, Plans, and Strategy (N3/N5) organization requires management support services and analytical support to the N3/N5 leadership to facilitate strategic, analytical, technical, programmatic support, data collection, policy review, concept development, and process research. Support includes: Irregular Warfare Office and Strategy and Policy. Each area of emphasis changes due to current regional environments, which present threats, challenges and opportunities for the Navy’s global posture and maritime partners.

2. Background

The Deputy Chief of Naval Operations, for Operations, Plans, and Strategy (N3/N5) organization serves as the principal advisor to Chief of Naval Operations (CNO) on joint operations and the development of joint strategies, plans, programs and policies. N3/N5 evaluates the Global Operational Environment, while understanding regional actions may result in strategic theories and polices which require an evolution and/or innovative changes. The contracted services support the implementation of CNO responsibilities for the development and dissemination of Navy strategies, plans, and policies; enabling the N3/N5 to serve as principal advisor to Secretary of the Navy (SECNAV) and CNO on strategic planning, National Security Council affairs, international politico-military matters, current operational status of naval forces, evaluation of global operational environment, and to serve as principal advisor to CNO on technology transfer, and security assistance.

3. Scope

The contractor shall provide strategy, policy, analytical, programmatic, technical, research, and organizational support services of short and long term duration; that require unique skills and experience in Irregular Warfare (IW) disciplines, Navy Community of Strategists and Homeporting/Homebasing, Asia-Pacific regional issues and long term strategies that cannot be supported by the existing federal workforce.

The services required under this contract include:
- Confronting Irregular Challenges (CIC) implementation support; short-term projects and tasking with Navy IW, programmatic analysis support, and high-level briefing support for the Director, Navy Strategy and Policy (N51)
- Support the ever-changing maritime and naval strategies based on new National Security Policy, and evolving threats to ensure our sea-lanes remain open and secure

4. Tasks

4.1. Provide strategic research and analyses on issues related to developing regional strategies (Asia-Pacific Subject Matter Expert (SME) and International Relations Generalist) in order to inform and align Navy policy and strategy and its higher-level guidance documents. Develop robust interaction with Naval Component Commands (NCCs) to keep CNO abreast of key conventional and IW initiatives and activities across the world.
a. Assisting in the drafting of IW strategy, policy, Joint Operating Concept (JOC), and Doctrine documents and providing background research and analysis impacting Navy’s long-term comprehensive regional strategies, especially as related to DSG
b. Develop products to promote key naval strategy issues related to disparate regions of the globe, including reports, statistical studies, and related strategy documents
c. Equip CNO with key resourcing decision tools, including laydown, overseas Military Construction (MILCON), and Global Force Management (GFM) equities, to improve OPNAV capacity for strategic shaping
d. Assisting in outreach and integration with the Marine Corps, interagency and private sector partners to address preventive security and IW operations

4.2. Supports N3/N5 strategic engagement efforts by:

a. Assisting in the drafting of IW strategy, policy, Joint Operating Concept (JOC), and Doctrine documents to shape and influence Navy’s strategic engagement with partners and other nations
b. Preparing key leaders to engage by synchronizing talking points and speeches
c. Reviewing external documents to ascertain Navy equities and potential areas for engagement; assisting in developing mission and vision statements and subsequent goal delineation; providing guidance for building operational plans; and specifying measurable outcomes to include capital outlay planning efforts in a consolidated strategic planning process
d. Drafting and editing Navy Strategy briefing materials
e. Assisting in outreach and integration activities with the Marine Corps, interagency and private sector partners
f. Participating in and reporting on IW related conferences and symposia
g. Promulgating Navy strategy and policy through external engagement to key audiences
h. Aligning actions of multiple Navy organizations by coordinating, planning, and addressing Navy matters in support of other organizations both internal and external to DoN

4.3. Support Maritime Security and Arctic Policy initiatives by:

a. Leading and assisting with the development, drafting, and review of maritime security related doctrine and policy documents
b. Researching, drafting, and preparing in-depth briefings and papers related to any and all aspects of maritime security, including such topics as Arctic operations and security; counter-piracy; counter-terrorism; visit, board, search and seizure (VBSS); maritime interdiction operations; international law; maritime operational threat response; high value unit escort operations; or other acts of irregular warfare at sea
c. Assessing and evaluating policy that enhances the ability to identify threats to the Maritime Domain by integrating intelligence, surveillance, observation, and navigation systems into a common operating picture
d. Assisting in the drafting of IW strategy, policy, Joint Operating Concept (JOC), and Doctrine documents related to Maritime Security and Arctic Policy
e. Enhancing Navy participation in activities directed by Presidential Policy Directive 18
f. Developing and maintaining strategic relationships with partners across the interagency and amongst the DoD services
g. Attending conferences and other venues. Preparing After Action Reports (AARs) and progress reports
h. Identifying and developing opportunities for maritime security synergies and efficiencies with interagency partners that enhance the effectiveness of the global maritime governance and international maritime security regimes

4.4. Provide Global Posture and Policy/Strategic Laydown, and Dispersal Policy Planning initiatives by:

a. Assisting in the drafting of IW strategy, policy, Joint Operating Concept (JOC), and Doctrine documents for over-arching application to our Global Posture and subsequent Policy Development
b. Researching, drafting, preparing, and cataloging in-depth briefings and papers related to any and all aspects of Global Posture and Policy to include briefings and decisions that inform Secretary of the Navy (SECNAV) and
(CNO) posture statements and influences the development of Sponsor Program Proposals and the Navy’s POM submission

c. Monitoring and reviewing Congressional actions (in coordination with the Navy Office of Legislative Affairs) including Committee Reports, legislation and amendments, and requests for information from Congress related to the Navy’s long term basing strategy, policy and plans. Drafting, developing and coordinating Reports to Congress, briefings and responses to questions from Congressional staff and Members related to homeporting decisions, long term rebalance of Naval Forces and related basing processes

d. Monitoring Navy basing requirements that support irregular warfare and contingency operations

e. Maintaining records related to Global Posture and Policy including Navy input to Combatant Commander (CCDR) Theater Posture Plans and Global Defense Posture Report to Congress

f. Reviewing and analyzing external documents (i.e. CCDR Theater Posture Plans, Unified Command Plan, Joint Strategic Capabilities Plan, Global Defense Posture Report to Congress, etc.) for potential Navy equities

g. Establishing and sustaining dialogue with OSD, other Service, and Combatant Command counterparts on Navy strategies, concepts and plans, in order to promote the Navy’s strategic role and contribution to these Defense strategies and concepts. These dialogues occur through attending conferences and other venues, and preparing After Action Reports (AARs) and progress reports

h. Assisting in the drafting of Strategic Laydown and Dispersal Plan and maintain records of analyses of each year’s Plan

i. Assessing strategic guidance, projected force structure, current and future security threats, and operational challenges associated with the laydown and dispersal of Naval Forces

j. Collecting and consolidating SLD inputs from OPNAV representatives, U.S. Fleet Forces Command, Commander Pacific Fleet, and Type Commanders

k. Developing recommendations, track completion and coordinate Navy actions with Joint Staff, Department of Defense and State Department Overseas Force Structure Change (OFSC) and Host Nation Notification (HNN) processes

4.5. Strategy and Policy Analyst coordinates across DoD and DoN to develop service policy positions for White House, OSD, Joint Staff, and interagency coordination. Drafts material for competitive strategies, strategic thought pieces, and deterrence operations particularly those related to Irregular Warfare. Assists with interagency engagement and nuclear weapons related issues along with developing Counter Weapons of Mass Destruction (C-WMD) policy by:

a. Assisting in the modeling, fact-finding, efficiency studies, and should-cost analysis concerning the Navy Nuclear Weapons Assessment process and 1W threats

b. Assist in the drafting of policy documents and regulations concerning arms control treaties: Ottawa Convention (Landmines), Arms Trade Treaty (ATT), and Comprehensive Test Ban Treaty (CTBT)

c. Performs analyses, feasibility studies, and delineates strategy options regarding Joint Force C-WMD doctrine for the government decision makers

d. Assists in the development of the USN portion of the DoD-wide post-election review of U.S. nuclear posture

5. Other Pertinent Information

5.1. Period of Performance

The base period of performance for this requirement is 20 January 2014 –
19 January 2015. The task order also features two (2) options that are twelve months in length each and consecutively follow the base period of performance.

5.2. Place of Performance
The place of performance is primarily located in the government’s facilities at the Pentagon in Arlington, VA. In those exceptional cases when contractor personnel work efforts are performed outside of government facilities due to events which cause these facilities to be inaccessible, performance of appropriate work efforts will be limited to contractor facilities that comply with all requirements of the contract, including but not limited to facilities that comply with applicable security requirements. This work must be UNCLASSIFIED to occur at any location other than the Government site. The contractor shall submit a request to the N3/N5 leadership via the Contracting Officer Representative (COR) prior to contractor personnel commencing any work efforts outside of government facilities.

In accordance with U. S. Navy policy and responsibilities for the implementation of a Navy Continuity of Operations (NAVCOOP) in the event of a pandemic that restricts access to the contractors’ government facilities place of performance to include the Pentagon, the contractor will be notified by N3/N5 Leadership via the COR that normal access has been restricted and to whom such restrictions apply. In that event the contractor shall notify their personnel of the change and direct the personnel the place of performance under applicable level of effort to move to perform the effort at the contractor facilities that comply with all requirements of the contract, including facilities that comply with any applicable security requirements of this contract. The change in place of performance shall remain in effect until notice is given by N3/N5 Leadership via the COR that restrictions to government facilities have been removed.

5.3. Level of Effort

<table>
<thead>
<tr>
<th>Labor Categories</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Manager</td>
<td>960</td>
</tr>
<tr>
<td>Regional Strategic Planners (4.1)</td>
<td>3,840</td>
</tr>
<tr>
<td>Strategic Engagement Planners (4.2)</td>
<td>3,840</td>
</tr>
<tr>
<td>Senior Analytic Professionals (4.3 &amp; 4.4)</td>
<td>3,840</td>
</tr>
<tr>
<td>Strategy &amp; Policy Analyst C-WMD (4.5)</td>
<td>1,920</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>14,440</strong></td>
</tr>
</tbody>
</table>

5.4. Government Furnished Equipment/Property/Information

a. The government provides work spaces to all contractor personnel to include desk, telephone, office supplies, computer equipment and associated software as specified. The government also provides access to computer facilities, standard documentation and incidental consumables necessary for performance of work. Such equipment is considered to be incidental to working onsite in government facilities.

b. The contractor shall operate government-provided computer equipment in accordance with DoN NMCI policy.

c. The contractor shall attend government funded computer training for accessing data on the government’s network.

d. The government reserves the right to reallocate or redistribute the contractor’s government-provided office space.

e. The government will provide a Personal Identification Number for use on all long distance calls in support of the requirements of this contract.
f. The contractor shall safeguard all government property in its work area. At the close of each work period, facilities shall be secured by the contractor if the contractor is the last individual in the work area.

5.5 Security Requirements

a. The highest level of security required for this requirement is Top Secret (TS). See the attached DD 254.

b. All requests by the contractor for non-duty access (outside normal working hours, including federal holidays) shall be coordinated through the government’s designated personnel for access, and the COR. If any work hours outside of normal business hours (7:00 AM EST through 6:00 PM EST) are anticipated, the COR and/or Contracting Officer must provide authorization.

c. The contractor shall ensure that their personnel comply with restricted area regulations, rules, instructions, directives, procedures, mandates and other requirements. Certain N3/N5 designated office spaces are “off-limits” or restricted. Contractor personnel shall not enter any “off-limits” or restricted spaces within N3/N5’s designated office areas without specific permission.

d. All contractor personnel performing under this contract, or any representative of the contractor entering N3/N5 designated office spaces shall abide by all security regulations, rules, instructions, directives, procedures, mandates and other requirements of the CNO and N3/N5. The contractor shall coordinate with the designated N3/N5 Secretariat representative and contract COR in order to obtain government-furnished building passes and Common Access Cards (CAC).

e. The contractor will be entrusted with facility passes, badges and/or the use of access devices for facility access. The contractor shall prohibit the use of government-issued facility passes, badges and/or access devices throughout the facility by any person other than authorized contractor personnel. The contractor shall not permit entrance to locked areas by any person other than contractor personnel assigned to the activity where the contractor is performing work without written authorization by the government’s designated security personnel. Facility passes, badges and/or access devices shall only be issued by government personnel to contractor personnel performing services under this contract. The contractor shall immediately report to the government’s designated security personnel any occurrences of lost passes, badges and/or access devices.

f. Identification of Non-Disclosure Requirements. Certain tasks require the contractor personnel to have access to sensitive DoD financial information and information technology functions during the course of normal duties associated with this task order. The contractor shall ensure that all personnel assigned to this task comply with the Non-disclosure Agreement that is part of this order (See Section II of this document) prior to commencing work under this task order. Any work involving SCI will require additional NDAs.

6. Travel

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Instances</th>
<th># of Personnel</th>
<th># of Days</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conference</td>
<td>2</td>
<td>2</td>
<td>3</td>
<td>Monterey, CA</td>
</tr>
<tr>
<td>Conference</td>
<td>2</td>
<td>2</td>
<td>3</td>
<td>Newport, RI</td>
</tr>
<tr>
<td>Local Travel</td>
<td>8</td>
<td>4-5</td>
<td>N/A</td>
<td>Nat’l Cap Regm</td>
</tr>
</tbody>
</table>

Travel is required in the performance of this contract to attend conferences, meetings, briefings, and provide
training or to conduct site surveys as necessary to accomplish assigned tasks. All travel shall conform to the current Joint Travel Regulations (JTR). Travel expenses invoiced to the government shall be in accordance with the JTR; expenditures that exceed the JTR will not be reimbursed by the Government. The contractor shall obtain COR authorization of all travel prior to the travel. Estimated total travel amount for above listed sites is

7. Labor Category Descriptions – Minimum Qualifications

7.1 Regional Strategists/Planners (2 FTE)

Subject Matter Expert: Asia-Pacific Studies

Minimum Experience: Master's Degree from an accredited graduate university specializing in Asia-Pacific studies/language, one year experience in government-military planning, and familiarity with current Service, Joint, DoD capstone strategy and policy documents for multiple regions. Experience operating across Echelon 3 or higher staff levels. Desire previous OPNAV or SECNAV experience if possible. Eligible to hold a Top Secret clearance.

Functional Responsibility: Conduct research and strategic analysis for the development of classified and unclassified documents on Asia-Pacific Regions to include: PowerPoint Briefs, Memoranda, correspondence, and PAO inputs. Assist in the development of decision materials for senior leader discussions and decision making evaluations. Coordinate and promulgate meeting agendas and notes.

Subject Matter Expert: International Relations Studies

Minimum Experience: Master's Degree from an accredited graduate university specializing in international relations, one year experience in government-military planning, and familiarity with current Service, Joint, DOD capstone strategy and policy documents. Experience operating across Echelon 3 or higher staff levels. Desire previous OPNAV or SECNAV experience if possible. Eligible to hold a Top Secret clearance.

Functional Responsibility: Conduct research and strategic analysis for the development of classified and unclassified International Relations documents to include: PowerPoint Briefs, Memoranda, correspondence, and PAO inputs. Assist in the development of decision materials for senior leader discussions and decision making evaluations. Coordinate and promulgate meeting agendas and notes.

7.2. Strategic Engagement Planner (2 FTE)

Minimum Experience: Master's Degree from an accredited graduate university specializing in Public Affairs, one year experience in government-military PR, and Echelon 1 experience in strategy, policy or public affairs. Should be familiar with operating across OPNAV staff. Eligible to hold a Secret clearance.

Functional Responsibility: Conduct research and public affairs analysis for the development of classified and unclassified documents to include: PowerPoint Briefs, Memoranda, correspondence, and PAO inputs. Assist in the development of decision materials for senior leader discussions and decision making evaluations. Coordinate and promulgate meeting agendas and notes.

7.3 Senior Analytic Professional
Maritime Security/Arctic Policy and Strat Laydown/Global Posture & Policy: (2FTE)

Minimum Experience: 10 years of progressive experience in capability definition of analytic support and DoD program analysis activities. Experience in Warfare areas including Aviation Operations and Scheduling, Ship and Submarine Operations and Scheduling, Global Force Management, Global Posture Policy, Maritime Policy to include Arctic Policy, and Maritime Security Operations is highly desired. Experience operating across Echelon 3 or higher staff levels. Desire previous OPNAV or SECNAV experience if possible. Eligible to hold a Top Secret clearance.

Education requirements: Master’s degree in the field of political-military decision-making, strategic studies, national security affairs, maritime policy, business or public administration/budget analysis, or related fields. The contractor should possess fluency OSD, Naval terms and organization.

Functional Responsibility: Assesses Navy doctrine, strategy, and policy to address IW challenges. Provides feedback in support of offsite activities such as, but not limited to, planning conferences, working groups and professional development. Provide primary support for analysis and briefing development on CIC topics and related issues. Coordinates across DoD and DoN for CIC related issues and advocacy support in the PPBE and POM process. Responsible for delivery of presentations and senior leader products.

7.4 Strategy & Policy Analyst (C-WMD policy): (1 FTE)

Minimum Experience: Master’s Degree from an accredited graduate university specializing in international relations or government, one year experience in government-military planning, and familiarity with current Service, Joint, DOD capstone strategy and policy documents. Experience operating across Echelon 3 or higher staff levels. Desire previous OPNAV or SECNAV experience if possible. Eligible to hold a Top Secret clearance.

Functional Responsibility: Conduct research and strategic analysis for the development of classified and unclassified documents to include: PowerPoint Briefs, Memoranda, correspondence, and C-WMD inputs. Assist in the development of decision materials for senior leader discussions and decision making evaluations. Coordinate and promulgate meeting agendas and notes.

8. List of Deliverables

8.1. The deliverables are defined at the individual task level. The production of deliverable materials in a timely manner and in accordance with all requirements will be a determining factor of the measure of success. Deliverables for all work is described within this contract.

8.2. General Deliverables:

a. An initial kick-off meeting to be convened within the first 30 days after award
b. All deliverables shall include a project management plan, interim (draft) and final report for review and acceptance
c. The government retains unlimited rights to all data and processes developed for all deliverables. The contractor shall not provide or reference proprietary data to Non-DoD organizations without written permission from the COR
d. A monthly progress report shall be provided that identifies funding, current and cumulative expenditures in labor
hours and dollars, percentage of funds remaining, a task list (date started, progress, finish date, completed), and anticipated future expenditures unless the deliverable matrix requests additional information.

e. Deliverables shall also be provided as virus-free, Microsoft Office 2003 compatible CD ROMs or in future website portal structure.

f. The contractor shall obtain approval from the COR before releasing any information outside of the DoD that has been stored, generated, or archived relating to this contract.

8.3. Specific task deliverables:

### Task 4.1 Regional Strategy Planner

<table>
<thead>
<tr>
<th>Task</th>
<th>Item (Up to Top Secret)</th>
<th>Frequency</th>
<th>Level of Inspection</th>
<th>Recipient</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1. b &amp; c</td>
<td>A report analyzing and promoting key Navy strategy/organizational concepts related to the Defense Strategic Guidance (DSG)</td>
<td>Annually Beginning of Fiscal Year</td>
<td>N3/N5 100%</td>
<td>COR &amp; TA</td>
</tr>
<tr>
<td>4.1.a</td>
<td>Generate progress report detailing research and analysis accomplished relating to Navy’s long-term comprehensive regional strategies that supports IW threats</td>
<td>Quarterly</td>
<td>N3/N5 100%</td>
<td>COR &amp; TA</td>
</tr>
<tr>
<td>4.1.d</td>
<td>Update leadership on outreach efforts to USMC &amp; interagency</td>
<td>Quarterly</td>
<td>N3/N5 100%</td>
<td>COR &amp; TA</td>
</tr>
<tr>
<td>4.1.d</td>
<td>Update senior leaders on global trends and events requiring alterations to regional strategies</td>
<td>Quarterly</td>
<td>N3/N5 100%</td>
<td>COR &amp; TA</td>
</tr>
</tbody>
</table>

### Task 4.2: Strategic Engagement Planner

<table>
<thead>
<tr>
<th>Task</th>
<th>Item (Up to Secret)</th>
<th>Frequency</th>
<th>Level of Inspection</th>
<th>Recipient</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.2.a</td>
<td>Report on IW, JOCs, and Doctrine that shapes and influences Navy’s strategic engagement with partners and other nations.</td>
<td>Quarterly</td>
<td>N3/N5 100%</td>
<td>COR &amp; TA</td>
</tr>
<tr>
<td>4.2.b</td>
<td>3 month synchronization plan for upcoming engagement opportunities</td>
<td>Quarterly</td>
<td>N3/N5 100%</td>
<td>COR &amp; TA</td>
</tr>
<tr>
<td>4.2.c</td>
<td>Report which tracks quality and quantity of completed strategic engagements</td>
<td>Quarterly</td>
<td>N3/N5 100%</td>
<td>COR &amp; TA</td>
</tr>
<tr>
<td>4.2.d</td>
<td>Provide Briefings for Senior Leaders</td>
<td>2-3 times</td>
<td>N3/N5 100%</td>
<td>COR &amp; TA</td>
</tr>
<tr>
<td>4.2.f</td>
<td>AARs from attended engagements, conferences, and seminars</td>
<td>As required by attendance</td>
<td>N3/N5 100%</td>
<td>COR &amp; TA</td>
</tr>
</tbody>
</table>

### Task 4.3 Maritime Security and Arctic Policy
<table>
<thead>
<tr>
<th>Task</th>
<th>Item (Up to Top Secret)</th>
<th>Frequency</th>
<th>Level of Inspection</th>
<th>Recipient</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.3.a</td>
<td>Report on drafting and review of maritime security related doctrine and policy documents</td>
<td>Quarterly</td>
<td>N3/N5 100%</td>
<td>COR &amp; TA</td>
</tr>
<tr>
<td>4.3.b</td>
<td>Report on in-depth briefings and papers related to any and all aspects of maritime security</td>
<td>Quarterly</td>
<td>N3/N5 100%</td>
<td>COR &amp; TA</td>
</tr>
<tr>
<td>4.3.c</td>
<td>Report on policy that enhances the ability to identify threats to the Maritime Domain</td>
<td>Quarterly</td>
<td>N3/N5 100%</td>
<td>COR &amp; TA</td>
</tr>
<tr>
<td>4.3.d</td>
<td>Report on IW strategy, policy, JOCs, and Doctrinal documents for Maritime Security &amp; Artic Policy</td>
<td>Quarterly</td>
<td>N3/N5 100%</td>
<td>COR &amp; TA</td>
</tr>
<tr>
<td>4.3.e</td>
<td>Report on participation in activities directed by Presidential Policy Directive 18</td>
<td>Semi-annual</td>
<td>N3/N5 100%</td>
<td>COR &amp; TA</td>
</tr>
<tr>
<td>4.3.f</td>
<td>Report on developing and maintaining strategic relationships</td>
<td>Semi-annual</td>
<td>N3/N5 100%</td>
<td>COR &amp; TA</td>
</tr>
<tr>
<td>4.3.g</td>
<td>Report on attending conferences and other venues. Preparing After Action Reports (AARs) and progress reports</td>
<td>As Required by attendance</td>
<td>N3/N5 100%</td>
<td>COR &amp; TA</td>
</tr>
<tr>
<td>4.3.h</td>
<td>Identifying and developing opportunities for maritime security synergies and efficiencies with interagency partners</td>
<td>Semi-annual</td>
<td>N3/N5 100%</td>
<td>COR &amp; TA</td>
</tr>
</tbody>
</table>

**Task 4.4 Global Posture and Policy, Strategic Laydown and Dispersal Policy Planning**

<table>
<thead>
<tr>
<th>Task</th>
<th>Item (Up to Top Secret)</th>
<th>Frequency</th>
<th>Level of Inspection</th>
<th>Recipient</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.4.a</td>
<td>Report on IW strategy, policy, JOCs, and Doctrinal documents on Global Posture and Policy impacts</td>
<td>Quarterly</td>
<td>N3/N5 100%</td>
<td>COR &amp; TA</td>
</tr>
<tr>
<td>4.4.b</td>
<td>Report on researching, drafting, preparing, and cataloging in-depth briefings and papers to inform CNO posture statements and POM submission</td>
<td>Semi-annually</td>
<td>N3/N5 100%</td>
<td>COR &amp; TA</td>
</tr>
<tr>
<td>4.4.c</td>
<td>Report on Congressional actions including Committee Reports, legislation and amendments, and requests for information from</td>
<td>Semi-annually</td>
<td>N3/N5 100%</td>
<td>COR &amp; TA</td>
</tr>
<tr>
<td>Task</td>
<td>Item (Up to Top Secret)</td>
<td>Frequency</td>
<td>Level of Inspection</td>
<td>Recipient</td>
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<tr>
<td>------</td>
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</tr>
<tr>
<td>4.4.d</td>
<td>Report on Basing Requirements for Irregular Warfare and threats</td>
<td>Semi-annually</td>
<td>N3/N5 100%</td>
<td>COR &amp; TA</td>
</tr>
<tr>
<td>4.4.e</td>
<td>Report on records related to Global Posture and Policy</td>
<td>Semi-annually</td>
<td>N3/N5 100%</td>
<td>COR &amp; TA</td>
</tr>
<tr>
<td>4.4.f</td>
<td>Report on external documents</td>
<td>Semi-annually</td>
<td>N3/N5 100%</td>
<td>COR &amp; TA</td>
</tr>
<tr>
<td>4.4.g</td>
<td>Report on dialogue with OSD, other Service, and Combatant Command counterparts on Navy strategies when attending conferences or other venues. Preparing After Action Reports (AARs) and progress reports</td>
<td>As Required by attendance</td>
<td>N3/N5 100%</td>
<td>COR &amp; TA</td>
</tr>
<tr>
<td>4.4.h</td>
<td>Report on Strategic Laydown and Dispersal Plan and maintain records of analyses of each year’s Plan</td>
<td>Annually</td>
<td>N3/N5 100%</td>
<td>COR &amp; TA</td>
</tr>
<tr>
<td>4.4.i</td>
<td>Report on assessing strategic guidance, projected force structure, current and future security threats, and operational challenges</td>
<td>Semi-annually</td>
<td>N3/N5 100%</td>
<td>COR &amp; TA</td>
</tr>
<tr>
<td>4.4.j</td>
<td>Report on consolidation of inputs</td>
<td>Semi-annually</td>
<td>N3/N5 100%</td>
<td>COR &amp; TA</td>
</tr>
<tr>
<td>4.4.k</td>
<td>Report on Joint Staff, Department of Defense and State Department Overseas Force Structure Change (OFSC) and Host Nation Notification (HNN) processes</td>
<td>Semi-annually</td>
<td>N3/N5 100%</td>
<td>COR &amp; TA</td>
</tr>
<tr>
<td>4.5.a</td>
<td>Written update for leadership on Navy Nuclear Weapons Assessment progress and the impact of IW threats</td>
<td>Quarterly</td>
<td>N3/N5 100%</td>
<td>COR &amp; TA</td>
</tr>
<tr>
<td>4.5.b</td>
<td>Develop USN positions on arms control treaties: Ottawa Convention (Landmines), Arms Trade Treaty (ATT), and Comprehensive Test Ban Treaty (CTBT)</td>
<td>Quarterly</td>
<td>N3/N5 100%</td>
<td>COR &amp; TA</td>
</tr>
<tr>
<td>4.5.c</td>
<td>Proffer Navy input to Joint Force C-WMD doctrine</td>
<td>Semiannual</td>
<td>N3/N5 100%</td>
<td>COR &amp; TA</td>
</tr>
<tr>
<td>4.5.d</td>
<td>Conduct post-election review of US/USN nuclear posture</td>
<td>Annual</td>
<td>N3/N5 100%</td>
<td>COR &amp; TA</td>
</tr>
</tbody>
</table>
9. Quality Control

Within 30 days of receipt of the award of this contract, the contractor shall submit a Quality Control Plan (QCP) to the COR for review. The COR has been designated as the Government Quality Assurance Evaluator (QAE). The QCP shall identify the procedures that the contractor will implement to ensure the successful completion of tasks identified herein. The COR will provide all pertinent comments and/or questions within 10 days of receipt of the contractor’s QCP. Within 30 days of receipt of the COR’s comments, the contractor shall provide a finalized QCP to the COR. The contractor shall implement and modify as necessary, the procedures specified within the QCP to ensure the provision of services will result in the desired outcomes and produce the performance of work consistent to the required standards. At a minimum, the contractor’s QCP shall address:

9.1. Procedures to be implemented to ensure successful completion of tasks identified
9.2. Procedures to be implemented to ensure that deliverables, meeting the contractual requirements, are provided in a timely manner
9.3. Procedures to be implemented to ensure that tasks are completed in a cost efficient manner
9.4. Procedures to be implemented to ensure that the contractor’s workforce level of effort and labor mix is effectively managed to ensure that tasks are completed in an efficient and effective manner
9.5. Procedures to be implemented to ensure the accurate tracking of labor hours expended in the correction or revision of work that has not met contractual requirements

10. Performance Standards

All deliverables and reports shall be in accordance with instructions in each task. Deliverable schedules shall be in accordance with deliverable matrix contained herein. Tasks under this contract are performance based. The metrics focus on desired outcomes and not interim process steps. Using an outcome focus ensures that the contractor has the flexibility to continuously improve and innovate over the course of the contract as long as the critical outcomes expected are continually achieved and the cost to achieve those improvements is approved by government personnel.

The following is a representative but not all-inclusive list of metrics that may be required in the performance of individual tasks:

10.1. Performance - The COR will measure the contractor’s performance by assessing the quality of the services delivered by the contractor. Examples of services delivered include, but are not limited to, analyses, studies, and reports provided in accordance with the CDRL. The quality standards are defined as follows:

- Successful services are defined as those that conform to the task description provided with minimal rework required of the contractor by the government.
- Unsuccessful services are defined as those that do not conform with the task descriptions, thereby requiring significant rework by the contractor at the direction of the government

10.2. Schedule - The COR will determine whether the contractor has met the schedule through the use of due dates for receipt of deliverables and accomplishment of milestones set forth in the Deliverables Matrix. The quality standards are defined as follows:

- Successful delivery is defined as delivery of the Deliverables Matrix and accomplishment of the task milestones
at least 95% of the time.
- Unsuccessful delivery is defined as delivery of the Deliverables Matrix and accomplishment of the task milestones less than 95% of the time.

10.3. Cost - The COR will review monthly cost vouchers, for each task, in order to monitor the contractor’s expenditures in comparison to the contractor’s proposed budget, submitted under the Deliverables Matrix requirement, throughout the task performance. The quality standards are defined as follows:

- Successful cost control is defined as performance of the task within the funding allotted for the task.
- Unsuccessful cost control is defined as exceeding the funding allotted for the task.

10.4. Business Relations - The COR will assess the integration and coordination of all activity needed to execute the contract, such as timeliness, completeness and quality of problem identification and corrective action plans; the contractor's history of reasonable and cooperative behavior, including timely identification of issues in controversy; customer satisfaction; timely award and management of subcontracts and assessment of whether the contractor is meeting subcontracting goals. The quality standards are defined as follows:

- Successful business relations are defined as timely, thorough and the quality of problem identification and corrective action plans; history of reasonable and cooperative behavior, including timely identification of issues in controversy; customer satisfaction; timely award and management of subcontracts and meeting subcontracting goals.
- Unsuccessful business relations are defined as untimely, incomplete and/or low quality of problem identification and corrective action plans; history of unreasonable and/or uncooperative behavior, including untimely identification of issues in controversy; low customer satisfaction; untimely award and/or poor management of subcontracts and/or failure to meet subcontracting goals.

11. Acronyms

AAM Affinity Axis Model
AAR After Action Report
AD Active Duty (Uniformed DoD Personnel)
ASB Air Sea Battle
ATT Arms Trade Treaty
CAC Common Access Card
CAT Crisis Action Team
CCDR Combatant Commander
CDRL Contract Data Requirement List
CEB CNO Executive Board
CIC Confronting Irregular Challenges
CIMS Congressional Information Management System
CNA Center for Naval Analyses
CNO Chief of Naval Operations
<table>
<thead>
<tr>
<th>Acronym</th>
<th>Full Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>COI</td>
<td>Community of Interest</td>
</tr>
<tr>
<td>CONPLAN</td>
<td>Concept of Operation Plan</td>
</tr>
<tr>
<td>COR</td>
<td>Contracting Officer Representative</td>
</tr>
<tr>
<td>CS21</td>
<td>21st Century Seapower</td>
</tr>
<tr>
<td>CSP</td>
<td>Campaign Support Plan</td>
</tr>
<tr>
<td>CTBT</td>
<td>Comprehensive Test Ban Treaty</td>
</tr>
<tr>
<td>DNS</td>
<td>Director Navy Staff</td>
</tr>
<tr>
<td>DoD</td>
<td>Department of Defense</td>
</tr>
<tr>
<td>DoN</td>
<td>Department of the Navy</td>
</tr>
<tr>
<td>DOTMPLF</td>
<td>Doctrine, Organization, Training, Materials, Personnel, Leadership, Facilities</td>
</tr>
<tr>
<td>DSG</td>
<td>Defense Strategic Guidance</td>
</tr>
<tr>
<td>DTA</td>
<td>Data Transfer Agent</td>
</tr>
<tr>
<td>DTS</td>
<td>Defense Travel System</td>
</tr>
<tr>
<td>FEA</td>
<td>Front End Assessment</td>
</tr>
<tr>
<td>FOIA</td>
<td>Freedom of Information Act</td>
</tr>
<tr>
<td>FRAGORD</td>
<td>Fragmentary Order</td>
</tr>
<tr>
<td>FSA</td>
<td>Fleet Support Activity</td>
</tr>
<tr>
<td>GCCS</td>
<td>Global Command Control System</td>
</tr>
<tr>
<td>GEF</td>
<td>Guidance for Employment of the Force</td>
</tr>
<tr>
<td>GFM</td>
<td>Global Force Management</td>
</tr>
<tr>
<td>GOVCC</td>
<td>Government Credit Card</td>
</tr>
<tr>
<td>GPF</td>
<td>General Purpose Forces</td>
</tr>
<tr>
<td>HNN</td>
<td>Host Nation Notification</td>
</tr>
<tr>
<td>IA</td>
<td>Information Assurance</td>
</tr>
<tr>
<td>IM/IT</td>
<td>Information Management/Information Technology</td>
</tr>
<tr>
<td>IPL</td>
<td>Integrated Priority List</td>
</tr>
<tr>
<td>IPT</td>
<td>Initial Planning Team</td>
</tr>
<tr>
<td>IUSS</td>
<td>Integrated Underwater Surveillance System</td>
</tr>
<tr>
<td>IW</td>
<td>Irregular Warfare</td>
</tr>
<tr>
<td>JOC</td>
<td>Joint Operating Concept</td>
</tr>
<tr>
<td>JUONS</td>
<td>Joint Urgent Operational Needs Statement</td>
</tr>
<tr>
<td>JS</td>
<td>Joint Staff</td>
</tr>
</tbody>
</table>
JTR  Joint Travel Regulations
MILCON  Military Construction
N3/N5  Director Operations, Plans, and Strategy
N51  Director Navy Strategy and Policy
N52  Director International Navy Strategy and Policy
N3/N5B  Deputy Director Navy Operations, Plans, and Strategy
NAVCOOP  Navy Continuity of Operations
NDA  Non-Disclosure Agreement
NIPR  Non-Secure Internet Protocol Router
NMCI  Navy/Marine Corps Intranet
NMET  Navy Mission Essential Task
NSA  National Security Agency
NSP  Navy Strategic Plan
NSWC  Navy Service Watch Cell
NWDC  Navy Warfare Development Command
NWG  Naval Warfare Group
OFSC  Overseas Force Structure Change
OLA  Office of Legislative Affairs
ONI  Office of Naval Intelligence
OPLAN  Operational Plan
OPNAV  Deputy Offices of the Chief of Naval Operations
OSD  Office of the Secretary of Defense
PAO  Public Affairs Office
PBIS  Program Budget Information System
PLANORD  Planning Order
PM  Program Manager
POM  Program Objective Memorandum
PPBE  Planning, Programming, Budgeting and Execution
PR  Program Review
PWS  Performance Work Statement
QCP  Quality Control Plan
QAE  Quality Assurance Evaluator
QDR  Quadrennial Defense Review
RMR  Removal Material Representative
SC   Security Cooperation
SECNAV Secretary of the Navy
SFA  Security Force Assistance
SIPR Secure Internet Protocol Router
SLD  Strategic Laydown and Dispersal
SOF/GFP Special Operations Force/General Purpose Force
SPP  Sponsor Program Proposal
TA   Technical Assistant
TCP  Theater Campaign Plan
TSCMIS Theater Security Cooperation Management Information System
TS/SCI Top Secret/Sensitive Compartmented Information
TV5  Taskers Version 5
UONS Urgent Operational Needs Statement
USCG United States Coast Guard
VBSS Visit Board, Search and Seizure
VEO  Violent Extremist Organization
VTC  Video Teleconference

12. Points of Contact

COR
Mr. Wesley Kenyon, CGFM
2000 Navy Pentagon RM 1D721
Washington DC, 20350
Office: (703) 693-2850
Wesley.kenyon@navy.mil

Technical Assistants
Task 4.1 Regional Strategies
Task 4.2 Strategic Engagement
Task 4.5 Counter-WMD Policy
Mr. Rob Marshall
Office (703) 614-8151
Fax: (703) 697-4254
Robert.w.marshall@navy.mil

Task 4.3 Maritime Security and Arctic Policy
Task 4.4 Global Posture/Strategic Laydown & Dispersal Policy
Mr. Jeff Barker
Office (703) 614-0219
Fax: (703) 697-4254
Jeffery.l.barker@navy.mil

Contracting Office POC
NAVSUP Fleet Logistics Center Contract Negotiator
Mr. Pete Certo
Office: (215) 697-1017
Fax: (215) 697-9742
Peter.Certo@Navy.mil
SECTION D PACKAGING AND MARKING

All Deliverables shall be packaged and marked IAW Best Commercial Practice.
SECTION E INSPECTION AND ACCEPTANCE

CLAUSES AND PROVISIONS

INSPECTION AND ACCEPTANCE (SERVICES) (OCT 1992)

Inspection and acceptance of services to be furnished hereunder shall be made, upon completion of the services, OPNAV N3/N5.

(End of Provision)
SECTION F DELIVERABLES OR PERFORMANCE

The periods of performance for the following items are as follows:

<table>
<thead>
<tr>
<th>Item</th>
<th>Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>4000</td>
<td>1/20/2014 - 1/19/2015</td>
</tr>
<tr>
<td>6000</td>
<td>1/20/2014 - 1/19/2015</td>
</tr>
</tbody>
</table>

CLIN - DELIVERIES OR PERFORMANCE

The periods of performance for the following items are as follows:

<table>
<thead>
<tr>
<th>Item</th>
<th>Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>4000</td>
<td>1/20/2014 - 1/19/2015</td>
</tr>
<tr>
<td>6000</td>
<td>1/20/2014 - 1/19/2015</td>
</tr>
</tbody>
</table>

The periods of performance for the following option items are as follows:

<table>
<thead>
<tr>
<th>Item</th>
<th>Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>7000</td>
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<tr>
<td>7001</td>
<td>1/20/2016 - 1/19/2017</td>
</tr>
<tr>
<td>9000</td>
<td>1/20/2015 - 1/19/2016</td>
</tr>
<tr>
<td>9001</td>
<td>1/20/2016 - 1/19/2017</td>
</tr>
</tbody>
</table>

Services to be performed hereunder will be provided at
2000 Navy Pentagon Floor 1
Washington, DC 20350
SECTION G CONTRACT ADMINISTRATION DATA

Contracting Officer Representative
Mr. Wesley Kenyon, CGFM
2000 Navy Pentagon RM 1D721
Washington DC, 20350
Office: (703) 693-2850
Wesley.kenyon@navy.mil

CLAUSES AND PROVISIONS
SECURITY ADMINISTRATION (FISC DET PHILA) (OCT 1992)

The highest level of security that will be required under this contract is TOP SECRET (TS) as designated on DD Form 254 attached hereto and made a part hereof.

The offeror shall indicate the name, address and telephone number of the cognizant security office;

____________________________________________________________________

____________________________________________________________________

____________________________________________________________________

The facilities to be utilized in the performance of this effort have been cleared to TS level.

The offeror should also provide the above information on all proposed subcontractors who will be required to have a security clearance.

COMMUNICATIONS

(a) Except as specified in paragraph (b) below, no order, statement, or conduct of Government personnel who visit the Contractor's facilities or in any other manner communicates with Contractor personnel during the performance of this contract shall constitute a change under the "Changes" clause of this contract.

(b) The Contractor shall not comply with any order, direction or request of Government personnel unless it is issued in writing and signed by the Contracting Officer, or is pursuant to specific authority otherwise included as a part of this contract.
(c) The Contracting Officer is the only person authorized to approve changes in any of the requirements of this contract and, notwithstanding provisions contained elsewhere in this contract, the said authority remains solely the Contracting Officer's. In the event the contractor effects any change at the direction of any person other than the Contracting Officer, the change will be considered to have been made without authority and no adjustment will be made in the contract price to cover any increase in charges incurred as a result thereof. The address and telephone number of the Principal Contracting Officer is:

Kathleen Lockhart  
FLC Norfolk, Contracting Dept., Philadelphia Office  
700 Robbins Ave., Bldg. 2B  
Philadelphia, PA. 19111-5083  
(215) 697-4706

PERSONAL IDENTIFICATION VERIFICATION OF CONTRACTOR PERSONNEL (52.204-9) (JAN 2011)


(b) The Contractor shall account for all forms of Government-provided identification issued to the Contractor employees in connection with performance under this contract. The Contractor shall return such identification to the issuing agency at the earliest of any of the following, unless otherwise determined by the Government;

(1) When no longer needed for contract performance.  
(2) Upon completion of the Contractor employee’s employment.  
(3) Upon contract completion or termination.

(c) The Contracting Officer may delay final payment under a contract if the Contractor fails to comply with these requirements.

(d) The Contractor shall insert the substance of clause, including this paragraph (d), in all subcontracts when the subcontractor's employees are required to have routine physical access to a Federally-controlled facility and/or routine access to a Federally-controlled information system. It shall be the responsibility of the prime Contractor to return such identification to the issuing agency in accordance with the terms set forth in paragraph (b) of this section, unless otherwise approved in writing by the Contracting Officer.

(End of Clause)

252.232-7006 WIDE AREA WORKFLOW PAYMENT INSTRUCTIONS (JUN 2012)

(a) Definitions. As used in this clause—

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

Document type means the type of payment request or receiving report available for creation in Wide Area WorkFlow (WAWF).
Local processing office (LPO) is the office responsible for payment certification when payment certification is done external to the entitlement system.

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

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

(1) Have a designated electronic business point of contact in the Central Contractor Registration at https://www.acquisition.gov and


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

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

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

(1) Document type. The Contractor shall use the following document type(s).

COST VOUCHER

(2) Inspection/acceptance location. The Contractor shall select the following inspection/acceptance location(s) in WAWF, as specified by the contracting officer.

N47039

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

<table>
<thead>
<tr>
<th>Field Name in WAWF</th>
<th>Data to be entered in WAWF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pay Official DoDAAC</td>
<td>HQ0338</td>
</tr>
<tr>
<td>Issue By DoDAAC</td>
<td>N00189</td>
</tr>
<tr>
<td>Admin DoDAAC</td>
<td>S2404A</td>
</tr>
<tr>
<td>Inspect By DoDAAC</td>
<td>**</td>
</tr>
<tr>
<td>Ship To Code</td>
<td>**</td>
</tr>
<tr>
<td>Ship From Code</td>
<td>**</td>
</tr>
<tr>
<td>Mark For Code</td>
<td>**</td>
</tr>
<tr>
<td>Service Approver (DoDAAC)</td>
<td>N47039</td>
</tr>
<tr>
<td>Service Acceptor (DoDAAC)</td>
<td>N47039</td>
</tr>
<tr>
<td>Accept at Other DoDAAC</td>
<td>**</td>
</tr>
<tr>
<td>LPO DoDAAC</td>
<td>**</td>
</tr>
</tbody>
</table>
(4) Payment request and supporting documentation. The Contractor shall ensure a payment request includes appropriate contract line item and subline item descriptions of the work performed or supplies delivered, unit price/cost per unit, fee (if applicable), and all relevant back-up documentation, as defined in DFARS Appendix F, (e.g. timesheets) in support of each payment request.

(5) WAWF email notifications. The Contractor shall enter the email address identified below in the "Send Additional Email Notifications" field of WAWF once a document is submitted in the system.

wesley.kenyon@navy.mil

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

N/A

(2) For technical WAWF help, contact the WAWF helpdesk at 866-618-5988.

(End of clause)

Accounting Data

<table>
<thead>
<tr>
<th>SLINID</th>
<th>PR Number</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

BASE Funding 0.00
Cumulative Funding 0.00
SECTION H SPECIAL CONTRACT REQUIREMENTS

NOTIFICATION OF A POSSIBLE CONFLICT OF INTEREST

As per FAR Subpart 9.505, the two underlying principles regarding a conflict of interest are:

(a) Preventing the existence of conflicting roles that might bias a contractor's judgment; and

(b) Preventing unfair competitive advantage. In addition to the other situations described in this subpart, an unfair competitive advantage exists where a contractor competing for award of any Federal contract possesses --
   (1) Proprietary information that was obtained from a Government official without proper authorization; or
   (2) Source selection information (as defined in 2.101) that is relevant to the contract but is not available to all competitors, and such information would assist that contractor in obtaining the contract.

The general rule found in FAR 9.505-2 best describes the possible conflict of interest in this specific requirement. FAR 9.505-2 (b) prescribes the limitations on contracting as the means of avoiding, neutralizing, or mitigating organizational conflicts of interest that might otherwise exist in the stated situations:

9.505-2(b)
1) If a contractor prepares, or assists in preparing, a work statement to be used in competitively acquiring a system or services -- or provides material leading directly, predictably, and without delay to such a work statement -- that contractor may not supply the services unless --
   (i) It is the sole source;
   (ii) It has participated in the development and design work; or
   (iii) More than one contractor has been involved in preparing the work statement.

2) Agencies should normally prepare their own work statements. When contractor assistance is necessary, the contractor might often be in a position to favor its own products or capabilities. To overcome the possibility of bias, contractors are prohibited from supplying a system or services acquired on the basis of work statements growing out of their services, unless excepted in subparagraph (b)(1) of this section.

3) For the reasons given in 9.505-2(a)(3), no prohibitions are imposed on development and design contractors.

The offeror is hereby provided the opportunity to respond to this notification by addressing in its proposal how it intends to avoid, neutralize or mitigate this possible conflict of interest. If a conflict of interest is determined to exist that cannot be avoided or mitigated the contracting officer may withhold award.

SUP 5252.203-9401 NOTIFICATION OF USE OF FORMER/RETIRED MILITARY AND/OR SENIOR EXECUTIVE SERVICE PERSONNEL (Dec 2009)

If the contractor intends to use the services of a former or retired Flag or General Officer, or former or retired member of the Senior Executive Service in the performance of this contract and/or any task order issued under this contract, the contractor shall notify the contracting officer of the name of such individual including a description of the services such individual will be performing, the military branch from which individual retired or separated, and their rank or SES position at time of separation. Such notification shall be provided in writing prior to performance of services under the contract and/or task order by such individual.

SUP 5252.203-9402 USE OF INFORMATION/TECHNICAL DATA (DEC 2009)

In the performance of this contract, the Contractor will be required to utilize and/or have access to significant amounts of information related to military and homeland security operations and programs. Any information obtained by the Contractor or personnel working for the Contractor from any DoD Government/private source in the performance of this contract shall be used only for the purposes of the performance of this contract. The Contractor and personnel working for the
Contractor shall not use, release, sell, or reveal any information obtained in the performance of this contract to any person or entity not authorized herein. The Contractor shall ensure that its personnel comply with these requirements.

NON-DISCLOSURE AND NON-USE OF INFORMATION AND/OR DATA

(a) Sensitive and/or Proprietary Information and/or Data

In the course of performing this contract, contractor personnel may obtain certain sensitive, non-public information and/or data. Such information may be provided by the Navy for the purposes of contract performance. Other such information may be obtained (indirectly or informally) in the course of working in close proximity to Government personnel in the Government workplace. Sensitive, non-public information includes, without limitation, information relating to the Navy's research, development, products, trade secrets, know-how, contingency plans, budgeting, customers, finances, procurements (including, but not limited to source selection information), pre-deliberative information, personnel, personally identifiable information, and any other related information without regard for whether such information and/or data would otherwise be deemed secret or routine. Sensitive, non-public information can also include proprietary third party information including but not limited to the research, development, products, trade secrets, and know-how of other contractors. All such information and/or data shall be deemed to be "sensitive and/or proprietary," whether or not designated or marked.

(b) PPBE Documents and Data

Planning, Programming, Budgeting, and Execution (PPBE) documents and data as described in DoD Directive 7045.14, "The Planning, Programming, and Budgeting System," May 22, 1984, Change 1, July 28, 1990 and Deputy Secretary of Defense Memorandum, "Control of Planning, Programming, Budgeting, and Execution (PPBE) Documents and Information," 27 March 2004 obtained, received, or learned by the Contractor and/or its personnel and/or subcontractors as a result of performance of this contract shall be deemed to be "sensitive" and/or "proprietary" whether or not such data is so designated or marked. The Contractor and its personnel and subcontractors who obtain, receive, or learn of PPBE documents and data in the course of performance of this contract shall restrict the access to the minimum number of contractor personnel or subcontractors necessary for performance of this contract. No one who prepares offers, proposals, bids, and/or quotations for Government and/or non-Government procurements shall be provided access to PPBE documents or data. The Contractor shall ensure that each of its personnel and subcontractors who obtains, receives, or gains knowledge of such information and/or data as a result of performance of this contract understands and complies with this "Non-Disclosure and Non-Use of Information and/or Data" provision.

(c) Non-Disclosure of Information and/or Data

The Contractor and its personnel and subcontractors shall disclose sensitive and/or proprietary information and/or data obtained, received, or learned as a result of performance of this contract only to Contractor personnel directly performing under this contract and to United States Department of Defense personnel to whom disclosure of such sensitive and/or proprietary information and/or data is required in performance of this contract. The Contractor and its personnel and subcontractors shall not disclose such information and/or data to anyone who prepares offers, proposals, bids, and/or quotations for Government and/or non-Government procurements. The Contractor and its personnel and subcontractors shall take all steps necessary to prevent disclosure of such sensitive and/or proprietary information and/or data except as specifically permitted herein.

(d) Non-Use of Information and/or Data

The Contractor and its personnel and subcontractors shall use sensitive and/or proprietary information and/or data obtained, received, or learned as a result of performance of this contract, whether in paper or electronic format or received orally, only in direct performance of this contract and for no other purpose. The Contractor and its personnel and subcontractors shall not use or consider such information and/or data in the preparation of any offer, proposal, bid, and/or quotation for any Government and/or non-Government procurement. The Contractor and its personnel and subcontractors shall take all steps necessary to prevent use of such information and/or data except as specifically permitted herein. Contractor employees shall not disclose such information and/or data to persons other than United States Department of Defense personnel and to other contractor personnel on a need-to-know basis for performance of the contract, except as otherwise approved by the Contracting Officer in writing, and unless required by court order or applicable law, or unless necessary to conduct a judicial or administrative inquiry.

(e) Non-Disclosure/Non-Use Agreements

(1) Before any of the Contractor's personnel or the personnel of any tier subcontractor becomes involved in performance of this contract, the Contractor shall obtain a non-disclosure/non-use agreement signed by that person. The non-disclosure/non-use agreement shall state that:

(A) He/she shall disclose sensitive and/or proprietary information and/or data obtained, received, or learned by him/her as a
result of performance of this contract only to contractor personnel directly performing under this contract and to United States Department of Defense personnel to whom disclosure of such data is required in performance of this contract.

(B) He/she shall not disclose sensitive and/or proprietary information and/or data obtained, received, or learned as a result of performance of this contract to anyone who prepares offers, proposals, bids, and/or quotations for Government and/or non-Government procurements.

(C) He/she shall use sensitive and/or proprietary information and/or data obtained, received, or learned as a result of performance of this contract only in direct performance of this contract and for no other purpose.

(D) He/she shall not use or consider sensitive and/or proprietary information and/or data obtained, received, or learned as a result of performance of this contract in the preparation of any offer, proposal, bid, and/or quotation for any Government and/or non-Government procurement.

(2) Any access by contractor personnel or the personnel of any tier subcontractor to the Navy’s Program Budget Information System (PBIS) requires specific authorization. Such access will only be provided when necessary for performance of the contract’s requirements. A separate “PBIS Data Access Certificate of Nondisclosure” must be signed and provided to the designated PBIS administrator before such access will be authorized.

(3) In the event that the Contractor, its personnel, and or subcontractors will obtain, receive, or learn sensitive and/or proprietary information and/or data of other entities as a result of performance of this contract, the Contractor shall execute a non-disclosure/non-use agreement with each such entity prior to having access to the sensitive and/or proprietary information and/or data provided by the entity.

(f) Requirement to Disclose Sensitive and/or Proprietary Information and/or data

If the Contractor, its personnel and/or is subcontractors receive a court order requiring disclosure of information and/or data obtained, received, or learned as a result of performance of this contract or if the Contractor believes disclosure of such information and/or data is otherwise required by law or regulation, the Contractor shall contact the Contracting Officer immediately and fully inform the Contracting Officer of the court order or other requirement prior to any disclosure of information and/or data.

(g) Exception

This “Non-Disclosure and Non-Use of Information and/or Data” provision does not apply to information and/or data that (i) Contractor knew before the Navy disclosed it; (ii) has become publicly known through no wrongful act of Contractor; or (iii) the Contractor developed independently, as evidenced by appropriate documentation. The Contractor shall be responsible for ensuring that all contractor personnel who obtain such data/information understand and abide by the terms of this provision.

(h) Government Remedy

Any violation of the terms of this “Non-Disclosure and Non-Use of Information and/or Data” provision is a material and substantial breach of this contract, and the Government may, in addition to any other remedy available, terminate this contract, or any part thereof, for cause or default. Noncompliance with the “Non-Disclosure and Non-Use of Information and/or Data” provision may also adversely affect the Contractor’s past performance rating for consideration under future acquisitions.

(i) Non-disclosure/Non-Use Agreements

The Contractor shall maintain all non-disclosure and non-use of data agreements required by this clause and shall make such agreements available for immediate inspection by the Contracting Officer or the Contracting Officer’s designated representative.

(j) Disposal of Documents

Upon completion of the tasks assigned or termination of the contract, or upon demand, whichever is earliest, the contractor shall return any and all documents containing sensitive and/or proprietary information and/or data (including any copies or reproductions thereof) in its possession or control.
SECTION I CONTRACT CLAUSES

52.217-5 – EVALUATION OF OPTIONS (JUL 1990)

Except when it is determined in accordance with FAR 17.206(b) not to be in the Government’s best interests, the Government will evaluate offers for award purposes by adding the total price for all options to the total price for the basic requirement. Evaluation of options will not obligate the Government to exercise the option(s).

(End of Provision)

09RA 52.217-9 -- Option to Extend the Term of the Contract. (mar 2008)
(a) The Government may extend the term of this contract by written notice to the Contractor at any time prior to the end of the performance period, provided that the Government gives the Contractor a preliminary written notice of its intent to extend at any time before the contract expires. The preliminary notice does not commit the Government to an extension.

(b) If the Government exercises this option, the extended contract shall be considered to include this option clause.

(c) The total duration of this contract, including the exercise of any options under this clause, shall not exceed three years.

5237.102(a)(90) NMCARS

"The contractor shall report ALL contractor labor hours (including subcontractor labor hours) required for performance of services provided under this contract for the [NAMED COMPONENT] via a secure data collection site. The contractor is required to completely fill in all required data fields using the following web address https://doncmra.nmc.navy.mil. Reporting inputs will be for the labor executed during the period of performance during each Government fiscal year (FY), which runs October 1 through September 30. While inputs may be reported any time during the FY, all data shall be reported no later than October 31 of each calendar year. Contractors may direct questions to the help desk, linked at https://doncmra.nmc.navy.mil."


SECTION J LIST OF ATTACHMENTS

Contract Administration Plan

Corporate Experience and Past Performance Information Form

Quality Assurance Surveillance Plan

DD 254

Staffing Plan Matrix