United States Air Force (USAF) Simulations, Training and Experimentation (STE) Performance Based Work Statement (PBWS)

FOR

Headquarters United States Air Force Deputy Chief of Staff,
Operations, Plans & Requirements (HQ USAF/A3/5),
Directorate of Operational Planning, Policy & Strategy (HQ USAF/A5X)

W900KK-09-D-xxxx-xxxx

03 Oct 2012
Version 4 Shiner/Collins

DRAFT

Prepared by:
United States Army (USA) Program Executive Office, Simulation, Training and Instrumentation (PEO STRI)
12350 Research Parkway
Orlando, FL 32826-3275

TABLE OF CONTENTS

Performance Based Work Statement (PBWS)

Title..... Page No.

1.0 Scope.....1
1.1 Objective.....1
1.2 Background.....1
1.3 Security Requirements.....2
2.0 Applicable Documents.....2
2.1 Government Documents.....2
3.0 Requirements.....3
3.1 A5XS Wargaming Support.....3
3.2 Concepts, Strategy, Doctrine and Operations.....11
3.3 Air National Guard Domestic Operations Essential Requirement.....13
3.4 National Guard Bureau (NGB) and Air National Guard (ANG).....15
3.5 Air Force Medical Service (AFMS).....18
3.6 War and Mobilization Planning (A5XW).....18
3.7 CHECKMATE (AF/A5XK).....25
3.8 HQ ACC/A3Y Distributed Mission Operations Support.....30
3.9 Strategic Plans and Policy Division (A5XP).....36
3.10 A3O Exercise Support.....69
3.11 Integrated Air Missile Defense (IAMD).....78
3.12 Air Force Strategic Environmental Assessment (AFSEA).....79
3.13 Core Function Master Plan (CFMP).....81
3.14 Over and Above Work Request (OAWR).....83
3.15 Contract/Sub-contract Management.....84
3.16 – 3.19 Intentionally Left Blank.....84
3.20 Special Legal Requirements.....84
3.21 Contract Data Requirements List (CDRL)/Reports.....88
3.22 Transition.....89
3.23 Quality Assurance Plan (QAP).....89
3.24 Telework for FTE's.....89
4.0 Government Furnished Resources/Office Instructions.....89
4.1 Contractor Furnished Resources/Office Instructions.....90
5.0 Non-Disclosure Statement.....90
6.0 Delivery Instructions.....90
7.0 Skills.....90
7.1 Skills Training.....90
8.0 Blank.....90
9.0 Materials.....90
10.0 Travel and Training.....90

DRAFT

10.1 Travel 90
10.2 Training 91
11.0 Privacy and Security 91
11.1 Clearances 91
12.0 Use of NIMA LIMDIS Data 92
13.0 Special Instructions 92
13.1 General 92
13.2 Resumes 92
13.3 Section 508 Compliance 93
13.4 Organizational Conflict of Interest 93
13.5 Government Technical Data 93
13.6 Commercially or Independently Developed Software 94
13.7 Ownership 94
13.8 License Rights 94
13.9 Third Party Copyrighted Data 94
14.0 Organizational Isolation 94

DRAFT

1.0 Scope

This Performance Based Work Statement (PBWS) defines the effort required to provide non-personal technical and administrative support to the Headquarters United States Air Force Deputy Chief of Staff, Operations, Plans & Requirements, Directorate of Operational Planning, Policy & Strategy (HQ USAF/A5X) in the conduct of its mission for operational strategy concept development, operational/regional politico-military analysis, capabilities assessments, war and mobility planning, and arms control implementation and compliance for the Air Staff.

1.1 Objective. The USAF STE Program is a performance based effort to provide non-personal technical and administrative support services in support of the US Air Force Simulations, Training and Experimentation programs to include operational strategy concept development, operational/regional politico-military analysis, capabilities assessments, war and mobility planning, and arms control implementation and compliance. The PWS provides a broad description and overview of the support requirements.

The PBWS provides for a performance based work environment in terms of "what" the required service outputs are rather than "how" to perform the work. The service provider is encouraged to strive for constant improvement and innovation in the performance of this contract as long as the performance objectives are being achieved at the desired levels of performance. Successfully identifying and applying best business and scientific practices can reduce business expenses and improve customer satisfaction. The service provider is required to manage the quality of the services, IAW the Government's Quality Assurance Surveillance Plan (QASP), using their internal management structure. The objective is to create a government-service provider relationship that promotes achievement of mutually beneficial goals, and promotes a partnership environment. The success of this contract is dependent upon free and open communication between the government and the service provider. The ultimate goal is for the service provider to establish a quality customer-focused multifunctional team meeting the needs of the USAF STE Program.

To that end, performance based contracting methods will be utilized in support of this acquisition to include: a PBWS describing requirements in terms of results required rather than the methods of performance; measurable performance standards and a corresponding QASP; and a schedule of deductions to fixed when services are not performed or do not meet "Satisfactory" contract requirements.

1.2 Background. The Headquarters United States Air Force Simulations, Training and Experimentation support program assists various Air Force agencies in providing staffing support for the conduct of operational strategy concept development, operational/regional politico-military analysis, capabilities assessments, war and mobilization planning, and arms control implementation and compliance for the Air Staff.

The program is focused on developing and integrating operational strategies, organizational concepts, policies, and plans to support the Warfighter's employment of aerospace power using the Air and Space Expeditionary Force (AEF). Additionally, the intent is to harmonize Air Force (AF) participation in the Joint and Regional War and Mobilization Planning communities and

operator-to-operator and Warfighter communication with coalition forces. The program will also provide support in the planning and execution of the AF Title 10 mid-term wargame, Unified Engagement (UE). UE is the Chief of Staff of the Air Force (CSAF) wargame designed to study operational challenges from the perspectives of a Joint Force Commander (JFC)/staff and subordinate Joint Functional Component Commanders/staffs. UE scenarios are normally set 12 years in the future—far enough in the future to distinguish from the scenarios associated with current Combatant Commander's (CCDR) contingency plans, yet not so far that data about friendly and potential enemy forces is not readily available to support realistic planning, modeling and simulation. By studying a timeframe at the end of the Future Years Defense Program, the full range of Doctrine, Organization, Training, Materiel, Leadership, Personnel, Facilities and Policy (DOTMLPF-P) solutions can be considered for addressing capability gaps. UE, also includes A5X Building Partnership mini-games with select nations in support of Combatant Commander (CCDR) and regional Major Command's (MAJCOM) theater security cooperation plans. AF/A5X also coordinates or provides Air Force representation at Service, Joint and Interagency wargames.

These activities directly impact AF force shaping and future requirements. These operational strategies, wargame results and organizational concepts, policies and plans impact weapon systems requirements, procurement, and training requirements. They directly affect current and future ability to achieve the AF vision.

1.3 Security Requirements. All FTEs will have access to For Official Use Only (FOUO) Information, NATO information and will receive and generate classified material. Reference individual FTE tasks for specific security clearance requirements. The Contractor shall insure that classified data are handled in accordance with appropriate AF and DoD security regulations. Compliance with a DD Form 254 is required. The cost associated with acquiring necessary security clearances shall be the responsibility of the Contractor. As required for the completion of duties, the Contractor will be granted access to the classified computer network (SIPRNET). The Contractor must be a US citizen and be capable of obtaining appropriate passes to access US Military facilities. Contractor will ensure that all FTE's have at least a Secret Security Clearance with the ability to obtain a Top Secret Security Clearance when necessary.

2.0 Applicable Documents.

2.1. Government Documents.

2.1.1. Specification, Standards, and Handbooks. No applicable specifications, standards, or handbooks are cited in this PBWS.

2.1.2. Other Government Documents, Drawings, and Publications.

- Office of Management and Budget (OMB) Circular A-130 Management of Federal Information Resources
- Department of Defense Directive (DODD) 5200.28 Security Requirements for Automated Information systems
- DODD 5220.22 Department of Defense (DOD) Industrial Security Program

3.0 Requirements

3.1 A5XS Wargaming Support. The Contractor shall provide personnel to work on-site in support of AF/A5XS Wargaming efforts with the majority of support required in the greater Washington D.C. area. The Contractor shall assist the AF/A5X Director and the AF/A5XS Division leadership in discharging their responsibilities as the Air Force focal points for AF wargaming and AF participation in Service, Joint and interagency wargaming. The Contractor shall provide supplemental support for AF/A5X and AF/A5XS in the design, planning, development, execution, participation, assessment, and post-game analysis of Service, Joint and interagency wargames, all of which have an impact on future Air Force doctrine, operations, training, materiel, logistics, force structure, and employment concepts. The Contractor shall analyze and interpret operational concepts, military strategy, and doctrine as they pertain to wargaming design and objectives and create briefings in direct support of the Director, AF/A5X, as necessary. The Contractor shall support USAF in developing and executing the Air Force UE Title 10 wargame. UE consists of a series of multiple workshops, seminars and other planning activities that take place over the course of an execution phase lasting roughly one year. This series culminates in a Capstone event. Following wargame execution at Capstone, AF/5XS prepares a report of findings and recommendations for submission to CSAF. Throughout the design, development, execution, and post-game analysis, the Contractor shall, as required, enable AF/A5XS to incorporate new and emerging operational concepts into the game design process and campaign planning while enhancing, when practical, the art and science of wargaming at the operational and strategic levels. The Contractor shall support the planning and execution of a Senior Leader Seminar after the completion of the capstone event at the time and location of AF/A5XS choosing and, if A5XS requests, again after completion of post-game analysis. Under the umbrella of events which comprise UE, the AF conducts Building Partnership wargames with select nations in support of the CCDRs and the regional AF Component Commander's theater security cooperation plan. The Contractor shall support the design, development, execution and post-game analysis and reporting for a wide variety of Building Partnership events. The Contractor shall also assist with other AF wargames, both at Air Staff and in the field to include their design, development, and execution. The Contractor shall build on, but not be limited to, the UE scenario, Wargame Information Environment (WIE), WIE data, and Modeling and Simulations (M&S) tools. The Contractor shall, as required, support other AF wargames, identifying and capitalizing on opportunities to synergize efforts with UE. Recent UE cycles have alternated between USEUCOM and USPACOM but there is no requirement to limit subsequent UE cycles to alternating CCDRs. The cycle includes approximately four Building Partnership events per year.

3.1.1 Consultant Support Technical/Analytical Specialized Subject Matter Expertise. The Contractor shall provide highly experienced subject matter experts or consultant support as required, including in but not limited to the investigation, analysis, and assessment of existing and emerging AF roles/missions/capabilities; evaluation of options for future roles/missions/capabilities; development/review of AF Operating Concepts and Concepts of Operations (CONOPS) and review/assessment of Joint and sister service CONOPS; support for Joint war & mobilization planning and regional planning; air space and cyber expeditionary force planning; expeditionary and combat logistics; Intelligence Community; Cyber; and general

support in advocating for the Air Force in the Joint arena on a wide variety of Joint issues. The Contractor shall be prepared to provide high-level expert assistance across the responsibility areas of the AF/A5X Director, as required.

3.1.2 Video Teleconferencing and Security Management. The Contractor shall support the operation, maintenance, accreditation, connection, and planning for upgrades for both classified and unclassified video teleconference (VTC) activities associated with AF/A5X and related physical and personnel security matters. The Contractor shall schedule, coordinate with other sites, and ensure proper execution of VTCs. The Contractor shall assist with protocol, security, and administrative matters for visitors to the AF/A5X wargame events. As required, the Contractor shall assist with ensuring proper security information is transmitted for members of AF/A5X or Contractors when participating at off-site events.

3.1.3 Modeling and Simulation Support and Subject Matter Expertise. The Contractor shall provide supplemental technical support for AF/A5X in wargaming programs at AF, Service, Joint, and interagency levels and support A5X in its leading role within the AF M&S Wargaming and Experimentation Community including but not limited to: providing input to AF/A5X for response to HQ AF and SAF staff tasks regarding M&S topics; providing recommendations for AF/A5X actions and advocacy in its M&S roles and participating in preparation of AF/A5X representative for M&S forums. The Contractor shall provide technical support to enable model integration into the WIE in support of the Unified Engagement Wargame series plus, as required, the AF Future Capabilities Game, the Schriever Wargame series, and other possible wargames. Support to Unified Engagement shall include: the development of classified and unclassified data bases and architectures; maintenance of government provided databases, population of the various databases; creation and maintenance of an M&S information environment planning document; and establishment of the WIE to support Unified Engagement. The Contractor shall search for information that will assist the AF in planning M&S technology for AF wargames and assist AF/A5XS in developing, coordinating, and implementing improved representation of air, space, and cyber capabilities with strategic and operational effects by conducting document reviews of AF, Service, and Joint documents and concepts and by using models and simulations across the spectrum of conflict to include but not limited to chemical, biological, radiological and nuclear threats.

3.1.3.1 Analysis and Visualization Tools Subject Matter Expertise. The Contractor shall ensure the availability of an analysis and visualization tool in preparation for the UE capstone and campaign planning events. The Contractor will be responsible for aiding in Satellite Tool Kit (STK) or future replacements and other product integration, scenario creation, as well as knowledge transfer of technical programs and tools include development and uses to the AF. Specific tasks may include but are not limited to the provision of technical assistance to allow AF/A5X to utilize and/or create three dimensional (3D) Visualization and Analysis Tools to:

- Perform Intelligence, Surveillance, and Reconnaissance (ISR) planning functions and integration;
- Create and modify airborne asset routes and orbits;
- Perform satellite and aircraft visibility analysis;

- Perform coverage analysis with defined Federation Object Models (FOMs) for routes and regions;
- Carry out database interaction;
- Perform transfer of geospatial information systems (GIS) information;
- Develop tutorials;
- Perform analysis on demand;
- Build 3D animations and viewer files to highlight certain activities during UE and other wargames as required;
- Install and maintain the application on approximately 275 computers for UE and other wargames as required.

3.1.3.2 Air, Space, and Cyberspace Operations Subject Matter Expertise for M&S. The Contractor shall provide M&S subject matter expertise and capability for data fusion and correlation of data services in the conduct of proof of concept experiments leading to exercise, demonstration, experimentation, and wargaming participation. The Contractor shall provide this support along with sustained systems engineering and program management support in development, deployment, integration, verification, testing, and demonstration. The Contractor shall provide similar M&S technologies to the designated operational sites and other required activities in support of AF/A5X, as required. The Contractor shall support the development and analysis of information systems to support the UE wargame series and other wargaming or experimentation events, as prioritized by AF/A5X to include creation and maintenance of a WIE. The Contractor shall support pre-game analysis, workshops, seminars, National Security Council events, campaign planning, training events, on-site analysis and assistance during wargame execution, and ongoing direct coordination with other AF/A5X and wargame organizations, as required, to resolve data or modeling issues. The Contractor shall conduct analysis at the SECRET level and may be required to work at TOP SECRET/Special Compartmented Information (TS/SCI) and Special Access Program (SAP/SAR) levels.

Specific tasks shall include, but are not limited to, the following:

- Prepare model databases appropriate for the wargame scenarios, to include gaining appropriate releasibility permissions; conduct pregame analysis and present results, support the assessment and decision support process during wargame execution, and participate in postgame critique/discussion.
- Assist AF/A5XS in efforts to provide verification, validation, and accreditation (VV&A) expertise when working with other AF, Joint, and Service headquarters to calibrate their analysis models and tools, including but not limited to, the Synthetic Theater Operations Research Model (STORM).
- Conduct all modeling and analysis at an approved secure location of Air Force choosing, to include onsite at their Andrews AFB, Maryland, location by personnel using government provided equipment, if mutually agreed upon and beneficial to both parties.
- Maintain an on-site, centralized, wargaming database for storing all relevant wargaming information, to include appropriate M&S data, searchable by epoch year, scenario, and security classification level up to SECRET.

3.1.3.3 General Analytical and Modeling Support and Subject Matter Expertise.

3.1.3.3.1 The Contractor shall support AF/A5X onsite with general analytical and modeling support using STORM. The scope of such support shall focus on development and analysis of information to support the UE wargame. If during the period of the contract, a replacement for STORM comes into use, Contractor is responsible for the transition of databases and wargame support concepts from previous STORM efforts into the new model.

3.1.3.3.2 The Contractor shall prepare model databases appropriate for the wargame scenario, conduct pre-game analysis and present results, support the assessment and decision support process during wargame execution, participate in post-game critique/discussion, provide a written post-game report summarizing analysis activity, and provide recommendations for potential improvements.

3.1.3.3.3 The Contractor will support appropriate planning and development events both within and outside the greater Washington D.C. metropolitan area, when requested by the AF customer.

3.1.3.4 WIE Development Support and Subject Matter Expertise

3.1.3.4.1 The Contractor shall provide viable personnel support to AF/A5X who can translate Air Staff guidance and instruction into tools and environments suitable for accurately representing modern air, space, and cyber power across a spectrum of transformative efforts. This includes improving integrated M&S capabilities in support of wargaming and assisting in the accurate and persuasive portrayal of the capabilities (and limitations) of modern air, space and cyber power for AF leaders at all levels. . The Contractor shall provide SME support in the Information Technology areas of application support, network support, graphics support and customer service support.

3.1.3.4.2 The Contractor shall provide inputs for new M&S requirements for wargaming and experimentation in support of AF/A5X. This includes continuing to investigate distributed wargaming concepts and participating in efforts to improve both the quality and access to data sources.

3.1.3.4.3 The Contractor shall evaluate new and emerging models, tools, and software that accurately represent modern air, space, and cyber power by keeping pace with evolving technology and by identifying and adopting best practices. The Contractor shall review new industry initiatives and provide recommendations and assessments to AF/A5XS about which initiatives warrant incorporation into AF/A5XS toolkits and processes. Upon request, the Contractor shall travel to industry briefings, prepare presentations and demos to make an initial assessment of relevance, and engage with industry and academia on a Cooperative Research and Development Agreement (CRADA) or other similar agreements to turn initiatives into reality.

3.1.3.4.4 The Contractor shall create, maintain, support and enhance the WIE suite of business and collaborative tools used in the UE events to include but not limited to the specific tasks below:

- Two different SharePoint systems will need to be developed and maintained to include account management for internal and external users.

- 1. Unclassified system hosted on Non-Secure Internet Protocol Router Network (NIPRNet)
- 2. Classified Secret system hosted on Secure Internet Protocol Router Network (SIPRNet)

- GameNet will be developed, enhanced, maintained and supported during each UE cycle. GameNet includes M&S tools as well as business applications that enhance and assist in the UE planning process and collect valuable data and artifacts for UE Final Report writing. GameNet tools will be developed using a Service Oriented Architecture (SOA) approach, ensuring that all newly developed tools are web based and are linked together using the collaborative workspace as a home base for all web based systems. GameNet tools outside of the M&S Specific requirements above include but are not limited to the following:
  - Geographical Information System (GIS) tool used to show Force Allocation, Weather, and Force Flow data accurately in game time during the epoch year prescribed.
  - Collaborative Workspace used to disseminate and collect information created and shared across GameNet. The functionality required includes document management with version control, calendar with overlay support.
  - Identity and Access Management to ensure the right people see the right data across all of the systems. Single Sign On (SSO) is a requirement so that users are only using one GameNet account to access all systems and their machine login is carried from application to application.
  - Business Process Management (BPM) design, enhancement, and support of business processes that are built into the collaborative environment to include but not limited to workflows for Requests for Information (RFIs), Observation and Objective Management, and Request for Forces (RFF).
  - Web Based Reporting on Game Data to include clickable reporting through multiple phases of the UE cycle to show status of units, support elements, and ability to base units as the status changes during the game.
- Network Tools will be created, enhanced, maintained and supported throughout UE cycles to assist in the management and support of the WIE, M&S tools and GameNet. These tools will be able to remotely execute commands, push files, delete files, and push images and software updates to the entire network.
- Equipment Management will occur by accounting for all equipment used by A5XS to include NIPRNet and SIPRNet assets as well as all WIE related assets

3.1.4 Wargame Support. Wargame Support tasks can generally be divided into three areas: Pre-game support, Game Execution support and Post-game support.

3.1.4.1. Pre-Game Support Tasks. All materials tasked to deliver will be presented in an organized and consistent manner as determined by AF/A5X Leadership.

3.1.4.1.1. The Contractor shall assemble and produce necessary and appropriate wargame materials that include the following:

- Overview and introduction to wargaming and wargame series
- Game scenario
- Force Structure/Blue and Red Order of Battle
- Toolkit
- Maps/Charts
- Campaign Plan
- Concept Papers
- Vignettes
- Logistics planning factors
- Airlift, tanker, global reach laydown and aeromedical planning factors
- Manpower Requirement Document (Joint Manning Document)
- Participant list
- Applicable resource briefings
- Read-ahead packages

3.1.4.1.2. The Contractor will create any briefings preplanned for GLOMO.

3.1.4.1.3. Component Three. The Contractor will plan, organize, and facilitate planning conferences as required.

3.1.4.1.4. The Contractor shall perform administrative preparation for the game to include player security clearance verification, introductory documents for players upon check-in, game schedules, nametags, and other items as necessary. Together, these components make up the interrelated process of game documentation and game preparation. The Contractor shall provide read-ahead information to participants. Participants will receive administrative information for game location and administrative information detailing the game schedule and design.

3.1.4.2 Game Execution Support. Contractor will provide appropriate personnel who will serve on the support team, control team, and game administration.

3.1.4.2.1 Contractors will provide participant check-in, and provide general administrative support during all wargame events as required.

3.1.4.2.2 Contractors will provide an administrator for the closed LAN to include setup, game execution, and teardown activities.

3.1.4.2.3 Contractors will facilitate the game preparation activities, execution, and final hotwash, and may serve as advisor to the game leadership.

3.1.4.2.4 Contractors will provide a WIE system with appropriate tools and data/information in support of wargame objectives.

3.1.4.2.5 The Contractor will provide transportation modeling and simulation capability to support game preparation/execution and the central database.

3.1.4.3 Post-Game Support. This phase consists of the Contractor providing the appropriate post-game deliverables.

3.1.4.3.1 The Contractor shall provide to AF/A5XS the following:

- Summary brief on insights and findings on the final day of the wargame
- An addendum to the detailed report identifying strengths/weaknesses in the game and suggestions for improvement.

3.1.4.3.2 UE Game Report: The report, tailored to the following format will include:

- **Title, Leadership, and Participants**
- **Executive Summary (unclassified):** Brief description of UE game series, to include related events. Summary of objectives, methodology, results, conclusions, and recommendations.
- **Background:** Review of past and current contingencies, exercises, wargames, policy decisions, etc. that bear on the evolution of UE events.
- **Game Design:** Methodology, Objectives, Data Collection, Organizational Construct, and Scenario.
- **Game Execution:** Game Play, Scenario/Vignettes, Spotlights, Facility lay down, Manning, and Information Technology Support.
- **Results:** Insights, Recommendations.
- **Attachments:** Agenda, Response to Study Questions, Spotlight Summary, Participants, Bibliography, and Acronyms.

3.1.4.3.3 The Contractor will email the unclassified executive summary

3.1.4.3.4 The Contractor will produce professional post-game briefings for CSAF, designated representatives, and support AF/A5X in presenting them.

3.1.5 Software Solution Support

Provide direct access to consulting and support services for Commercial Off-the-Shelf (COTS) vendors in use by the Department of Defense. The type of consulting and support services shall include the followings areas:

- How to best design, implement and\or migrate software products based on best practice recommendations of the vendor product groups.

- Implementation of vendor's software solution set to implement process improvement of Department of Defense mission tasks allowing for reduction of operational costs.

- Provide enterprise strategy and information technology architecture and planning services for long term planning of usage of vendors' products and overall technology within the Department of Defense mission.

- Direct access to vendor product groups to provide feedback \ product changes to meet Department of Defense requirements.

- How to securely design, implement and monitor products, including creating secure custom software code, based on best practice recommendations of vendor's cyber security teams.

- Operational best practices in maintaining vendor's products deployed within the Department of Defense.

- Custom configurations of vendor's COTS products to meet Department of Defense unique mission requirements.

- Access to pre-release versions of vendor software to shape direction, features, and functionality of future products to ensure Department of Defense requirements are met.

- Direct access to vendor product groups for troubleshooting issues related to Department of Defense implementation of the vendor software.

- Access to vendor technology and development centers, as required, to test, prototype and deploy vendor solutions thus reducing risk and decreasing "time to value" in solution development cycle.

- Operational support of vendor software with direct access and escalation paths to vendor product groups.

3.1.6 RDT&E (3600) Other Direct Cost (ODC)

3.1.6.1 The Contractor will make miscellaneous materials & incidentals procurements with approved requirements from AF/A5X through the Contracting Officer.

3.1.7 Procurement (3080) Other Direct Cost (ODC)

3.1.7.1 The Contractor will procure Information Technology (IT) equipment based on official government requirement; to include but not limited to: Video Conferencing Equipment, to include upgrades to the same. Technical refreshes related to the WIE s which may include computers, software, software licenses, hardware, and servers to maintain the WIE. Procure equipment, as a system, directly related to Unified Engagement (UE) requirements and Building Partnership requirements when officially requested by the government. This includes updates to infrastructures.

3.1.8 Operations & Maintenance (3400) Other Direct Cost (ODC)

3.1.8.1 The Contractor will make miscellaneous material & incidental procurements with approved requirements from AF/A5X through the Contracting Officer.

3.2 Concepts, Strategy, Doctrine and Joint Operations

3.2.1 The Contractor shall be responsible for providing a wide range of functions within the Air Force mission to train and assist Air Staff action officers in performing their duties. These functions include but are not limited to: conducting research and recommending courses of action; participating in "Think Tank" meetings/sessions; serving as point of contact for AF leadership directives and tasks; coordinating staff actions; creating and maintaining publications both AF and Joint; analyzing and reviewing documents, concepts, point and white papers; building briefings, writing speeches and providing other administrative support as it pertains to AF leadership directives. The Contractor shall review and develop AF positions on Joint Operational Concepts (JOpsC), Joint Operating Concepts (JOCs), emergent Joint concepts and Joint Warfighter Challenges; provide support to strategic initiatives to include major document review and interaction on subjects such as the Strategic Planning Guidance (SPG), Defense Planning Guidance (DPG), Quadrennial Defense Review (QDR), Unified Command Plan (UCP), as well as AF Vision, AF Transformation Flight Plan, Joint Vision, and other documents as required.

3.2.2 The Contractor shall liaise with other Services and keep Air Force appraised of air-ground and air-sea initiatives that impact Joint and AF operational matters. The Contractor shall help guide the AF and Army transformation efforts through collaboration, coordination, and concept development to effectively foster long-term strategy for the Joint warfighter. The Contractor shall also support all AF/A5X taskings in support of initiatives and projects that advocate air space, and cyberspace capabilities in the Joint fight. Specifically, the Contractor shall provide support and comment on strategic initiatives to include reviewing major AF documents as required. Finally, the Contractor shall assist AF/A5X create and communicate the AF position on Joint integration and interdependencies for the near and long term future force.

3.2.3 As required, the Contractor shall review, analyze, comment, coordinate on, and/or contribute to the writing of DoD, Joint Staff, and AF documents including such items as the National Security Strategy (NSS), the National Military Strategy (NMS), the SPG, QDR, UCP, AF Vision, AF Roadmaps, Joint Concept Development & Experimentation (JCD&E) Campaign Plan, AF and Joint concepts, including the maintenance of Air Force Policy Directive (AFPD) 10-28 and supporting documents; documents tasked via the Joint Staff Action Process, US military doctrine, and RAND Corporation publications. The Contractor shall provide support to supplement AF expertise in all matters related to the AF Warfighting Headquarters issues, QDR Execution Roadmaps, and other issues as required by AF/A5X. The Contractor shall participate in Joint Staff/J7 (or follow-on entity) concept and experimentation efforts, and provide support of AF wargaming to include representing the AF at Office of the Secretary of Defense (OSD), Joint, other Service and other AF wargames.

3.2.4 The Contractor shall support all types of CSAF and senior leadership-level conferences, such as Warfighter Talks and other associated high-level leadership talks.

3.2.5 The Contractor shall support development of AF positions on Joint, DoD, interagency, and multi-national issues; provide support as required to supplement AF expertise in issues pertaining to Military Support to Stability Operations, Integrated Air and Missile Defense, ,

Global Force Management, Geographic Combatant Commander competency, Defense Acquisition Boards, and AF Corporate Structure; develop positions and materials in support of Operations Deputies (OPSDEPS) and Joint Chiefs of Staff (JCS) Tank sessions support, and develop AF positions on items pertaining to the Joint Capabilities Integration and Development System (JCIDS); support AF participation in the Joint Concept Development and Experimentation (JCD&E) enterprise; and support AF wargaming efforts.

3.2.6 The Contractor shall be responsible for providing a wide range of functions within the Air Force mission to train and assist Air Staff action officers in performing support for the AF/A3/5 doctrine review process. This process includes but is not limited to: tracking incoming doctrine taskers; staffing documents within AF/A3/5; tracking responses; reviewing, processing and consolidating responses; developing and executing AF/A3/5 coordinated positions; creating response packages; developing AF/A3/5 inputs to the bi-annual AF Doctrine Working Group and Joint Doctrine Working Party, and serving in support of A3/5 tasks as it pertains to AF and Joint doctrine development and implementation. The Contractor should be comfortable and adept at working with persons of various ranks and position to include high-ranking military and civilian dignitaries and people of various cultures, religions, and ethnic groups.

3.2.7 Air Force Air-Sea Battle (ASB) Implementation Program Subject Matter Expertise

3.2.7.1 The Contractor shall be responsible for providing subject matter experts on a wide range of functions within the Air Force mission to train and assist ASB Chief with the agency-wide implementation effort of the Air-Sea Battle Concept and Initiatives. This includes managing all Headquarters efforts in implementing ASB's doctrine, organization, training, materiel, leadership, personnel, and facilities Initiatives across multiple Major Commands and Combatant / Component Commands, as directed by the Secretary of Defense, directly in support of the United States' National Interest. The Contractor will support the overall planning, direction, and timely execution of the Air-Sea Battle Implementation program including all related staff functions and higher level clearance of goals and objectives. The Contractors will aid with the revision of long range plans, goals and objectives for Air-Sea Battle during its multi-year implementation process. They will assist with the oversight of agencies below headquarters levels (Major Commands and Components) which requires exceptional coordination and integration of a number of very important and complex Air-Sea Battle program segments involving professional, scientific, technical, managerial, or administrative work at a Top Secret or above security classification. This also encompasses working with high ranking military and civilians from USAF, Navy, Marine Corps, interagency, and other organizations.

3.2.7.2 The Contractor will be required to master the Air-Sea Battle concept and initiatives in order to fully implement this throughout the AF and other services and develop innovative ideas, hypotheses, and theories of operational warfare in the Air-Sea Battle operational areas. Provides reports for monitoring, reporting of status, updating of concept, and coordination of multiple subordinate organizations. Applies expert analytical and evaluative skills to determine areas of needed future work, including integration of HQ USAF guidance, sister service HQ guidance, and inputs from Air Force and other service corporate processes such as the Air Force Strategic Plan and sister service equivalents. Assist with the effort to align Air Force and sister service programming efforts, policy and directives. They will integrate the Air-Sea Battle concepts and

initiatives with multi-service training, exercises, experimentation, and wargame development and execution. The Contractor will support the integration of Air-Sea Battle in service, Joint and multi-service doctrine development through the following actions: amalgamate Air-Sea Battle concept work into other Air Force concept development; ensures Air-Sea Battle is continually improved based on the developing threat and other environmental impacts; and provide Air Staff Division and Branch Chiefs and staff and subordinate headquarters responsible supervisors with information and advice regarding Air-Sea Battle and how it will affect their work

3.3 Air National Guard Domestic Operations Essential Requirement

The Contractor shall be responsible for providing a wide range of functions within the Air Force mission to train and assist staff action officers in supporting the Air National Guard's (ANG) Domestic Operations Essential Requirements (DOERs) Conferences / Wargames which are held annually to identify ANG modernization requirements and priorities for dual-use capabilities applicable to both federal and domestic operations. Critical capabilities are identified by military members with an understanding of their communities', States', and regional domestic operations needs. The identified modernization requirements are included in the *Domestic Operations Requirements Book.* The process used in the DOERs Conferences / Wargames are tied to the National Guard's Essential list, which is linked to the National Response Framework's (NRF) Emergency Support Functions (ESFs). The inaugural DOERs conference in September 2009 laid the foundation for the DOERs process that provides a recurring review and update of specific Domestic Operations (DOMOPS) requirements. In addition to accomplishing this annual review and update, the subsequent conferences / wargames, events will open a dialogue among DOERs stakeholders and contributors on an ANG DOMOPS Strategy that will:

- provide a comprehensive vision for ANG participation in domestic operations
- outline fundamental principles
- set strategic level priorities and establish strategic ANG DOMOPS goals

This effort to frame an ANG DOMOPS strategy will draw on the ANG Strategic Plan, ANG Strategic Roadmap Guidance, the ANG Flight Plan, and other relevant strategic guidance.

3.3.1 Statement of need

Support is needed for conference / wargame design, pre-work, and facilitation of the working sessions of the DOERs Conferences / Wargames leading to revision of the DOERs Book and the outline of an ANG DOMOPS Strategy.

3.3.2 Task: Prepare for and support the execution and follow-through of the annual Domestic Operations and Equipment Requirements (DOERs) Conferences / Wargames.

3.3.2.1 Contractor, working closely with NGB/CFX, NGB/A5, the Air National Guard leadership, and in coordination with representatives of the ANG Strategic Planning System, will execute the following sub-tasks. This is envisioned as a four-month primary effort, with the bulk of the activity taking place from mid-April through Aug annually. The Contractor, in close collaboration with NGB/A5 and NGB/CFX, will accomplish the following specific subtasks:

- Subtask 1: Finalize the design for the DOERs Conferences / Wargames:
  - Develop and refine the agenda
  - Define overall goals for the event and individual goals for all plenary and breakout sessions

  - Define requirements for deliverables (for the overall conference / wargame and for each distinct breakout session, as appropriate)
  - Develop facilitator guides and a plan to achieve objectives. Facilitation plan due NLT 30 days prior to conference / wargame.
  - Conduct a review to stress test the design and identify needed changes to the event design
- Subtask 2: Survey key stakeholders and participants in support of development of an ANG DOMOPS Strategy
  - Identify key stakeholders and conference / wargame participants whose views on principles and goals likely could significantly impact the eventual content and use of an ANG DOMOPS strategy. For example, the list could include:
    - DANG
    - DDANG
    - selected TAGs or ATAGs
    - selected ANG Assistants
    - Chair of the SPS Steering Committee
    - NGB A3/4/5/7/8
    - NGB J3/4/7/8
    - HAF/A4/7/8
    - DASD for Homeland Defense Strategy
    - Others
  - Conduct interviews of key stakeholders and synthesize the results to develop a strawman set of DOMOPS strategy principles and goals to inform conference / wargame discussions
  - Conduct a review of DoD, DHS, AF and other policy relevant to development of a vision, principles, priorities, and objectives for an ANG DOMOPS strategy
- Subtask 3: Prepare conference / wargame materials
  - Assemble and disseminate appropriate read-ahead materials to conference / wargame participants (e.g. 2009 DOERs Book, CERF-P CONOPS, NGB materials)
  - Prepare any needed briefing slides for use in breakouts
  - Prepare any materials needed for capturing and synthesizing conference / wargame activity and results
- Subtask 4: Participate in a DOERs process orientation to be conducted by NGB/A5 for Functional Area Managers, selected NGB staff and conference / wargame facilitators prior to the conference / wargame
- Subtask 5: Provide facilitation for conference / wargame breakout sessions and selected plenary activities as coordinated with the NGB/A5 and NGB/CFX
  - Rehearse/run through the conference / wargame execution plan with NGB/A5, NGB / CFX, and other participants as appropriate 2-3 duty days prior to the conference / wargame start
  - Make last-minute adjustments as needed to conference / wargame support materials
  - Provide facilitation for breakout discussions, working sessions, and briefing preparation sessions, as well as for plenary sessions as agreed

  - For all breakout sessions, working sessions, and briefing prep sessions, take notes sufficient to allow accurate reporting on essentials results for preparation of the DOERs Book and the framework for an ANG DOMOPS strategy
- Subtask 6: Facilitate a conference / wargame hotwash and a post-conference / wargame assessment of lessons learned and actions to follow for ANG to implement conference / wargame conclusions. Conference / Wargame report is due NLT 30 days following the conference / wargame.

3.4 National Guard Bureau (NGB) and Air National Guard (ANG). The Contractor shall be responsible for providing subject a wide range of functions within the Air Force mission to train and assist staff action officers in working closely with National Guard Bureau (NGB) and Air National Guard (ANG) leadership, to execute the following tasks and sub-tasks, described below.

3.4.1. Task 1: Support for Regional Strategic Planning Meetings. The first task includes assisting ANG with the design, planning, organization, and facilitation of five (5) one-day priority-specific regional meetings intended to assess and refine strategic plan initiatives and their associated implementation plans, and potentially identify and develop new initiatives. Contractor will use techniques perfected with the Strategic Planning System (SPS) to ensure these workshop meetings are structured for success – including innovative facilitation skills; a keen understanding of ANG, Air Force, and other national security issues; and proven strategic planning approaches – all to ensure strong linkages between priorities, goals, and objectives. Activities in support of these five priority-specific regional meetings include helping frame agendas, guiding discussions as needed, documenting findings, and synthesizing outcomes. This task includes the execution of the following subtasks:

3.4.1.1. Regional Meeting Pre-Work: In preparation for five (5) priority-specific regional meetings, the Contractor will provide analytic support for each regional team through virtual means (e.g., telephone, e-mail). Primary duties include agenda-building; objective concept refinement; assistance in development of performance measures; assistance evaluating initiatives against constraints, risk, and selected relevant external developments; support to briefing construction; and assistance in facilitating discussions.

3.4.1.2. Regional Meeting: To execute five (5) priority-specific regional meetings (various dates and CONUS locations) over the course of the period of performance, Contractor will provide analytic support and experienced facilitation over two (2) days, for each meeting. Typically the meetings will not normally overlap, but may in some cases.

3.4.1.3. Regional Meeting Post-Work: To support after-action activities of five (5) priority-specific regional meetings, Contractor will provide analytic support for each regional team through virtual means (e.g., telephone, e-mail). Primary duties include assistance in the analysis of results, creation and distribution of meeting minutes, and support to briefing construction.

3.4.2. Task 2: Support for Quarterly ANG Strategic Planning System (SPS) Conference and Steering Committee (SC) meetings. Contractor will support the design, planning, execution, and after-action activities of four (4) two-day quarterly meetings of the general officers who

comprise the SPS SC, to include assisting in facilitation focused on: priority, goal, and objective prioritization and implementation; assessment of progress on priorities, goals and objectives; and consideration of relevant analyses to support SC strategic advice to the Director ANG (DANG) and other top ANG leadership. This task includes the execution of the following subtasks:

3.4.2.1. SPS SC Meeting Pre-Work: In preparation for four (4) quarterly ANG SPS SC meetings, Contractor will provide analytic support for each meeting to support Steering Committee members and NGB/A8X representatives through virtual means (e.g., telephone, e-mail). Primary duties include agenda building; refinement of discussion topics related to priority, goal, and objective prioritization, implementation, and progress assessment; and support to briefing construction.

3.4.2.2. SPS SC Meeting: To execute four (4) quarterly ANG SPS SC meetings (each held in the National Capitol Region), Contractor will provide analytic support and experienced facilitation for two (2) days, for each meeting. Primary duties include agenda management, assistance in discussion facilitation, and presenting briefings as needed.

3.4.2.3. SPS SC Meeting Post-Work: To support after-action activities of four (4) quarterly ANG SPS SC meetings, Contractor will provide analytic support to Steering Committee members and NGB/A8X representatives through virtual means (e.g., telephone, e-mail). Primary duties include assistance in analysis of results, creation and distribution of meeting minutes, and advice on action items.

3.4.3. Task 3: Support for Annual ANG SPS conference. Contractor will support the design, planning, execution, and after-action activities of the annual conference, to include assisting in facilitation focused on: priority, goal, and objective prioritization and implementation; assessment of progress on priorities, goals and objectives; and consideration of relevant analyses to support strategic advice to the Director ANG (DANG) and other top ANG leadership. This task includes the execution of the following subtasks:

3.4.3.1. SPS Conference Pre-Work: In preparation for the annual SPS conference, Contractor will provide analytic support for each meeting to support Steering Committee members and NGB/A8X representatives through virtual means (e.g., telephone, e-mail). Primary duties include agenda building; refinement of discussion topics related to priority, goal, and objective prioritization, implementation, and progress assessment; and support to briefing construction.

3.4.3.2. SPS Conference: To execute the annual SPS conference, Contractor will provide analytic support and experienced facilitation for two (2) days. Primary duties include agenda management, assistance in discussion facilitation, and presenting briefings as needed.

3.4.3.3. SPS Conference Post-Work: To support after-action activities of the annual SPS conference, Contractor will provide analytic support to Steering Committee members and NGB/A8X representatives through virtual means (e.g., telephone, e-mail). Primary duties include assistance in analysis of results, creation and distribution of meeting minutes, and advice on action items.

3.4.4. Task 4: NGB/A8X Support. Contractor will meet periodically over the course of the period of performance with NGB/A8X staff to review current and upcoming activities related to the SPS. Usually these meetings will include some discussion regarding the next event (e.g. Regional Meeting, SC Meeting, Annual SPS Conference, etc). These meetings are also an opportunity for the Contractor to provide strategic advice regarding other activities the NGB/A8X and SPS members should be undertaking to continue to refine and enhance the ANG's operation and execution of the Strategic Planning System.

3.4.4.1. To support SPS activities for the NGB action office, Contractor will provide support through virtual means (e.g., telephone, e-mail) as well as the above-referenced periodic face-to-face meetings equivalent to approximately two (2) days per month. Primary duties include advice on communication with ANG internal and external audiences; advice on assessment and adjudication of field inputs NGB/A8X collects during periodic revisions to and editing of the Strategic Plan; advice on current and emerging developments in DoD (e.g., OSD, JCS, USAF, COCOM, NGB, etc.) and interagency to inform ongoing development of ANG strategic plans; etc.

3.4.5. Task 5: ANG Diversity Strategic Plan (DSP) Support. Contractor will support the design, execution and sustainment of the ANG's DSP, to include assisting SPS SC and SPS Priority 1 Leadership in facilitation focused on: ANG Diversity Strategic Plan alignment with Chief, National Guard Bureau (CNGB) and Army National Guard (ARNG) diversity initiatives; providing an actionable plan for the States, Territories and District, with SPS field-driven participation through state GO representatives and backed by TAGs; assist with field engagement, conduct Joint coordination, metrics design and assessment, and meet aggressive design and implementation development timeline. This task includes the execution of the following subtasks:

3.4.5.1. 2012 SPS and Senior Leadership Conference (SLC) Pre-Work: In preparation for the annual SPS and SLC conferences, Contractor will provide analytic support through virtual means (e.g., telephone, e-mail). Primary duties include refinement of DSP discussion topics related to Priority 1.3 goal, and objective prioritization, implementation, and progress assessment; and support to briefing construction.

3.4.5.2. 2012 SPS and SLC Conference Post-Work: To support implementation activities of the DSP, Contractor will provide analytic support through virtual means (e.g., telephone, e-mail). Primary duties include advice on communication with ANG internal and external audiences; advice on assessment and adjudication of field inputs collected by the Priority 1 Leadership team; advice on current and emerging developments of the ANG DSP; etc.

3.5. Air Force Medical Service (AFMS)

3.5.1. The Contractor shall be responsible for providing a wide range of functions within the Air Force mission to train and assist Air Staff action officers in conducting analysis in support of Air Force Medical Service (AFMS) analysis plan to facilitate Capability Risk Review and Assessment (CRRA) assessment meetings, analysis of results, and report documentation.

3.5.2. Conduct CRRA analysis in coordinated efforts with AFMS's prioritized list of capability review areas.

3.5.3. Support the Agile Combat Support (ACS) Champion in conducting CRRA analysis in coordinated efforts between AFMS and Line AF as related to ACS studies being conducted for Line AF, including but not limited to building partnership capacity capabilities.

3.5.4 Provide direct consultation to assist in guiding AFMS with assessment plan and timelines required for most efficient study review. Provide to AFMS no later than 5 business days prior to assessment meeting preview of facilitated meeting reports. Document and provide results of each assessment meeting within one week of assessment meeting. Provide final assessment report within 30 days of final assessment.

3.5.5 All AFMS CRRA related activities may include AF Reserve, Air National Guard, or other Joint partners as appropriate.

3.6 War and Mobilization Planning (A5XW). The Contractor shall be responsible for providing a wide range of functions within the Air Force mission to train and assist Air Staff action officers in performing Air Expeditionary Force (AEF), Operations, and National Security analyst; Aerospace Planning & Execution Network support; AF/Joint Strategic Analysis; and AF Planning Data Analysis to work on-site in support of the A5XW effort in the Greater Washington D.C. area.

3.6.1 A5XW. The Contractor shall provide subject matter experts to assist Air Staff action officers in AF/A5XW to supplement AF expertise in performing typical staff functions for AF/A5XW.

3.6.1.1 The Contractor shall certify that all personnel assigned to this task are capable of working independently and with the demonstrated knowledge, skills and expertise in their respective areas, necessary to perform all assigned duties. The Contractor shall ensure all personnel are capable of obtaining Top Secret clearances.

3.6.2. Logistics Systems Database Analysis. The Contractor shall provide analytical support for the Time-Phased Force Deployment Data (TPFDD) - this includes data extracts to facilitate plan review/analysis of Combatant Commanders requirements; War and Mobilization Plan (WMP) data analysis - this includes data extract, in support of CSAF visits to Air Force (AF) installations and other information requests; WMP Maintenance - this includes updating program code in the WMP system and/or altering data schema, as required; WMP Oracle Database Maintenance - this includes modifying table structures based on WMP System modifications; performing "Mass" changes to any Oracle Table using ADA Programming Language Ada/ProAda software or Structured Query Language (SQL) Scripts; performing periodic updates to the WMP database by exporting tables from the Deliberate and Crisis Action Planning and Execution Segments (DCAPES) Database; and importing/exporting the WMP Database to the AF/A5XW Test Oracle Database and to the DCAPES Test lab.

3.6.2.1 The Contractor shall provide operational and technical support to the AF WMP System updates. These updates will coincide with the DCAPES development schedule. In addition to this support, the Contractor shall support efforts to integrate the WMP Systems functionality into the DCAPES process. The Contractor shall support efforts to develop interfaces between AF Worldwide Unit Type Code (UTC) System (AFWUS), DCAPES, Logistics Feasibility Analysis Capability (LOGFAC), and Collaborative Force-Building, Analysis, Sustainment and Transportation (CFAST) systems. The Contractor shall provide comparative analysis between the above listed data systems as requested by the AF. As required, the resulting reports may include comparing MANPOWER strength to UTC availability to UTC apportionment to UTC utilization in TPFDDs. Additionally, the Contractor shall conduct comparative analysis of Manpower and Equipment Force Packaging (MEFPAK) data versus Type Unit Characteristic (TUCHA) UTC data and AFWUS to AEF TPFDD Library data. Data sources are the various Operational Plan (OPLAN)/Concept Plan (CONPLAN) Plan Identifications (PIDs) from Joint Operation Planning and Execution System (JOPES), using DCAPES, the TUCHA, the AFWUS and the AEF libraries from JOPES.

Additional position requirements:

- Understanding of the AF's war planning process to include force management and force provider roles.

3.6.2.2 The Contractor shall provide personnel with experience to query DCAPES/JOPES authoritative database to provide comprehensive analysis of all actions related to force movements--specifically mobilized Air Reserve Component forces--during crisis and contingency operations.

Additional position requirements:

- Demonstrated Proficiency in DCAPES/JOPES systems;
- Demonstrated understanding of the Adaptive Planning (AP) process; and
- Experience with the CFAST tool including the design and how to integrate tool with the AF planning and execution systems.

3.6.2.3 The Contractor shall gather, compare and analyze information on the processes and the databases used by the AF Planning and Execution Community to include those processes and databases used to present, plan, source, mobilize, deploy, account for, sustain, redeploy, and reconstitute capabilities in support of Combatant Commander wartime requirements.

3.6.2.4 The Contractor shall provide professional, technical, and consulting services to develop completed programs of work, as required, in a variety of disciplines supplementing HQ USAF/A5XW staff functions. In addition to managing workflow and working daily with Division Chiefs and Action Officers to accomplish staff action deliverables, the Contractor shall work in concert with the military Executive Officer to perform other duties, as required, to ensure all Directorate staff support requirements are accomplished. Examples of services provided include, but are not limited to:

- Serve as HQ USAF/A5XW primary Point of Contact on assigned programs including

coordination of related staff actions, i.e., point papers, information papers, etc.

- Analysis and review of document and operational concepts to include data collection and/or field sampling activities
- Preparation and delivery of research and technical studies, reports and analyses including recommended course of action
- Identification of lessons learned and best practice recommendations;
- Development and presentation of technical reports and briefings at select meetings
- Participate in selected meetings and conferences
- Provide coordination and liaison services with other agencies
- Recommendation of changes to Air Force policy, organizations and operational procedures
- Work with other DOD agencies in the definition and refinement of current and future requirements
- Assists with protocol, security, and administrative matters for visitors to the AF/A5XW
- Provide operational and technical support to the AF War and Mobilization Plan System updates
- Support efforts to develop interfaces between AFWUS, DCAPES, LOGFAC, and CFAST
- Provide augmentation to the AF Crisis Action Team
- support services as required

3.6.3 Computer Systems Analysis. The Contractor shall provide technical support and Oracle database administration for the databases and software used by War and Mobilization Planning Policy Division to include the WMP System, LOGFAC, and the DCAPES.

3.6.3.1 The Contractor shall provide database administration support in accordance with AF regulations, policy directives, and any portion of the Contractor's proposed processes that are incorporated into this order. Specific tasks include:

- Account maintenance and creation
- Webpage development
- Installation of updates and modification
- Flat file data transfers between multiple systems (DCAPES, WMP, LOGFAC, and CFAST systems) and coordination for the AF on interface issues between this and other systems. This will include data extracts to and from the systems mentioned.

3.6.3.2 The Contractor shall provide WMP Releases which have been tested and approved in concert with each DCAPES Release.

3.6.3.3 The Contractor shall attend system development meetings and assist in the publishing of associated Interface Control Documents and System Security Accreditation Authorizations on AF War Planning & Execution Systems as required. These Interface Control Document reports will be requested on an as needed basis and will consist of data owners, data providers, data consumers, architecture, security, access control, data integrity, and encryption procedures for the systems that will be interfaced. The System Security and Accreditation Authorizations (SSAA) will occur every three years or when changes to the system architecture are needed. The

SSAA reports are comprised of system description, environment description, system architectural description, and system security requirements.

3.6.3.4 The Contractor shall provide operational and technical support to the AF WMP system, including modifications and new software to existing Pro-ADA (Oracle interface) packages and the ADA packages within the several sub-systems. These updates will coincide with the DCAPES development schedule and releases. All new WMP releases will be formally tested independently and within the DCAPES segments prior to fielding.

3.6.3.5 The Contractor shall support efforts to perform interfaces between DCAPES, AF UTC Availability, LOGFAC, CFAST, and other Service/Joint planning and execution systems. The Contractor shall support efforts to integrate the WMP Systems functionality into the DCAPES process, efforts to manage ORACLE and the WMP Oracle Database on the AF/A5XW server and the WMP Oracle Database on the AF Global Command and Control System (GCCS) Server at the Pentagon, and efforts to manage the Client-Server Solaris System at the AF/A5XW Office.

3.6.3.6 The Contractor shall provide the following professional, technical, and consulting services supplementing HQ USAF/A5XW staff functions:

- Preparation and delivery of research and technical studies, reports and analyses including recommended course of action
- Identification of lessons learned and best practice recommendations
- Development and presentation of technical reports and briefings at select meetings
- Participate in selected meetings and conferences
- Provide coordination and liaison services with other agencies
- Recommendation of changes to Air Force policy, organizations and operational procedures
- Work with other DOD agencies in the definition and refinement of current and future requirements
- Participating in USAF IPT as required
- Assists with protocol, security, and administrative matters for visitors to AF/A5XW
- Division Security and Client Support Administration (Computers) support
- Provide augmentation to the AF Crisis Action Team
- Other administrative support services as required

In addition to managing workflow and working daily with Division Chiefs and Action Officers to accomplish staff action deliverables, the Contractor shall work in concert with the military Executive Officer to perform other duties, as required, to ensure all Directorate staff support requirements are accomplished.

3.6.3.7 System Usage Report: The Contractor shall provide monthly reports that include total number of system users and number of new accounts created and deleted for the month for the DCAPES, and WMP system accounts and usage data, broken out by Major Commands, for DCAPES; and WMP system on a monthly basis.

3.6.4 AEF, Operations, Mobilization, and National Security Analyst. The Contractor shall provide subject matter expertise and analytical support to ensure Air Staff continuity and historical perspective for all issues related to AEF and operational plan development, implementation, and maturation including coordination AEF and operational planning policy and guidance with DOD, Joint Staff, AF Deputy Chiefs of Staff, Secretariats, MAJCOMs, and appropriate AF organizations. The Contractor shall review current AFPC/DPW website to collect and correlate data on AEF operation discrepancies, conduct appropriate analysis, report findings, and track leadership corrective actions.

3.6.4.1 The Contractor shall continue the development, monitoring and analysis of AEF operations and practices related to AEF implementation and maturation.

3.6.4.2 The Contractor shall provide personnel to support the services listed below for the purpose of supplementing HQ USAF/A5XW staff functions. In addition to managing workflow and working daily with Division Chiefs and Action Officers to accomplish staff action deliverables, the Contractor shall work in concert with the military Executive Officer to perform other duties, as required, to ensure all Directorate Staff support requirements are accomplished. Services include but are not limited to:

- Serve as HQ USAF/A5XW primary Point of Contact on assigned programs including coordination of related staff actions, i.e., point papers, information papers, etc.
- Analysis and review of document and operational concepts to include data collection and/or field sampling activities
- Preparation and delivery of research and technical studies, reports and analyses including recommended course of action
- Identification of lessons learned and best practice recommendations
- Identification and development of training programs including the creation and maintenance of related publications
- Development and presentation of technical reports and briefings at select meetings;
- Participate in selected meetings and conferences
- Provide coordination and liaison services with other agencies
- Recommendation of changes to Air Force policy, organizations and operational procedures
- Work with other DOD agencies in the definition and refinement of current and future requirements
- Assist in all phases of the Planning, Programming, Budgeting & Execution (PPBE) process
- Assists with protocol, security, and administrative matters for visitors to the AF/A5XW branches
- Provide augmentation to the AF Crisis Action Team
- Other administrative support services as required
- Coordinating and processing Reserve Component mobilization packages (for mobilization specific positions)

Additional position requirements:

Required:

- Depth and breadth of knowledge of the AEF
- Depth and breadth of knowledge of Total Force policies (for mobilization specific position)
- Working-level knowledge of operational and combat support concepts of USAF and sister services
- Ability to create metrics, collect data, analyze data and formulate into concise talking papers and decision-quality briefings for senior leader consumption
- Knowledge of current strategic planning guidance, contingency and crisis action planning, and Joint warfighting issues related to AEF
- Working knowledge of the mobilization process to include policies relative to US Code Title X Sec 12301,2,3,4 authorities. (for mobilization specific positions)

Desired:

- Air Staff level experience in producing polished staff products for senior leader review and approval
- Strong interpersonal and communication skills
- Ability to coordinate travel schedules, conferences, and "road show" briefings with AF and non-AF agencies

3.6.5 AF/Joint Strategic Analysis. The Contractor shall provide professional and technical subject matter expertise to review and develop AF positions on Joint Operational Plans, provide support to strategic initiatives to include major document review and interaction on subjects such as the Strategic Planning Guidance (SPG), Defense Planning Guide (DPG), Quadrennial Defense Review (QDR), Unified Command Plan (UCP), Global Force Management (GFM) Guidance, Adaptive Planning (AP), as well as the AF Vision, AF Transformation Flight Plan, Joint Vision, and other documents as required. Additionally, the Contractor shall review and develop AF positions on war plans to include war plan risk analysis/assessment and advise senior AF leadership. Services provided will include:

- Serve as HQ USAF/A5XW primary Point of Contact on assigned programs including coordination of related staff actions, i.e. point papers, information papers, etc.
- Analysis and review of document and operational concepts to include data collection and/or field sampling activities
- Preparation and delivery of research and technical studies, reports and analyses including recommended course of action
- Identification of lessons learned and best practice recommendations
- Identification and development of training programs including the creation and maintenance of related publications
- Development and presentation of technical reports and briefings at select meetings;
- Participate in selected meetings and conferences
- Provide coordination and liaison services with other agencies
- Recommendation of changes to Air Force policy, organizations and operational procedures
- Work with other DOD agencies in the definition and refinement of current and future requirements

- Assist in all phases of the PPBE process
- Assist with protocol, security, and administrative matters for visitors to the AF/A5XW branches
- Provide augmentation to the AF Crisis Action Team
- Other administrative support services as required

In addition to managing workflow and working daily with Division Chiefs and Action Officers to accomplish staff action deliverables, the Contractor shall work in concert with the military Executive Officer to perform other duties, as required, to ensure all Directorate staff support requirements are accomplished.

3.6.6 AF Planning Data Analysis.

3.6.6.1 AF Policies and Guidance Revision Assistance. As required, the Contractor shall gather, compare and analyze information on the processes and the databases used by the AF Planning and Execution Community to include those processes and databases used to present, plan, source, mobilize, deploy, account for, sustain, redeploy, and reconstitute capabilities in support of Combatant Commander wartime requirements.

3.6.6.2 DCAPES/JOPES. The Contractor shall provide personnel with DCAPES/JOPES experience to query the authoritative database and provide comprehensive analysis of all actions related to force movements--specifically mobilized Air Reserve Component forces--during crisis and contingency operations. By maintaining proficiency in using these systems, they greatly improve the ability of the Plans and Mobilization Branch to answer data calls from all major staff entities [Air Staff, Joint Staff, MAJCOM, etc].

3.6.6.3 The Contractor shall provide comparative analysis between MANPOWER strength to UTC availability to UTC apportionment to UTC utilization in TPFDDs. Additionally; the Contractor shall provide MEFPAK versus TUCHA UTC data comparisons and AFWUS to AEF TPFDD Library comparisons, as required.

3.6.6.4 The Contractor shall provide professional, technical, and consulting services as follows:

- Serve as HQ USAF/A5XW primary Point of Contact on assigned programs including coordination of related staff actions, i.e., point papers, information papers, etc.
- Analysis and review of document and operational concepts to include data collection and/or field sampling activities
- Prepare and deliver research and technical studies, reports and analyses, including recommended course of action
- Identify lessons learned and best practice recommendations
- Develop and present technical reports and briefings at select meetings
- Participate in selected meetings and conferences
- Provide coordination and liaison services with other agencies
- Recommend changes to Air Force policy, organizations and operational procedures
- Work with other DOD agencies in the definition and refinement of current and future requirements

- Assist in all phases of the PPBE process
- Assist with protocol, security, and administrative matters for visitors to the AF/A5XW
- Provide augmentation to the AF Crisis Action Team
- Other administrative support services as required

In addition to managing workflow and working daily with Division Chiefs and Action Officers to accomplish staff action deliverables, the Contractor shall work in concert with the military Executive Officer to perform other duties, as required, to ensure all Directorate staff.

3.6.6.5 Overseas Contingency Operations (OCO)

3.6.6.5.1 Overseas Contingency Operations (OCO): AF/A5XW request additional support to develop and staff mobilization (Title 10, Sec 12302) requests for Air Reserve Component personnel is support of Operation ENDURING FREEDOM and Operation NEW DAWN. This includes, but is not limited to, the daily coordination with Office of Secretary of Defense, Office of Secretary of the Air Force, Joint Staff, Combatant Command, Headquarters Air Force, Major Command, and ARC staffs on mobilization and ARC utilization issues. The Contractor will serve as a member of the AF Crisis Action Team (CAT) when in operation; maintain liaison with the National Guard Bureau, AFRC, ARPC and the AF/RE staff, as required, to work issues associated with mobilization and ARC utilization; and ensure information affecting the Air Force Reserve and Air National Guard is provided to the appropriate ANG, AF/RE, and/or AFRC functional area. The Contractor should be have the qualifications or knowledge in Logistics Plans, Mobility Planning, Policy (AF and OSD), Mobilization Plans; ARC Utilization, Global Force Management Process, Project Management, and AF/Joint Doctrine. The individual must have extensive knowledge of ARC Mobilization policies, the mobilization process, and Title 10 Law. Headquarters Air Staff experience is desired. The individual must possess a current Top Secret security clearance and have strong communication, writing, and computer skills. A strong knowledge base of AF Deployment and Personnel systems and the capability to conduct rapid data analysis is desired.

3.7 CHECKMATE (AF/A5XK). The Contractor shall be responsible for providing a wide range of functions within the Air Force mission to train and assist Air Staff action officers in performing their duties to work on-site in support of the USAF CHECKMATE effort in the Greater Washington D.C. area.

3.7.1 Checkmate Subject Matter Expertise Support - The Contractor shall provide personnel on a part-time basis to maintain a core of expertise within the AF/A3/5, who possesses contemporary AF/A3/5 experience and knowledge of current AF and Joint issues and position on those issues. This individual shall assist the Division to ensure continuity of positions over time; corporate knowledge of AF and Joint issues; conduct analysis and research; provide an immediately available “think tank” capability to the A3/5 and his staff; and act as a single source of cross functional expertise for process facilitation both in and out of the headquarters to promote the air, space, and cyber operational vision.

3.7.1.1 The Contractor shall ensure all personnel supporting this requirement are familiar with Air Staff and Joint administrative and operations instructions/procedures and be able to address

programming, planning, budgeting, policy, and warfighting operational implications within the following areas:

- Command and control systems analysis
- Intelligence, surveillance, reconnaissance, info operations, and electronic warfare
- Air Force operational requirements
- Nuclear and counter proliferation
- Joint matters and Joint operations analysis
- Strategic Planning
- Operational planning
- Operations and training
- Red Team Development
- Quadrennial Defense Review/National Defense Panel
- Joint Strategic Planning System
- Joint Strategic Planning System documents
- Defense Planning Guidance
- Joint and JROC processes
- Joint Vision policy and implantation
- Air Force, Joint, and other Service doctrine and Operational Concepts
- Air Force, Joint and other Service Weapon System Capabilities and Employment
- Joint Training and Distributive Mission Training
- Commander-in-Chief (CINC) war plans, engagement plans and Joint warfighting issues

3.7.1.2 The Contractor shall maintain the division continuation training program, which is designed to cultivate the skills necessary for CHECKMATE staff officers to effectively operate in the Air Staff and positively contribute to aerospace strategy development throughout the Air Force.

3.7.1.3 The Contractor shall establish the contacts necessary to build impromptu red teaming capability over the widest continuum of strategic subjects with little notice. The Contractor shall provide a ribbon of continuity that can be relied on in times of high personnel turnover and offer valuable advice on the selection of new action officers.

3.7.1.4 The Contractor shall monitor the continuation training requirements for the division. Continuation training will normally be conducted on an individual basis; group training will be as required. The Contractor shall be the point of contact in the formation of impromptu AF/A5XK Red Teams, and provide advice to the division leadership in the personnel selection process.

3.7.2 National Security and Overseas Contingency Operations (OCO) Analyst

3.7.2.1 The Contractor shall be responsible for providing a wide range of functions within the Air Force mission to train and assist Air Staff action officers in performing their duties to include incorporating Information Operations (IO) into planning efforts, providing interagency planning consideration insight, and conducting research and analysis of United States National Security Policy, DOD Policy, and AF Policy. The Contractor shall assist in developing interact with and

understand of all branches of the United States Government and its inner-workings; the ability to include IO into planning efforts; the ability to educate office personnel unfamiliar with IO; the ability to provide support to Air Force Major Commands; and the ability to understand international relations and how they affect/relate to U.S. Air Force operations.

3.7.2.1.1 The Contractor shall provide extensive support in all facets of USAF/CHECKMATE IOs planning, National Strategy analysis and the OCO. This process shall include instructions in Headquarters Air Force staffing and coordination procedures as it relates to the Coal Warfighter Process, and analysis of US National Security Policy, as required.

3.7.2.1.2 The Contractor shall review Air Force and Joint documents, instructions, OPLANS and CONOPS, assist in the development of planning Courses of Action (COAs), and write position and background papers. The Contractor shall utilize, acquire and analyze data and present succinct, well-defined recommendations or advice to USAF/CHECKMATE and others.

3.7.2.2 Information Operations: The Contractor shall assist USAF/CHECKMATE in providing and developing Air Force planning inputs to AF, DOD and National level campaigns.

3.7.2.2.1 The Contractor shall assist the Air Staff in interagency coordination; attend IO conferences (civilian and military) and Joint Staff-sponsored meetings.

3.7.2.2.2. The Contractor shall develop an information training program to educate and inform USAF/CHECKMATE personnel on the role of IO and Psychological Operations (PSYOPS) related issues. Training/input can be in the form of briefings, participation in ad hoc USAF/CHECKMATE working groups, background papers, etc.

3.7.2.3 National Security Analysis: The Contractor shall assist in the interpretation and analysis of IO issues as they relate to National Strategy, OCO and will develop inputs for AF, DOD, and National Strategy documents, as required.

3.7.2.3.1 The Contractor shall attend interagency meetings as they relate to National Strategy Development, National Security, and International Relations.

3.7.2.3.2 The Contractor shall provide clear and concise briefings to any potential audience at a National Security Level as required.

3.7.2.3.3 Meetings and Conferences: The Contractor shall attend meetings, conferences and training seminars, as required, in support of this requirement.

3.7.2.3.4 Additional requirements: Contractor shall be highly proficient in IOs Concepts, knowledge of our National Security Strategy, National Military Strategy, and supporting Air Force Policy, and a fundamental understanding of the interagency processes as they relate to air, space, and cyber planning. The Contractor shall provide personnel who at least possess a Top Secret with ability to be read in at levels above.

3.7.3 Korean Theater of Operations, functional advisor, for Headquarters Air Force CHECKMATE Division.

3.7.3.1 To serve as the CHECKMATE functional advisor, Korean Theater of Operations, in the CHECKMATE Division under the Directorate of Operational Planning, Policy and Strategy (AF/A5XK). Serves as AF service representative to the Joint Staff Planners Working Group (Joint O-6 level entity).

3.7.3.2 Responsible for developing, coordinating, and implementing policies to provide air, space, and cyberspace power experience supporting the CSAF, A3/5 and NAF/Air Component Commander and Staffs, focused on the near-term time horizon (0-24 months) and current operational challenges in the Korean Theater of Operations.

3.7.3.3 Supports the Joint Staff and Combatant Commanders in operational planning and analysis in order to provide optimal recommendations for the employment of Air Force capabilities in the Korean Theater of Operations.

3.7.3.4 Ensures Korean Theater of Operations planning inputs are strategically and operationally sound, logistically feasible, supportable and sensitive to Title 10, Title 22, and Title 32 and Title 50 delineations of responsibilities.

3.7.3.5 Provides rapid support and reach back in support of planning, contingencies and exercises to Unified Command Headquarters, COMAFFOR/JFACC staffs in respect to the Korean Theater of Operations.

3.7.3.6 Provides operational and Pol-Mil perspective and advises CSAF, AF 3/5 and other senior leaders on the employment of Air Force capabilities for achieving necessary Joint Warfighter effects in the Korean Theater of Operations; taking National, DoD and Air Force strategy, doctrine, policies, concepts and objectives into consideration.

3.7.3.7 Serves as the Air Force Crisis Action Team (CAT), Future Operations, functional advisor, Korean Theater of Operations.

3.7.3.8 Establishes, revises, and reviews policies, procedures, mission objectives, and organization design for the staff, as necessary, to eliminate work problems or barriers to mission accomplishment, promotes team building, implement quality improvements, or respond to concerns with other agencies in respect to the Korean Theater of Operations.

3.7.3.9 Provides division with direction and advice regarding policies, procedures and guidelines in respect to the Korean Theater of Operations.

3.7.3.10 Provides overall direction and vision to staff on a wide range of operational capability requirements and administrative issues in respect to the Korean Theater of Operations.

3.7.3.11 Evaluates requirements for additional resources and balances organization needs with overall mission requirements and resource interests in the Korean Theater of Operations.

3.7.3.12 Identifies need for change in organization priorities and takes action to implement projects and plans in respect to the Korean Theater of Operations.

3.7.3.13 Attends weekly Directorate level staff meeting and leads frequent intra-organizational sessions to share information and direct staff actions with respect to the Korean Theater of Operations.

3.7.3.14 Represents the AF CHECKMATE (AF/A5XK) organization with senior management at the Colonel, General Officer (GO) and Senior Executive Service (SES) level in a variety of organizations and groups within and outside the Air Force to include Office of the Secretary of Defense (OSD), Organization of the Joint Chiefs of Staff (OJCS), Department of the Air Force (AF), Combatant Commands (COCOMS), Major Commands (MAFCOMS), Component Numbered air Forces (C-NAF) and inter-agencies.

3.7.3.15 Prepares position papers and presents high level briefings of conclusion; many being highly subjective and not readily susceptible to verification until actual operational situations are encountered.

3.7.3.16 The Contractor should have the knowledge and current operational experience in the Korean Theater of Operations.

3.7.3.17 The Contractor should have the knowledge of national security and foreign policy matters, to include international relations, treaties and agreements.

3.7.3.18 Knowledge of USG Interagency, DOD, Joint and USAF structures, missions, programs, policies, and organizational relationships to facilitate effective planning and employment of Air Force capabilities.

3.7.3.19 Comprehensive knowledge of Air Force operations that enables the incumbent to analyze, articulate and advocate the Air Force's developing contingency campaign concepts and strategies employing air, space and cyber forces to combat potential adversaries in both real-world and notional scenarios.

3.7.3.20 The Contractor should have the skills in analytical techniques necessary in the determination of sourcing assumptions and planning factors for the allocation of forces and resources.

3.7.3.21 The Contractor should have the skill in planning, organizing, coordinating, directing and controlling activities and operations associated with formulating, analyzing, and improving Air Force planning.

3.7.3.22 The Contractor should have the ability to communicate effectively, both orally and in writing in order to articulate and advocate AF positions with respect to activities/operations in support of the Joint Warfighter.

3.8 HQ ACC/A3Y DISTRIBUTED MISSION OPERATIONS SUPPORT

Security Clearance: Candidates must have TS upgradeable to TS/SCI, with SAR/SAP eligibility.

3.8.1 Organization. Headquarters Air Combat Command C2ISR Operations Division, (HQ ACC/A3Y), and Headquarters Pacific Air Forces Training Division (HQ PACAF/A3T).

3.8.2 Mission. Command focal point for developing, monitoring, and maintaining policy for the execution of all CAF battle management airborne and ground-based command and control units and assigned aerospace defense radars. The mission is to provide functional advisors for all CAF Theater Air Control System (TACS) elements; Oversees TACS readiness and training combat crew requirements; AF executive agent for Link 16 network design; Trains and equips ACC's ground/airborne command and control C2ISR units consisting of over 50 ACC and ACC-gained units, 10,000 personnel, over 1,000 major control/weapons systems, and over $4B for annual O&M and programmed acquisitions; Directs, monitors, coordinates, and authors policies/programs for E-3, E-8, AOCs, CRCs, ASOCs, TACPs, RC-135, RIVET JOINT, UAS and Strategic Air Defense C2 Systems. Ensures warfighting commanders receive quality, mission-ready personnel, and equipment.

3.8.3 Background. In early 1996, the Chief of Staff of the Air Force tasked HQ USAF/XO to develop a plan to "Revolutionize Training in the Air Force." The outcome of that task is a requirement to develop an integrated roadmap to provide Distributed Mission Training (DMT) to air and space combat and combat support forces. Distributed Mission Operations (DMO) will combine collocated and geographically separate Live, Virtual, and Constructive (L-V-C) simulations and entities using telecommunication networks to provide high-fidelity training on demand at the location of the trainee. It will provide interactive, real time, combat mission training capability at designated operational locations throughout the Air Force. Participating members of the training audience will interact in a threat and information intensive synthetic environment, which seamlessly replicates the modern battlespace. Where possible, participants will employ real world equipment or high-fidelity advanced simulators to maximize realism and avoid negative training. The key to achieving this capability is providing a common baseline of evolving technical support to AF components responsible for development and operational use of common synthetic environments. The AF technical baseline is coupled to developments elsewhere in DoD and among allied countries. Maintaining this technical baseline requires skills and knowledge outside the normal domain of training, education, and assignment experience.

3.8.4 Scope

3.8.4.1. Provide technical support to HQ ACC/A3Y for the development, analysis, coordination, documentation, review, evaluation, and technical oversight of all DMO programs including performing studies and providing opinions, recommendations, and assessments of AF, sister Service, Joint, DoD, academic and allied country DMO capabilities, technologies, issues, and other related programs. The support includes developing the DMO Command and Control portion of the DMO Implementation Plan and planning, support, execution of technical exercises, experiments, and demonstrations, and coordination with current and future Joint/Allied programs.

3.8.4.2. Provide technical support to HQ PACAF/A3T for the development, analysis, coordination, documentation, review, evaluation, and technical oversight of all Modeling & Simulation (M&S) programs including performing studies and providing opinions, recommendations, and assessments of AF, sister Service, Joint, DoD, and allied country M&S capabilities, technologies, issues, and other related programs such as training and C4I interfaces. Includes supporting planning and execution of operational level computer aided exercises, experiments, and demonstrations, and coordination with current and future Joint/Allied programs, particularly those that involve training at the operational level of war. Support also includes identification of issues and supporting documentation to obtain accreditation of systems for exercises.

3.8.5 Technical Requirement

3.8.5.1 The Contractor shall review current and planned issues relating to DMO for all weapon systems in the Division. The Contractor shall provide support to senior ACC/A3 and PACAF/A3 officials through recommendations and proposals on plans and general decision options based on military experience. The Contractor shall provide technical support to HQ ACC/A3Y and PACAF/A3T for the development, analysis, coordination, documentation, review, evaluation, and technical oversight of all DMO Modeling and Simulations programs including performing studies and providing opinions, recommendations, and assessments of AF, sister Service, Joint, DoD, academic and allied country DMO capabilities, technologies, issues, and programs.

3.8.5.2 ACC Distributed Mission Operations C2 Program Manager. Provide technical support to HQ ACC/A3Y for the development, analysis, coordination, documentation, review, evaluation, and technical oversight of all C2ISR Distributed Mission Operations (DMO) programs. Includes performing studies and providing opinions, recommendations, and assessments of AF, sister Service, Joint, DoD, academic and allied country DMO capabilities, technologies, issues, and programs.

3.8.5.2.1. Provide continuity and MAJCOM oversight of Theater Air Control System (AWACS, Joint STARS, CRC, TACP/ASOC and AOC) DMO training programs to include Simulation System exercises (Virtual Flag).

3.8.5.2.2. Provide supervision to the A3YA liaisons at JSTARS (116 ACW, Robins AFB, GA), AWACS (552 ACW, Tinker AFB, OK) and TACP/ASOC/AOC for emerging DMO programs.

3.8.5.2.3. Review current DMO planning documents (Implementation Plan, Program Management Document, CONOPS, Exercise Plans, etc.) and make recommendations on improving system capabilities. Coordinate on the evolving DRAFT DMO Capabilities Development Document(s).

3.8.5.2.4. Assist DMO SPO (ASC, 677 AESG) in developing and tracking milestones and objectives for all C2ISR DMO integration activities, and planning and support of AWACS CTSS contracts at Tinker and PACAF.

3.8.5.2.5. Support integrated process teams (DMO IPT, ACC DMO Ops Planning Teams (both O-6 and AO-level), DMO Network (DMON) Configuration Control Boards, (primary CRC DMO CCB rep for ACC, USAFE, and ANG) ACC Sim Summit, All Command Sim Summit, and DMO User's Group.

3.8.5.2.6. Coordinate DMO requirements with HAF (AQQ, AAZ, A3OT, A3OY, etc.) and other MAJCOMS, SPOs, and commercial Contractors.

3.8.5.2.7. Primary C2 DMO rep for interoperability meetings with JFCOM and advisor for Joint, Allied, and Sister Service projects which must remain interoperable with DMO.

- Primary CAF DMO C2 coordinator for US Navy FST-J exercises
- Facilitates security and integration issues for Northern Edge, Terminal Fury, and other Joint virtual exercises

3.8.5.2.8. Develop and field the any and all C2ISR DMO capabilities:

- Develop and gain approval for DMON portal fielding for CRC and other sites permitting DMON connectivity
- Develop, coordinate, and maintain the Computer Support Plan (CSP) System Security Authorization Agreement (SSAA) and gained CSP Authority to Operate approval.
- Schedule DMON integration test series (4-5 tests per site) including DMOC engineering support for multiple site visits, tests, and upgrades via the DMON Test Plan Working Group
- Ensure C2ISR and other elements obtain Standards Development Working Group compliance, develop appropriate documents and squadron operating instructions to meet required CAF DMO standards

3.8.5.2.9. A3Y POC and facilitator for major DMO events such as DMON RAVE, Month of DMO and DMO Turkey Shoot.

3.8.5.2.10. Develop and submit DMO POM requirements and JNTC funding submissions for emerging Joint DMO program requirements. Participate in the JNTC Funding Requirements prioritization board.

3.8.5.2.11. Work with AFRL, Mesa to prioritize Air Battle Manager (ABM)-related research projects and conduct Mission Essential Competency (MEC) studies. Facilitate MEC Final Reports and Reviews to determine training gaps and any changes to the Ready Aircrew Program (RAP) or Vol 1 training requirements.

3.8.5.2.12. Prepare, review, or provide coordination daily for A3Y/A3YA response to every DMO or simulator training tasking as the defector Office of Primary Responsibility (OPR) and Office of Coordinating Responsibility (OCR).

3.8.5.2.13. Experience. The position requires an extensive modeling, wargaming, distributed simulation, networking, and battle management background in multiple weapons systems. They must understand all aspects of the Theater Air Control System/ Army Air Ground System (TACS/AAGS). Weapons School graduate is highly desirable. In addition, AWACS and CRC

experience is required. They must be extremely familiar with Special Project Office (SPO) and ACC/A8 capabilities and responsibilities. They must have staff experience at the MAJCOM or Air Staff level and experience and knowledge of DMO training and rehearsal systems.

3.8.6 ACC/A3Y TACP/ASOC DMO Support. Provide technical support to HQ ACC/A3Y for the development, analysis, coordination, documentation, review, evaluation, and technical oversight of the Air Support Operations Center (ASOC), Tactical Air Control Party (TACP), Joint Terminal Attack Controller (JTAC) and Air and Space Operations Center (AOC) Distributed Mission Operations (DMO) Programs. Includes performing studies, and providing opinions, recommendations, and assessments of AF, Sister Service, Joint, DoD, academic and allied country DMO capabilities, technologies, issues, and programs. Security Clearance: Candidate must be eligible for TS upgradeable to TS/SCI.

3.8.6.1 Identify and manage all requirements for ASOC, TACP and JTAC training systems as well as integrating them into other C2ISR elements.

3.8.6.2 POC for Joint Theater Air Ground Simulation System (JTAGSS) Capabilities Development Document (CDD). Responsible for document control, MAJCOM and Joint coordination, comment adjudication, approval and publishing. This includes presenting decision briefings to the Combat Air Forces Requirements for Operational Capability Council (CAFROCC), Air Force Requirements for Operational Capability Council (AFROCC) and Joint Requirements Oversight Council (JROC).

3.8.6.3 Manage the beddown and funding requirements for all Combat Air Forces (ASOC, TACP and JTAC) and AFSOC Special Tactics Squadron (STS) training systems. This includes facilities and network requirements for the Indirect Fire Forward Air Controller Trainer (I-FACT), the Joint Terminal Control Training and Rehearsal System (JTC TRS) and the future Joint Theater Air Ground Simulation System (JTAGSS).

3.8.6.4 Review and update DMO Implementation Plan for TACP/ASOC mission areas within ACC/A3Y.

3.8.6.5 Assess potential training systems to fill gaps in training capability for all CAF ASOCs, TACPs and JTACs.

3.8.6.6 Represent ACC/A3Y in identifying Joint National Training Capability requirements. Make submissions, where appropriate to obtain Training Transformation funding in support of simulation systems.

3.8.6.7 Participate as MAJCOM representative in TACP/ASOC/AOC Training Manager's Conferences.

3.8.6.8 Represent ACC/A3Y DMO requirements at all DMO working groups and conferences to address AOC, ASOC, TACP and JTAC requirements.

3.8.6.9 Complete review, coordination and prepare daily A3Y responses to assigned Office of Primary Responsibility (OPR) and Office of Coordinating Responsibility (OCR) taskings when assigned.

3.8.6.10 Position requires individuals with a CAS background both as aircrew and in an ASOC or TACP position. AOC experience is desired. Individuals must have staff experience at the MAJCOM or Air Staff level, 2 years TACP/ASOC command or senior supervisory experience and extensive knowledge of TACP/ASOC DMO training, simulation and rehearsal systems.

3.8.7 ACC/A3Y DMO Technical Support at 116 ACW. Provide technical support to HQ ACC/A3Y for the development, analysis, coordination, documentation, review, evaluation, and technical oversight of the JSTARS Distributed Mission Operations (DMO) program at 116 Air Control Wing (ACW), Robins AFB, GA. Security Clearance: Candidate must be eligible for a TS/SCI.

3.8.7.1 Attend the bi-weekly E-8 mission crew trainer meetings, representing the 116 OSS. Attendees include Northrop Grumman, Boeing, Det 7, 116 OSS/OST and the 116 CTS and are essential for the continued integration and acceleration of future DMO training.

3.8.7.2 Attend DMO Standards Development Working Group (SDWG) to develop and implement DMO standards across the Air Force as the driving force in taking DMO from concept to reality. Provide unbiased Joint STARS oversight. The SDWG normally meets every month alternating between in person or via telecom.

3.8.7.3 Attend quarterly Air Force DMO IPT Working Group Meetings. Bring warfighter perspective to this meeting and is essential for keeping the 116 ACW leadership informed and abreast of AF level DMO issues and road ahead. Participate in the DMO Technical Working Group. This group provides technical direction from the AF level for future DMO.

3.8.7.4 Attend quarterly wing scenario development working group where the status of the various Joint STARS simulator mission crew training scenarios are reviewed. Serve as DMO advisor and ensures that the DMO perspective is incorporate into all new scenarios. Meeting is chaired by 116 OSS/OSTS and is attended by Wing Tactics, a representative from each flying squadron, Northrop Grumman Training and Boeing representatives.

3.8.7.5 Attend the annual DMO Users Conferences as the 116 ACW representatives. Ensure Joint STARS is plugged into the ever expanding DMO training plan with up and coming platforms.

3.8.7.6 Conduct weekly DMO working group meeting with various JSTARS parties to include 116 SCW/XP, Northrop Grumman (NG) (Melbourne and Robins), MASK, Warner Robbins Air Logistics Center (WRALC/LXJSI) and Electronic Systems Center (ESC) (via telecon).

3.8.7.7 Assist with developing simulator training capabilities required for the future Joint STARS 2nd mission simulator.

3.8.7.8 Attend periodic meetings chaired by either ANG Headquarters or Air Combat Command that relate to mission crew training.

3.8.7.9 The 116 ACW main interface with ACC/A8Z for all DMO related security issues. Chair numerous meetings on security upgrades for the Mission and Maintenance Trainer (MMT). Ensure that the MMTs will be able to train in all future DMO training regardless of the security level. Coordinate to accomplish any physical security upgrades needed to ensure seamless DMO E-8 crewmember training.

3.8.7.10 Facilitate Air Force Research Lab (AFRL) Mesa personnel during their numerous visits and during the administration of the Mission Essential Competencies Survey (MECS). These surveys were administered to the majority of Joint STARS E-8 aircrew members. Coordinate, collect and ship completed MECS surveys to AFRL Mesa. Ship additional ones to Joint STARS crews in theater in an attempt to capture more of the Joint STARS ARMY crewmembers feedback on training. Assist in identifying continuation training items that can be accomplished via DMO in the simulator vice the E-8 Airplane and future Ready Aircrew Program (RAP)/Volume 1 training requirements.

3.8.7.11 Monitor DMO integration testing, hookup and testing by Northrop Grumman of the ARMY Asynchronous Transfer Mode (ATM) Pod for Air Warrior II, and associated DMO integration tests. Monitor any testing accomplished prior to DMO events.

3.8.7.12 Responsible for building all Joint STARS DMO related briefings. Brief the Joint STARS DMO history, present status and the road ahead to the 116 ACW Wing Commander, the 116 Operations Group Commander and the operations group personnel (over 400 crewmembers).

3.8.7.13 Manage 116 ACW and Joint STARS participation in DMO exercises such as Virtual Flag. Develop survey that is given to the Joint STARS crewmembers during Virtual Flags to capture whether training objectives were met and to identify any training issues that were DMO related.

3.8.7.14 Represent Joint STARS at numerous Virtual Flag Exercise Planning Conferences and in the critical spinning up new Joint STARS DMO section chiefs.

3.8.7.15 Experience. Position requires detailed working knowledge of JSTARS operations, simulators, and mission crew DMO requirements and capabilities. In addition, multiple Mission Design Series (MDS) experience in AWACS, JSTARS, or Rivet Joint is desirable. Personnel must be extremely familiar with JSTARS Special Project Office (SPO), Air National Guard Bureau, 116 ACW/XP and ACC/A8 procedures and responsibilities. Individuals must have staff experience at the Wing level plus hands-on experience and knowledge of DMO training and rehearsal systems.

3.8.8. PACAF/A3T Modeling/Simulation Domain Support. Provide technical and logistical support to HQ PACAF/A3TC for the conduct of the PACAF M&S program which provides USAF M&S resources to operational level exercises, primarily for 7AF and 13AF, and secondarily to other exercises requiring USAF M&S in the USPACOM area of responsibility

(AOR). Technical support includes analysis, coordination, documentation, review, and creation of M&S architectures, concepts, and plans. Logistical support includes analysis, coordination, scheduling, cost estimating, reception of equipment and personnel, and supervision of progress meetings and tests. FTE must have a collateral secret clearance at contract implementation and is required to obtain an SCI clearance at a later date as determined necessary by the Government. The Contractor will agree-to and observe a Government-initiated Visitor Group Security Agreement (VGSA) with PACAF/A3T overseen by 15AW Security Forces.

3.8.8.1 Attend and participate in exercise planning conferences in Korea, Hawaii, and other locations as required. Represent PACAF/A3T position as required. Identify resources, requirements, and milestones and conduct coordination thereof.

3.8.8.2 Plan PACAF resource support to operational level exercises, which includes developing requests for USAF and non-USAF simulation support to exercises.

3.8.8.3 Review and analyze draft position papers, policy documents, guidance, and proposed projects and initiatives. Identify and document weaknesses and suggest improvements therein.

3.8.8.4 Prepare documentation for and conduct activities preceding and supporting the obtaining security accreditation for permission to connect simulation systems to C4I networks.

3.8.8.5 Facilitate and orchestrate the conduct of simulation tests and subsequent exercise events.

3.8.8.6 Conduct ad hoc quantitative analyses (and/or prepare others for such) of exercise events and of resource costs.

3.8.8.7 Attend USAF and/or USPACOM M&S meetings as scheduled.

3.8.8.8 Experience. Position requires detailed working knowledge of Korea modeling and simulation architecture and resources, USAF M&S governance, USAF M&S toolset for the operational level training domain, MAJCOM or Air Staff staff officer action officer experience, and knowledge of computer software, hardware, and other infrastructure used by M&S. Operational experience with quantitative analysis, data bases, and with constructive simulations is required.

3.9 STRATEGIC PLANS AND POLICY DIVISION (A5XP)

The Headquarters, United States Air Force, Deputy Chief of Staff for Operations, Plans, & Requirements, Directorate of Operational Planning, Policy & Strategy, Strategic Plans & Policy Division (HQ USAF/A5XP) develops future national security strategy concepts including those involving space systems, nuclear weapons, and other strategic and high consequence capabilities in the areas of international treaties and agreements, arms control, air and space sovereignty, Counterproliferation (CP) of weapons of mass destruction (WMD), and emerging national security issues affecting AF operations. The purpose is to provide a wide range of functions within the Air Force mission to train and assist Air Staff action officers in performing their duties

provide in AF/A5XP with professional and IT support services including advice and assistance in support of AF national security strategic plans and policies concepts and initiatives.

3.9.1 BACKGROUND

AF/A5XP is the AF focal point to provide air and space power expertise supporting the Secretary of the AF (SECAF), Chief of Staff of the AF (CSAF), and the Warfighter worldwide on arms control, air and space sovereignty, combating Weapons of Mass Destruction (WMD), and emerging national security issues affecting Air Force (AF) operations. AF/A5XP pioneers, shapes, and advances AF positions and policies to address national security issues across its portfolio as the AF operational focal point to direct and integrate advances in AF capabilities to combat WMD. The mission of AF/A5XP is unique to the AF in that there is no organic expertise that exists anywhere else within the AF. Their mission is a dynamic, non-stop consistent mission, which requires intensity that can vary depending on the perceived threats to United States (U.S.) forces and emphasis placed on countering those threats by the current and future administrations. The AF/A5XP program is subject to unpredictable variations in the Level of Effort (LOE) required to maintain and implement the changes to AF's readiness to combat WMD. AF/A5XP requires specialized operational and technical support to fulfill its required mission.

3.9.2 STRATEGIC PLANS AND POLICY DIVISION, DEPUTY CHIEF OF STAFF (DCS) FOR OPERATIONS, PLANS, AND REQUIREMENTS (HQ USAF/A5XP)

The mission of the Strategic Plans and Policy Division (AF/A5XP) is to develop USAF plans and policies for national security issues; apply operational expertise to direct and integrate advances in AF's capability to combat WMD; establish and implement AF policy for arms control and international sovereignty matters; analyze the national security environment, identify high consequence issues, and advance solutions to improve AF capabilities; and represent the AF in international, interagency, Office of the Secretary of Defense (OSD), Joint Staff (JS), Air Staff, inter-Service, combatant command (COCOM), and AF major command (MAJCOM) forums involving national security policy. AF/A5XP acts as the program manager for AF implementation and compliance of international treaties and agreements and executes the SECAF's role as the executive agent for the Department of Defense (DoD) Foreign Clearance Program (FCP) including DoD overseas travel and aircraft clearances. AF/A5XP also serves as the focal point for the AF's Counter Proliferation (CP) Program.

To support mission requirements, the AF/A5XP is operationally aligned into two core areas of responsibility consisting of several key programs as described below.

3.9.3 INTERNATIONAL TREATIES AND AGREEMENTS BRANCH

The primary mission of the International Treaties and Agreements Branch is to serve as the AF focal point for arms control policy and implementation, and for navigation and overflight matters. In addition, the Branch conducts advanced studies into future national security concepts and strategies. The International Treaties and Agreements Branch act as the Program Manager (PM) for AF implementation and compliance of international treaties and agreements and execute the SECAF's role as the executive agent for the DoD Clearance Guide FCG including

DoD and overseas travel and aircraft clearances. The International Treaties and Agreements Branch routinely interfaces with the OSD, JS, Air Staff, MAJCOMs, and the interagency on emerging national security policy and strategy issues.

3.9.4 COUNTERPROLIFERATION BRANCH

The Counterproliferation Branch is the AF focal point for establishing AF operational policy and strategy on combating WMD, CP, and counter-chemical, biological, radiological, nuclear, and high-yield explosives (C-CBRNE) programs. The primary mission is to develop, validate, and implement an operationally focused AF C-CBRNE Concept of Operations (CONOPS), as well as C-CBRNE policy, doctrine, standards, procedures, and education, training, exercises and assessments for each of the five (5) AF Doctorial "C-CBRNE Pillars" (Proliferation Prevention, Counterforce, Active Defense, Passive Defense and Consequence Management). Integral parts of their mission also include the following:

- Integrate, synchronize, and institutionalize AF C-CBRNE operations through development, management, execution and implementation of the AF C-CBRNE Master Plan and its associated Roadmaps;
- Interface with DoD and non-DoD institutions to promote research, testing, and education in the areas of CP and C-CBRNE operations;
- Approve and establish AF operational requirements for combating WMD and represent the AF in all Joint/Service requirement and acquisition forums that consider current and future CP and C-CBRNE programs;
- Interface with JS, Air Staff, AF MAJCOMs, other AF and DoD agencies (i.e. Defense Threat Reduction Agency (DTRA)) and other Services, and engage in foreign military-to-military exchanges on CP and C-CBRNE issues; and
- Manage CP and C-CBRNE resources directly supporting AF MAJCOMs and other agencies at various worldwide locations.

3.9.5 AF/A5XP SUPPORT

3.9.5.1 SCOPE

The scope is to provide technical, analytical, operational, programmatic, and planning for the support of the A5XP mission. The Contractor support will cover policy, doctrine, research, analysis, special studies, strategy, training, CONOPS, and workshops. The Contractor support provided to AF/A5XP will cover International Treaties and Agreements, Arms Control, Foreign Clearance, CP of WMD, and Strategic Policy topic areas.

The majority of the work will be performed off-site primarily within the Washington District of Columbia (D.C.) metro area/National Capital Region (NCR), as well as limited on-site support at AF/A5XP, and MAJCOMs, Numbered AFs (NAFs), Logistics Centers, and other agencies outside the NCR. The Contractor shall be required to travel routinely to Continental United States (CONUS) and Outside Continental United States (OCONUS) locations on a routine basis in support of AF/A5XP events, conferences, and meetings.

The Contractor shall provide the support described in the following tasks:

3.9.5.2 Provide International Treaties and Agreements Support. The Contractor shall assist AF/A5XP in the AF's implementation of and compliance with arms control agreements. Support shall include formulating, disseminating, and providing training on AF policy of U.S. treaties; drafting and disseminating AF views on national security policies; providing arms control support to MAJCOMS and other agencies; providing IT systems and Program Element Monitor (PEM) support; providing Foreign Clearance Program (FCP) support; and ensuring AF programs supporting national security objectives are preserved.

3.9.5.3 Provide Counterproliferation of Weapons of Mass Destruction Support. The Contractor shall assist AF/A5XP in analyzing, drafting, and recommending policy, strategy, CONOPS, and doctrine on combating chemical, biological, radiological, and nuclear (C-CBRN) activities and capabilities. Support shall include providing recommendations on CBRN operations; conducting CBRN training and research support; performing CBRN technical analysis; and providing support to MAJCOMS and other agencies to execute C-CBRN activities

3.9.6 INTERNATIONAL TREATIES AND AGREEMENTS SUPPORT

The International Treaties and Agreements Branch are divided into two (2) areas of operations: Arms Control and the Foreign Clearance Program (FCP) Branch. The International Treaties and Agreements Branch oversee AF implementation of and compliance with arms control agreements and is the AF focal point for international arms control and nonproliferation treaties. AF/A5XP is the central Air Staff office responsible for coordinating AF policy for interagency negotiations related to arms control policy development and implementation. Support to this task area requires formulating and disseminating AF policy and positions concerning U.S. treaties; ensuring AF programs supporting national security objectives are preserved; implementing treaties and agreements for the AF; ensuring compliance with arms control treaties within the AF; supporting all facilities (CONUS and OCONUS) potentially subject to inspections; developing and disseminating AF views on national security policies; and providing oversight of the AF arms control programs. The contractor shall provide support for a full range of implementation, training, and compliance activities for over thirty (30) arms control treaties, conventions, agreements or arrangements that may affect AF programs.

The Foreign Clearance Program Office is the AF focal point for all matters relating to foreign area access. This task area supports the AF's management of all matters relating to the policy and content of the Foreign Clearance Guide (FCG); the promulgation and interpretation of the FCG; developing and publishing DoD polices, guidance and procedures for aircraft and personnel overseas clearances; airspace and aircraft sovereignty issues; requirements for overseas entry for personnel such as passports, visas, and identification credentials; management of Aircraft and Personnel Automated Clearance System (APACS); and training of Embassy Attaches, Operations Coordinators (OPSCOs), security assistance personnel, and Passport Agents. Support to this task area includes working directly with U.S. embassies, Department of State (DoS), the Federal Aviation Administration (FAA), and other U.S. and foreign entities to implement U.S. Government policy relating to aircraft diplomatic clearance and personnel.

The Contractor shall provide support to this task area on-site at AF/A5XP, on-site at specified MAJCOM/Agency locations, and off-site from the Contractor's location. The Contractor is not

authorized to speak or act as a representative of the AF or the U.S. Government. The Contractor can only operate in an advisory role under this task.

3.9.7 ARMS CONTROL SUPPORT

The Contractor shall provide support to a full range of implementation and compliance activities for the full spectrum of treaties that have entered into force and others which are in negotiation or pending entry into force and may affect AF operations or programs. The Contractor shall support arms control implementation and compliance activities to include, but not be limited to the following:

3.9.7.1 Analysis of proposed treaty provisions, implementation guidance, and the preparatory work relative to new treaties and agreements involving AF equities and activities.

3.9.7.2 Staffing actions to support development of AF positions on treaty issues and preparation of responses for AF/A5XP to Higher Headquarters (HQ) taskings.

3.9.7.3 Development, preparation, and implementation support of education, training, and exercise materials concerning arms control treaty and agreement implementation. Historically, training materials consist of briefing slides.

3.9.7.4 Review of AF acquisition programs and CONOPS to ensure compliance with in-force treaties and agreements and to ensure the provisions of contemplated treaties and agreements are correlated to AF acquisitions programs.

3.9.7.5 Analytical support for AF positions regarding DoD Treaty Compliance Review Group deliberations of AF planned or on-going operations.

3.9.7.6 The Contractor shall provide analysis, research, policy support, and conduct research on arms control treaty issues with specific emphasis on the following Strategic and Conventional arms control related activities which AF/A5XP supports on a regular basis to include, but not limited to, subject matter expertise on: the New Strategic Arms Reduction Treaty (NST) (plus the previous Strategic Arms Reduction Treaty (START) and Strategic Offensive Reductions Treaty (SORT) (Moscow Treaty), the Chemical and Biological Weapons Conventions (CWC and BWC), the Open Skies Treaty, the Conventional Forces in Europe (CFE) Treaty, the Integrated Safeguards Agreements and its associated Non-Proliferation Treaty, the Comprehensive Test Ban Treaty, the Fissile Material Cutoff Treaty, the Ottawa Convention, the Oslo Convention, the Missile Technology Control Regime, and the Hague Code of Conduct and Peaceful Uses of Outer Space. To accomplish these tasks, the Contractor shall perform the following:

3.9.7.6.1 Review and study technical aspects of contemplated treaty provisions and provide analysis of telemetry issues and potential courses of action and their impacts. The Contractor shall provide the Government with information via papers, emails, and other AF Staff instruments (staff summary sheets (SSSs), Joint Action Briefs, etc.) discussing the results, findings, recommendations, and impact of contemplated treaty provisions under negotiation. The

Contractor shall provide meaningful input to the AF/A5XP on items of interest to the AF and courses of action to assist AF/A5XP in shaping interagency debate and developing Service input to treaties under negotiation.

3.9.7.6.2 Draft, review, and update summaries, pamphlets, instructions, and guides concerning all arms control treaties and agreements tracked by the AF.

3.9.7.6.3 Draft, review, and update AF Instructions (AFIs) detailing AF treaty implementation and compliance plans as required by DoD guidance.

3.9.7.6.4 Provide treaty-specific support to conduct analysis and research on current arms control treaty issues and assist AF/A5XP in developing strategies and courses of action to attain AF goals and objectives throughout the entire arms control process. AF/A5XP receives various daily taskers/taskings for requests for information, plans, roadmaps, AF policies, procedures, and input. The Contractor shall draft responses to inquiries; conduct research; review documents and policy and their affects on guidance; consult other subject matter experts as required from MAJCOMs/other agencies; provide information, draft point papers, briefings, and other staff instruments (such as SSSs, Joint Action Brief Sheets, etc.); assist in the development of AF positions in response to any issues/problems; coordinate with and obtain approval from agencies on AF arms control topics, emerging issues, and areas of interest with both short- and long-term suspense's. At times the Contractor shall be required to rapidly respond and provide analysis and research support to short-notice taskings (less than 24 hours) and provide a coordinated and approved response.

3.9.7.6.5 Draft and coordinate with MAJCOM Treaty Compliance Officers (TCOs) a three (3)-year plan for delivery of Chemical Weapons Convention (CWC) SME training as requested by the MAJCOMs. The CWC is a multi-national arms control treaty that prohibits the development, production, stockpiling, transfer, use, and preparation for use of chemical weapons. This plan shall include a forecast of MAJCOM training events and challenge inspection exercise activities to include:

3.9.7.6.6 Two (2) to four (4) annual recurring training sessions (one (1) or two (2) shall include "tabletop" exercises) to teach unit and MAJCOM personnel their roles and duties during specific treaty inspections and activities.

3.9.7.6.7 An annual AF-only full-base exercise.

3.9.7.6.7.1 A DoD-level, full-scale mock exercise hosted every third (3rd) year by the AF (in lieu of an AF-only full-base exercise that year).

3.9.7.6.7.2 The Contractor shall conduct training for approximately thirty (30) to one hundred (100) TCOs at each AF MAJCOM. Training typically runs between two (2) and ten (10) days depending on the topics and the participants. The Contractor shall develop scenarios, organize the exercises/training events, facilitate the events, and provide a summary of each event. Some developed training courses maybe provided on-line.

3.9.7.6.7.3 Prepare exercise scripts and scenarios, scope the LOE and support necessary to implement the CWC exercise plan, and coordinate these requirements with AF/A5XP and the MAJCOM TCOs. Attend exercise training events with AF/A5XP and the MAJCOMs and conduct exercise training to the unit/location being exercised. The Contractor shall organize, facilitate, and/or participate in these inspections dependent on the type of role the AF will play at the exercises.

3.9.7.6.7.4 Develop customized lesson plans and read-ahead materials and deliver instruction, and/or execute exercises as identified in the CWC three (3)-year plan at any AF location worldwide. The Contractor shall develop and propose Exercise(s) scope in coordination with AF/A5XP and possibly Joint Chief of Staff (JCS) and DoD. Exercise(s) may and vary in duration depending upon AF objectives.

3.9.7.6.7.5 Be capable and prepared to "deploy" on short-notice to support real-world challenge inspection requests as identified by AF/A5XP to CONUS/OCONUS locations. The Contractor shall provide subject matter expertise capable of supporting AF activities at HQ USAF, the CWC Host Team, and at the unit affected by the CWC Challenge Inspection. Provide similar levels of support to AF/A5XP for allegations and/or inspection requests/investigations of alleged use, or a non-compliance with the Biological Weapons Convention (BWC), or the International Atomic Energy Agency (IAEA) integrated safeguards inspection requests and complementary access visits. The Contractor shall support AF management in the inspection process and provide specialized technical, procedural, or operational assistance as requested.

3.9.7.6.7.6 Draft for publication and distribution, update, and maintain currency of the AF CWC Inspection Support Manual.

3.9.7.6.8 Provide understanding, analysis, and knowledge of capability documents (i.e. Initial Capability Documents, Capability Development Document, etc.) and the Doctrine, Organization, Training, Materiel, Leadership and education, Personnel and Facilities (DOTMLPF) process. The Contractor shall provide support for both the arms control and acquisition process to ensure an adequate review program is set-up and conducted of current AF and Joint acquisition programs to ensure acquisition programs are compliant with existing treaties. The Contractor shall monitor and confirm that periodic reviews of acquisition programs are conducted by appropriate staff elements (such as Deputy General Counsel Acquisition (SAF/GCQ) and AF Contracting (SAF/AQC)) to ensure they remain compliant with existing and new treaties that may emerge during research, development, and acquisition. The Contractor shall interact with AF legal and other AF staff elements in obtaining treaty policy and compliance interpretations and if necessary DoD Compliance Review Group determinations at all phases of AF acquisitions.

3.9.7.6.9 Analyze strategic nuclear doctrine, deterrence theories, and national security policies to determine their potential impacts on AF arms control treaty compliance. Depending upon the nature and extent of any strategy shifts in national security policy identified during this analysis, the Contractor shall provide the Government with information, point, white, and decision papers discussing the results, findings, recommendations, and impacts to the AF/A5XP on items of interest to the AF and courses of action in bringing AF activities into compliance with policies

and treaty obligations using standard AF written communications staff instruments, mainly point papers and briefings. The Contractor shall provide assistance to AF/A5XP in interpreting arms control treaty and agreement obligations in order to provide inputs to AF and National leaders in the development of strategy and doctrine.

3.9.7.6.10 Support on-going arms control negotiations with specific emphasis on the nuclear arms control treaties and the following negotiation forays: Conference on Disarmament, Consultative Group for Strategic Security, Bilateral Consultative Commission, Open Skies Consultative Commission, and the Joint Consultative Group. The Contractor shall provide analysis and recommendations in support of other negotiations or interagency activities concerning events associated with treaties that impact or are of interest to the AF. The Contractor shall provide support to perform studies, analysis, and preparations of point papers, briefings, and other AF staff instruments (such as SSSs, Joint Action Brief Sheets, etc.) as identified by AF/A5XP.

3.9.7.6.11 Periodically analyze and report on the operational and national security environment and existing AF treaty compliance processes. The Contractor shall identify any systemic shortcomings to existing processes that may result from a change in the environment. Based on the Contractor's analysis and identified shortcomings, the Contractor shall make recommendations to AF/A5XP for improvements or changes to existing implementation and compliance procedures and practices and assist AF/A5XP in executing these actions via preparation of relevant point papers, briefings, and other staff instruments (such as SSSs, Joint Action Brief Sheets, etc.).

3.9.7.6.12 Provide logistical support to AF/A5XP sponsored meetings, forums, working groups, planning sessions, Integrated Project Team (IPTs), conferences, workshops, training courses, seminars, and boards. The Contractor shall provide support to the following functions as required per each event: prepare, support, and attend; facilitate and host; schedule and coordinate meetings, group members and sites; draft agendas; prepare and distribute read-ahead material, back-up materials, historical records, presentations, briefing slides, and notes; prepare handouts; secure and set-up audio visual/IT equipment; coordinate and initiate communications requirements/requests to include setting up video and teleconferences; coordinate security requirements; arrange and obtain conference facilities; prepare and distribute meeting minutes; monitor and track action items; develop attendee rosters; and provide, draft, develop, and/or distribute all relevant reference briefings and documents.

- Provide similar support, as stated above, for other Agencies such as Joint Staff, OSD, Defense Threat Reduction Agency (DTRA), or others as identified by AF/A5XP.
- Conduct a post-event assessment for all major events executed to assess the success of the event and determine how future events could be improved. The assessment shall include providing lessons learned, evaluation reporting, recommendations, and after action reports (AARs). The AARs shall include an overall assessment of the event, overall cost breakdown of the event, any cost implications and recommendations, final attendee list, feedback and survey results, assessment of the logistics, analysis of the quality of the speakers, and infrastructure, and the information presented and content, and recommendations of future changes based on assessments.

- Events may be held in the Washington D.C. metro area, AF installations worldwide, other locations, and possibly commercial available conference centers if necessary.
- Historically, events have included AF arms control courses for new TCOs, CWC Base Assistance Meetings, Open Skies workshops, START workshops, AF Institute for National Security Studies events, and topical Emerging Issues seminars hosting from several to several hundred guests. In addition, once every two (2) to three (3) years AF/A5XP hosts a major conference on national security issues with approximately 50 to 150 attendees.

3.9.7.7 The Contractor shall provide subject matter expertise and support in the operation of the following database systems:

3.9.7.7.1 Arms Control Enterprise System (ACES). ACES is a DoD designed classified web based system currently used for conventional and nuclear arms control reporting and replaces the START Tracking and Reporting System (STARS). The program has incorporated enhanced capabilities for data management and inspection planning. There are approximately nine (9) conventional and strategic arms control treaties and agreements incorporated into the system. In addition, ACES is used for compliance with the Open Skies Treaty, the United Nations (UN) agreement on Transparency in Armaments, the agreement for the Global Exchange of Military Information, and the Wassenaar Arrangement. All Contractor personnel involved with data reporting under the various arms control agreements impacted by the AF and those reports provided through ACES, shall operate the system, prepare, and submit the necessary forms through the system for the agreements for which they are responsible.

3.9.7.7.2 Information and Resources Support System (IRSS) IRSS is an unclassified AF resources database utilized by AF/A5XP to review documents and assess probable treaty implications. The contractor shall provide support to monitor, track, and review the documents loaded into the system and ensure those that have potential treaty impact are reviewed and any follow-up actions (for further details, etc.) are accomplished with the Office of Primary Responsibility (OPR) for the document. The Contractor shall provide information on potential arms control agreement issues with potential impact to the OPR and request additional information about the program.

3.9.8 ARMS CONTROL SUPPORT TO MAJCOMS, NAFS, and LOGISTICS CENTERS Subject Matter Expertise

3.9.8.1 The Contractor shall provide full-time on-site arms control support at selected MAJCOMs, NAFs and Logistics Centers as identified by AF/A5XP at CONUS and OCONUS locations. The Contractor shall support each identified MAJCOM providing subject matter expertise on AF/A5XP arms control strategic plans and policy. The Contractor shall provide support at the following locations:

- HQ Air Combat Command (ACC) at Langley Air Force Base (AFB), Virginia (VA)
- HQ Air Force Materiel Command (AFMC) at Wright-Patterson AFB, Ohio (OH)
- HQ Air Force Space Command (AFSPC) at Peterson AFB, Colorado (CO)
- HQ Air Force Global Strike Command (AFGSC) at Barksdale AFB, Louisiana (LA).

- HQ U.S. Air Forces in Europe (USAFE) at Ramstein AB, Germany
- HQ Pacific Air Forces (PACAF) at Hickam AFB, Hawaii (HI)
- HQ U.S. Air Forces Central (AFCENT) at Shaw AFB, South Carolina (SC)
- 551st Aircraft Sustainment Squadron (ACSS) at Tinker AFB, Oklahoma (OK)
- HQ Air Force Special Operations Command (AFSOC) at Hurlburt Field, Florida (FL)

3.9.8.2 The Contractor shall provide arms control support to the above locations as follows:

3.9.8.2.1 Research, review, analyze policy and technical issues, comment on documents, and provide recommendations on policy and operations to include arms control treaty negotiations, treaty-related implementation, compliance planning, guidance documents, and AFIs.

3.9.8.2.2 Provide updates to AF/A5XP on treaty activities within their area of responsibility (AOR) to include Open Skies, NST, CWC, BWC, and the Treaty on Conventional Armed Forces in Europe. The Contractor shall provide monthly reports on inspections accomplished, to include updates on the progress of on-going inspections/treaty activities to AF/A5XP.

3.9.8.2.3 Provide technical advice on treaty implementation and compliance activities to assigned MAJCOM/NAF as required to support implementation and compliance activities.

3.9.8.2.4 Prepare annual programming and budgeting submissions for AF/A5XP to support MAJCOM/NAF's treaty implementation and compliance activities.

3.9.8.2.5 Provide liaison support between MAJCOM/NAF HQ and other AF- and DoD-wide operational planning and policymaking forums.

3.9.8.2.6 Review the treaty compliance plans for MAJCOM/NAF and assigned units.

3.9.8.2.7 Update any unique command-wide training materials under the responsibility of MAJCOM/NAF. Training materials historically consist of briefing slides.

3.9.8.2.8 Assist units assigned to their MAJCOM/NAF in preparing for treaty implementation and on-site inspections.

3.9.8.2.9 Operate and input treaty required information into the ACES.

3.9.8.2.10 Support ongoing CWC Challenge Inspection planning and implementation in MAJCOM/NAF geographic AOR. In addition, support the USAF CWC Base Assistant Team (BAT) by updating and consolidating changes to the USAF CWC Inspection Support Manual (ISM) and by scheduling and managing annual training and exercise events.

3.9.8.2.11 Support ongoing AF activities preparing for entry into force of the Additional Protocols of the Integrated Safeguards Agreements and its associated Non-Proliferation Treaty within MAJCOM/NAF geographic or programmatic AOR.

3.9.8.3 Specific MAJCOM/NAF support shall include, but is not limited to, the following:

3.9.8.3.1 At ACC, the Contractor shall provide support for the AF Central Node. The Contractor shall operate and maintain ACES, identify computer equipment needs, and perform quality checks of all notification reports prior to sending them to the Nuclear Risk Reduction Center. The Contractor shall conduct required training and site assistance as required for all NST ACES AF users.

3.9.8.3.2 At the 551 ACCS the Contractor shall directly support the AFMC Open Skies PM by providing technical engineering expertise in direct support of the Open Skies aircraft and sensor suite. The Contractor shall review technical documents that support the maintenance and modification to the specialized onboard mission equipment and report any issues from the reviews to logistics support personnel. The Contractor shall provide support to replace aircraft sensors and the future effort to replace the airframe.

3.9.8.3.3 At HQ USAFE, the Contractor shall provide expert analytical support services for arms control support on-site at HQ USAFE Ramstein AB, Germany. Contractor support shall include research and analysis of policy and technical issues associated with classified U.S. positions on conventional arms control treaty negotiations, treaty-related implementation and compliance planning, preparation of programming and budgeting submissions, and liaison between HQ U.S. European Command, HQ USAFE and other AF- and DoD-wide operational planning and policy making forums. Contractor personnel supporting HQ USAFE/A8P must have experience providing expert support to HQ USAF in executing its arms control responsibilities. The Contractor shall review U.S. classified HQ USAF arms control proposals for the DoD Compliance Review Group and AF MAJCOM and unit treaty compliance plans. The Contractor shall also update HQ USAFE-wide training materials and assist units in preparation for on-site inspections. The Contractor shall input and manage information, in accordance with Conventional Forces Europe Treaty and Vienna Document 1999 Agreement, into the Arms Control Enterprise System (ACES). USAFE will also provide backup support to the CP and Nuclear Policy missions of the USAFE Threat Reduction Branch with Arms Control being their primary responsibility.

3.9.9 PROGRAM ELEMENT MONITOR (PEM) SUBJECT MATTER EXPERTISE

AF/A5XP requires subject matter expertise on programmatic analysis support to all task areas in developing and sustaining advocacy positions within the Air Staff, JS, OSD, and Congress during all programmatic and budgeting cycles**.** The Contractor shall provide Planning, Programming, Budgeting and Execution System (PPBE) support for the Arms Control Program Element.

The Contractor shall support the PPBE process by assisting the Government in reviewing and analyzing on-going program fiscal requirements, tracking AF/A5XP program funding, and maintaining effective financial controls for AF/A5XP funds. The Contractor shall provide technical, analytical, and programmatic expertise for AF/A5XP in the areas of planning and budgeting as part of the PPBE process.

The Contractor shall research and analyze technical issues associated with arms control policy, negotiations, and implementation of ongoing and new compliance requirements for arms control treaties. The Contractor shall analyze AF/A5XP requirements and provide recommendations in order to assist the Government with determining AF/A5XP program requirements. The Contractor shall acquire and analyze data, including budget data, and prepare presentations for use in decision processes throughout the PPBE cycle.

The Contractor shall develop a basic means to track and report the status of programs with respect to implementation and compliance with operational requirements and applicable treaty language. The Contractor shall track historical data, current, and future financial information to be used to assist the Government in making financial decisions. The Contractor shall provide a comparison analysis and identify trends of the tracked financial information to the AF/A5XP CR for their review. The Contractor shall analyze and estimate the cost to support future requirements, prepare justifications, and translate analyses to charts and briefing slides**.** The Contractor shall collect, review, assess, and analyze data to assist the Government in developing and making recommendations on existing and future budgetary actions.

The Contractor shall work with a variety of funding software and tools, which support the PPBE process. The Contractor shall access several financial databases to query, review, and update data to include, but not limited to, the following:

3.9.9.1 Automated Budget Interactive Data Environment System (ABIDES) is a program to report current and future year accounting data. Future year data must be protected as classified (Secret) and used for Program Objective Memorandum (POM) and Program Budget Decision (PBD) submissions.

3.9.9.2 Automated Business Service System (ABSS) is the AF's standard system for processing financial documentation. ABSS allows authorized users to digitally sign and approve documents or transactions, thereby ensuring proper authorization and authentication. The Contractor shall input current year financial transactions into the Defense Finance and Accounting System (DFAS).

3.9.9.3 Resource Allocation Programming Information Decision Systems (RAPIDS) is a database used for presenting information to AF Corporate Structure decision makers. The RAPIDS database provides a single sheet of information for each project. Information typically includes the estimated cost for the program in each fiscal year, proposed quantities produced in each fiscal year, deltas for both budget and quantities if funds are being taken or increased, the impacts associated with the development project, and where the project ranks on other priority lists.

3.9.9.4 Commanders Resource Integration System (CRIS), Executive Web View (EWV), and Info Analyst software programs to keep track of funding, obligations, and disconnects.

3.9.9.5 Financial Information Resource System (FIRST) is fully integrated financial information system designed to create efficiencies by introducing a seamless flow of budget-related information among all Air Force installations worldwide. FIRST provides a shared data

environment with increased financial visibility, including full budget visibility and audit trails on all financial processes where all transactions will be processed on a real-time or near real-time basis. FIRST provides a single Air Force-wide standard for budget formulation, budget execution, acquisition and reporting of accounting information, funds management, and "what-if" scenario interactive costing.

3.9.9.5 The Contractor shall generate required funding documents and provide the following assistance:

3.9.9.5.1 Prepare action requests, point papers, briefing slides, spend rate charts, quad charts, file plans and justification documentation, spreadsheets, memos, and other documents within prescribed timelines for review and analysis in addition to interpretation of requests for data and facts.

3.9.9.5.2 Acquire, analyze, and prepare presentations for budget data for use in decision processes through the PPBE cycle.

3.9.9.5.3 Integrate funding requirements and budget inputs from the Air Staff, Secretariat, and MAJCOM sources into a coherent presentation format for AF leadership.

3.9.9.5.4 Develop Data Extraction Tools for use in recurring or one-time extraction of data from ABIDES or other systems.

3.9.9.6 The Contractor shall assist in the preparation and processing of funding documents to include Military Interdepartmental Purchasing Requests (MIPR), AF Form 9s, Miscellaneous Obligation Reimbursement Documents (MORD), AF Form 616s, Computer System Requirements Documents (CSRD), AF Form 332, and Morale, Welfare, and Recreation (MWR) Line of Credit Reimbursement Request letters directed to support AF/A5XP. Additionally, the Contractor shall provide support to the Internal Management Control Program. These are data entry requirements using electronic or manual forms. The Contractor shall complete and submit the request to the appropriate agency and then process and monitor the forms through the appropriate system.

3.9.9.7 The Contractor shall analyze financial data for accuracy on a daily basis. Data includes funding distribution, commitments, obligations, and expenditures on various expense codes. The Contractor shall prepare a monthly budget report that illustrates the execution status of AF/A5XP accounts and appropriations, justifications for budget changes, AF/A5XP financial position, prior positions, and expenditures. The Contractor shall analyze and assist in the estimation of the cost to support future requirements. prepare justifications, and translate analyses to charts and briefing slides**.**

3.9.9.8 The Contractor shall perform technical work in support of budget analysis and administration in accordance with budget rules, regulations, and procedures associated with recording, reporting, processing, and keeping track of budgetary transactions to include credit, receipt, transfer, allotment, withdrawal, obligation, or outlay of funds. Specific regulations

include, but are not limited to. AFI 16-501 Control and Documentation of AF Programs, AFI 65-601 Financial Management, DoD Financial Management Regulations (FMR).

3.9.9.9 The Contractor shall assist in conducting and maintaining Standard Accounting practices on obligations and expense accruals in accordance with General Accounting Office (GAO), DoD, and Defense Finance and Accounting Service (DFAS) guidelines. The Contractor shall review DoD planning documents to include the Defense Planning Guidance (DPG) and other mission-related documentation to ensure all AF/A5XP requirements and objectives are equally accounted for and included in the DoD planning documents.

3.9.9.10 The Contractor shall provide support services to resource management projects and the PEM(s) by preparing, analyzing, maintaining, and presenting PPBE documentation.

3.9.9.11 The Contractor shall assist in the development and coordination of executive-level briefings for presentation to HQ USAF, DoD, and Joint meetings, including senior USAF leadership on AF/A5XP initiatives to include, but not limited to, monthly Policy & Resources Boards (PRB), monthly Execution Status Reviews (ESR), monthly Deputy Director's Meetings, and monthly Unfunded Requirements (UFR) meetings.

3.9.9.12 Occasionally, the Contractor shall attend meetings identified by AF/A5XP for ongoing AF/A5XP program review efforts. The Contractor shall provide the Government with meeting reports that discuss the results, findings, recommendations, impact of meeting decision outcomes, and provide to the AF/A5XP CR on the status and courses of action to implement and/or mitigate changes that result from these decisions. The Contractor shall document and report requirements, and implications to the PPBE process as it relates to AF/A5XP mission and initiatives.

3.9.9.13 The Contractor shall advise AF/A5XP on strategies for working programmatic issues within the AF Corporate Structure process. The Contractor shall assist in drafting and preparing AF/A5XP programmatic budgeting materials for the Government's review and approval to enable AF/A5XP to fulfill its mission responsibilities. The Contractor shall track, analyze, monitor, and report on the performance of AF/A5XP initiatives. The Contractor shall assist in preparing, coordinating, and providing input to staffing papers and packages in response to Congressional Staff inquiries, and DoD, Joint, OSD, SECAF, CSAF, Air Staff, and Interagency queries.

3.9.9.14 The requirements under this subtask shall not be used for the performance of inherently governmental functions. The Contractor is not authorized, per FAR 7.5, to perform any financial/budgetary functions considered inherently governmental.

3.9.10 FOREIGN CLEARANCE PROGRAM (FCP) SUBJECT MATTER EXPERTISE

3.9.10.1 The Contractor shall identify and analyze global access and overflight issues identified by the Government or the Contractor. Based on the analysis, the Contractor shall develop and communicate proposed recommendations, changes, and solutions to issues to maximize U.S. forces access to required airspace.

3.9.10.2 The Contractor shall provide subject matter expertise to research and analyze technical issues associated with the FCP, international sovereignty policy, negotiations, resources, and implementation of ongoing and new requirements for both personnel and aircraft international clearance issues. The Contractor shall provide the Government with information, point, white, decision papers, emails, and/or briefings discussing their research, analysis, results, findings, and recommendations to the AF/A5XP on items of interest to the AF and courses of action.

3.9.10.3 The Contractor shall conduct, and provide to the Government, research concerning current international sovereignty policy issues with specific emphasis on areas such as international transit of territorial airspace, international airspace, straits, and archipelago waters and Freedom of Navigation and Political Sensitive Areas Program, Foreign Operating Rights (FOR), Foreign Military Rights, Freedom of Navigation (FoN), Neither Confirm nor Deny (NCND) Policy, payment of aviation related fees, airports of entry, Incidents at Sea (INCSEA), Interagency Group on International Aviation (IGIA), and dangerous military activities. The Contractor shall provide the Government with information, point, white, decision papers, emails, and/or briefings discussing their research, analysis, results, findings, and make recommendations to AF/A5XP on current international sovereignty policy issues.

3.9.10.4 The Contractor shall perform technical analysis and provide support for promulgation (via the Non-Secure Internet Protocol Router Network (NIPRNET) and/or Secret Internet Protocol Router Network (SIPRNET)) of travel and diplomatic clearance requirements contained in the DoD FCG and the Special Weapons Overflight Guide (SWOG). The Contractor shall maintain and update the FCG website currently hosted at Defense Technical Information Center (DTIC) and the electronic version of the SWOG on the SIPRNET.

3.9.10.5 The Contractor shall assist the Foreign Clearance Program Office (FCPO) with the development and refinement of operational concepts for aircraft clearance issues (including short-notice clearance procedures), personnel international clearances, and DoD Passport policy, procedures, and requirements. The Contractor shall perform analyses to assist the FCPO to respond to quick-reaction, short-notice taskings identified by the FCPO Government representative. The Contractor shall assist the FCPO with the rewrite of overseas travel regulations for both personnel travel and diplomatic clearances to incorporate updated guidance and direction when changes are received from the field.

3.9.10.6 The Contractor shall assist the FCPO with maintaining an electronic and hardcopy production of the FCG. The FCG is the DoD guide that serves as the single point of reference for aircraft and personnel international procedures. It is a compilation of DoD, DoS, American Embassy, Unified Commands, and Host Nation Agreements. The Contractor shall maintain and update both unclassified and classified websites; maintain, operate, and update the web-based Foreign Clearance Automation System for submitting and monitoring aircraft and personnel clearance requests available to all of DoD; and support an electronic FCG historical document to archive past versions of the FCG. The DoD FCG is located on the Pentagon's server and consists of a series of files.

3.9.10.7 The Contractor shall edit and confirm on-going content changes to the FCG identified by the FCPO Government representative so it conforms to international laws, U.S. Government policy, and DoD Directive (DoDD) 4500.54E. Historically, the FCG experiences approximately 3,000 changes per year.

3.9.10.8 The Contractor shall maintain, operate, update, and host the U.S. Entry Guide (USEG) website from the Contractor's facility with content based on the requirements of foreign state aircraft as defined by the DoS, Department of Homeland Security (DHS), and FAA. The Contractor shall coordinate the U.S. Entry Guide content with appropriate Government agencies DoS, Department of Commerce (DoC), Department of Agriculture (DoA), Department of Justice (DoJ), and Department of Transportation (DoT), etc., as well as other DoD agencies as needed.

3.9.10.9 The Contractor shall develop, conduct, and maintain the FCP training modules and sustainment of the Outreach Program making FCP issues known to the DoD. The Outreach Program pertains to the following areas: DoD FCG, aircraft and personnel clearances, and official passports and visas. FCP training is made available on an as needed basis and is typically provided to U.S. Embassy Attachés, Attaché staff, passport agents, AF Exchange Officers, and others as deemed necessary by U.S. Government requirements.

3.9.10.10 The Contractor shall assist AF/A5XP and the responsible IT support personnel with subject matter expertise in maintaining and upgrading the Aircraft and Personnel Automated Clearance System (APACS). APACS is the web-based tool located at DTIC (Fort Belvoir), which aids DoD aircraft mission planners and operators, and DoD travelers on official business overseas in obtaining aircraft diplomatic and personnel travel clearances outlined in the DoD FCG. APACS provides requesting, approving, and monitoring agencies access to a common, centralized, and secure Oracle database containing all the information required to request or approve aircraft and personnel clearances online. APACS is available on both the NIPRNET and SIPRNET and supports approximately 38,000 combined users.

3.9.10.11 The Contractor shall assist users by providing on-site policy and administration support to APACS to include identifying, resolving, tracking problems, and responding to policy questions. The Contractor shall also provide responses to questions on the completion of an APACS personnel or aircraft clearance request, DoD FCG requirements, personnel clearance requirements (country, theater, and special area), interpretation of the DoD FCG and its relation to APACS, status of current requests, and policy-related questions. The APACS system is connected to the DoD FCG clearance requirements identified above. The Contractor shall provide policy and administration support on a daily basis during normal operating hours as identified in Section 5.1. Historically, the policy and admin support section receives approximately thirty (30) to forty (40) telephone calls and twenty-five (25) to thirty-five (35) emails per business day.

3.9.10.12 The SIPRNET APACS accounts are maintained at the Pentagon and the on-site support Contractor shall respond to any related phone calls, emails, and questions.

3.9.11 INFORMATION TECHNOLOGY SUBJECT MATTER EXPERTISE

3.9.11.1 AF/A5XP requires subject matter expertise on IT systems providing support to the planning, system administration, system maintenance, system development, and enhancement of the AF/A5XP National Security Information Management System (NSIMS) database. The NSIMS database provides detailed information on arms control issues, ranging from historic information and negotiating history to current working information on issues. NSIMS maintains historical Travel Coordination, Short Notice Clearance (SNC) and Interagency Group for International Aviation (IGIA) logs. The Contractor shall ensure the NSIMS database is properly registered as defined by applicable AFIs and DoD Directives for databases hosted on AF servers, ensure NSIMS accreditation is current using the DoD Information Assurance Certification and Accreditation Process (DIACAP), and maintain an Approval to Operate (ATO).

3.9.11.1.1 The NSIMS database system facilitates the usage of RetrievalWare, which currently houses several SIPRNET libraries. In addition to RetrievalWare, NSIMS hosts the ACTION system which supports the Foreign Clearance Program Office. ACTION consists of two (2) classified web-based applications: Travel and Short Notice Clearance SNC. The Travel system allows AF/A5XP customers to input information referencing personnel travel requests. It tracks the date and the locations where the person is traveling, as well as the clearances needed at each location. The SNC system allows AF/A5XP customers to track the status of short-notice clearance requests for aircraft flying over foreign airspace.

3.9.11.1.2 The Contractor shall support NSIMS database operation on a continual basis to ensure user access. The Contractor shall review; take action, log, track, and respond to all Time Compliance Network Orders (TCNOs) and Notices to Airmen (NOTAMS) received. The Contractor shall obtain and perform hardware/software upgrades when either the hardware or software has reached the end of its lifecycle or otherwise warranted. The Contractor shall conduct, perform, and maintain system/data backups; and perform preventative maintenance to include the following support:

3.9.11.1.2.1 Configure, operate, and maintain NSIMS and provide necessary backup to include server hardware, operating systems, and applications.

3.9.11.1.2.2 Perform daily/weekly/monthly data and system backups. Maintain and update a system back-up recovery plan to include a listing of required equipment, timelines, and training associated with the solution.

3.9.11.1.2.3 Troubleshoot systems and communications-related problems to include Transmission Control Protocol (TCP)/Internet Protocol (IP) stack, dynamic host configuration protocol (DHCP), and domain name system (DNS).

3.9.11.1.2.4 Define access control based on assigned rights, use pre-defined roles, or create unique roles to ensure only authorized users have access to certain capabilities within the backup system.

3.9.11.1.2.5 Maintain configuration change control, status accounting, and audits. The Contractor shall regulate the change process so that only approved and validated changes are incorporated into product documents and related software. The Contractor shall track and report all

configuration management problems and support software quality assurance (QA) process audits. The Contractor shall submit recommended changes to the Government AF/A5XP CR for approval.

3.9.11.1.2.6 Evaluate, implement, and configure hardware and software to ensure required AF and DoD IA accreditations and policies are enforced and safeguards are active.

3.9.11.1.2.7 When required, research and recommend for purchase required software from Government-approved sources for all applicable Air Force Computer Emergency Response Teams (AFCERTs), TCNOs, special interests (SIs), and related items.

3.9.11.1.2.8 Monitor and analyze the operation of the system to determine trends and identify preventive measures.

3.9.11.2 In support of APACS, the Contractor shall assist users by providing helpdesk support to APACS to include identifying, resolving, tracking problems, and responding to questions concerning accounts and/or requests regarding APACS. The Contractor shall provide IT responses to topics including questions on account status locked-out account holders, new accounts, and status of current requests. The Contractor shall provide support to the following helpdesk activities.

3.9.11.2.1 Establish, update, and track phone calls, emails, and all helpdesk inquiries to document trouble calls and requests. Document individual trouble calls, requests, and resolution.

3.9.11.2.2 Provide information, updates, and notifications on the status of systems (downtime and resolution) to the end-users.

3.9.11.2.3 Contact manufacturers for software under warranty to streamline problem resolution.

3.9.11.2.4 Analyze trouble call tickets to determine trends and preventive measures.

3.9.11.2.5 Identify and troubleshoot system problems due to design and implementation constraints.

3.9.11.2.6 Identify and implement work-around to resolve system problems.

3.9.11.2.7 The Contractor shall perform and ensure all necessary updates (bug fixes and upgrades) are made to the system. The Contractor shall provide a Simple Object Access Protocol (SOAP) to enable APACS to communicate with other software programs. FCPO requires APACS support to include the planning, administration, operation, system maintenance, security, development, and enhancement of the current servers and software. The Contractor shall provide this support from their respective Contractor facility.

3.9.11.2.8 The Contractor shall track all requests for new capabilities, updates, and resolve issues required to change or upgrade software. The Contractor shall identify and compile the requests and provide a consolidated list to the Configuration Control Board (CCB) for review and

approval. The CCB meets every two (2) to three (3) months and controls changes to the software/hardware configuration. The Contractor shall record and report change processing and implementation status and provide a forum for the Government to make decisions that increase the operational efficiency and usefulness of the system's ability to support the AF mission. The CCB is chaired by the Government and focuses on enforcing current operational policies, developing operational guidelines concentrating on controlling APACS baseline (hardware and software deployed on the system), and evaluating and approving proposed changes. Based on the results of the CCB, the Contractor shall implement the decisions made by the CCB on a three (3)-month cycle.

3.9.11.2.9 The Contractor, in conjunction with the hosting agency, the Defense Technical Information Center (DTIC), shall maintain the System Security Accreditation Agreement (SSAA) packages (including all appendices) and supporting coordination documents for the APACS systems environment. The Contractor shall update the SSAA in response to any CCB approved hardware/software changes; AFCERT, TCNO, or SI approved changes; or as required to maintain DAA approval.

3.9.11.2.10 The Contractor shall assist in managing configuration change control, status accounting, and audits. The Contractor shall regulate the change process so that only approved and validated changes are incorporated into product documents and related software. The Contractor shall track and report all configuration management problems and support software QA process audits. The Contractor shall submit recommended changes to the Government AF/A5XP CR for approval.

3.9.11.3 AF/A5XP requires daily system operational administration services and support to ensure availability of system resources (workstations, printers, scanners, Video Tele-Conferencing (VTC), fax machine, phones/secure telephone equipment (STEs), and peripherals). The Contractor shall provide first-level support of all 844th Communications Squadron (CS) standard desktop configured equipment by isolating problems, notifying the appropriate organization of the problem, tracking, and follow-up through problem resolution. The Contractor shall identify, resolve, track problems, and respond to questions concerning accounts and/or requests. Historically, approximately fifty (50) queries are submitted to the helpdesk on a daily basis. The Contractor shall provide support to the following helpdesk activities.

3.9.11.3.1 Provide initial first-level helpdesk support to immediately resolve AF/A5XP IT issues.

3.9.11.3.2 Establish, update, and track helpdesk inquiries to document trouble calls and requests. Document individual trouble calls, requests, and resolution. The Contractor shall maintain a trouble ticket log, which includes monitoring ticket status from start to completion, and ensure tickets are resolved in a timely fashion.

3.9.11.3.3 Provide information, updates, and notifications on the status of systems (downtime and resolution) to the end-users.

3.9.11.3.4 Analyze trouble-call tickets to determine trends and preventive measures.

3.9.11.3.5 Conduct metrics reporting for trouble tickets.

3.9.11.4 The Contractor shall provide operational system administration support services, which shall include the following support:

3.9.11.4.1 Install, configure, and/or coordinate installation of new and updated equipment and software applications as required to maintain maximum operational status.

3.9.11.4.2 Integrate and provide support and training to include, but not limited to, standard desktop configuration (SDC), Common Access Cards (CAC), CAC readers, enterprise applications push, and compliance issues. The Contractor shall also manage and initiate facility requests including task initiation, planning, execution, monitoring, and closeout (i.e.: systems furniture, power, alarms).

3.9.11.4.3 Maintain an up-to-date listing of user accounts, e-mail accounts, software licenses, systems file directories, and system/network accreditation documentation.

3.9.11.4.4 Administer and monitor password changes in accordance with AF security regulations.

3.9.11.4.5 Operate, trouble-shoot, and repair server software malfunctions.

3.9.11.4.6 Manage internet and intranet web servers and remote access security services.

3.9.11.4.7 Monitor and review server logs on a daily basis.

3.9.11.4.8 Conduct computer-related in-processing of all new AF/A5XP personnel.

3.9.11.4.9 Update and maintain organizational accounts in the Defense Messaging Systems and Defense Messaging Systems Air Force (DMS-AF). Modify accounts in response to organizational changes.

3.9.11.4.10 Coordinate work requests with other Government agencies for communications modifications supporting AF/A5XP organizational changes.

3.9.11.5 The Contractor shall act as the intermediary between the end-user workstation and 844 CS providing system administration, training for IT devices, technical support, security, administrative control, and application services for all operational systems to assist them in effectively using AF/A5XP applications and equipment.

3.9.11.6 The Contractor shall ensure all systems and equipment are operated and maintained in accordance with DoD, Defense Information Systems Agency (DISA), AF, and AF/A5XP security guidelines, directives, and updates. The Contractor shall ensure all security policies are within the limits of existing architecture and software capabilities. The Contractor shall have an extensive knowledge of all applicable AF, DoD, and AF/A5XP communication and information operations and security publications, instructions, policies, and manuals in order to implement

accordingly. Specific regulations include, but are not limited to, those concerning Network Management, Transmission of Information via the Internet, Computer Security, Information Assurance (IA), and DIACAP.

3.9.11.7 The Contractor shall electronically scan documents identified by AF/A5XP on a continual basis and return scanned documents/images on specified storage media. Historically, 100 to 150 documents are scanned per week. The Contractor shall receive materials, prepare, and scan materials, perform image quality review, conduct text conversion, perform quality review of text conversion, and create digital images on specified storage media.

3.9.11.8 The Contractor shall provide overall support to AF/A5XP telephone, telecommunications systems, and audio/video (AV) communications.

3.9.11.9 The Contractor shall operate, maintain, and troubleshoot VTC hardware and software. The Contractor shall ensure the VTC is available for use to include planning, scheduling, and conducting. The Contractor shall also ensure the VTC is properly registered as defined by applicable AFIs and DoD Directives. The Contractor shall schedule, coordinate, set-up, and facilitate VTC on behalf of AF/A5XP personnel.

3.9.11.10 The Contractor shall provide day-to-day technical administration and management of the AF/A5XP phone system. The Contractor shall provide end-user training for telephone devices to include voice-mail configuration, phone system operations, and features orientation. The Contractor shall maintain and monitor a telephone number database.

3.9.11.11 The Contractor shall develop, update, and maintain AF/A5XP websites (to include one (1) NIPRNET and one (1) SIPRNET site) supporting their goals and objectives. The Contractor shall be responsible for the overall management of the AF/A5XP internet and intranet websites. The Contractor shall ensure the AF/A5XP websites are current and functioning properly. The Contractor shall provide administrative and technical management of all facets of the AF/A5XP managed websites.

3.9.11.12 The Contractor shall conduct periodic reviews of AF/A5XP's website(s) to keep content up-to-date and ensure compliance with established data integrity standards. The Contractor shall ensure compliance with AF and DoD standards for all web services to ensure data integrity.

3.9.11.13 The Contractor shall analyze, develop, implement, maintain, document, and modify web-based applications. The Contractor shall perform continual evaluations of website software to ensure continued and future effectiveness and efficiency of the websites. The Contractor shall encode, debug, and test web software applications to meet established operational and system requirements. The Contractor shall ensure that the websites work with external parties to quickly correct site errors that are outside of the Contractor's direct responsibility.

3.9.11.14 The Contractor shall design, create, and update content of the web pages and templates in accordance with Government requirements/standards. The Contractor shall provide a summary of website enhancements, updates, and problems encountered in the MSR.

3.9.11.15 The Contractor shall ensure all websites include descriptions of all branches within AF/A5XP and relevant information regarding events. The Contractor shall also manage conference registration sites as required to support AF/A5XP events (Ops-to-Ops Workshop, etc).

3.9.11.16 The Contractor shall develop web-based training to meet arms control treaty compliance requirements. The Contractor shall develop, update, and post web-based applications from training materials. Training includes, but is not limited to, explaining how each of the following processes impacts the AF: AF Treaty Compliance for Base Inspections, understanding the Arms Control Process, Weapons Conventions, roles of the Wing TCO, and AF Implementation. The Contractor shall maintain and monitor the Chemical and Biological Warfare (C-BW) CONOPS Implementation Reporting System. The C-BW CONOPS implementation reporting tool is located on the AF/A5XP website. It provides an avenue for AF installations to update the status of their CONOPS implementation efforts to include providing the dates and POC data for each of the implementation tasks outlined in the implementation plan. The Contractor shall be responsible for application development necessary to maintain and/or update the C-BW CONOPS Implementation Reporting System.

3.9.11.17 The Contractor shall provide daily task management support. This includes receiving and assigning taskers, providing daily reminders to Action Officers (AOs), and following-up to ensure closure of all office taskers. The Contractor shall also provide searches for archived taskings, integrate enterprise applications into current workflow processes, and provide support and training on task management.

3.9.11.18 The Contractor shall assist AF/A5XP by performing the following additional duties:

3.9.11.18.1 Automated Data Processing Equipment (ADPE) Custodian Support.

3.9.11.18.1.2 Perform equipment custodian duties for ADPE to include maintaining and updating account paperwork for equipment assigned including additions, deletions, transfers, turn-ins, and Reports of Survey (ROS).

3.9.11.18.1.3 Coordinate on all requests for new equipment.

3.9.11.18.1.4 Support the maintenance and repair of all AF/A5XP equipment to include computers, printers, scanners, laptops, audio/visual equipment, and other IT systems to ensure successful operations of the training network systems and related equipment.

3.9.11.18.1.5 Ensure all accountable equipment is labeled using AF Form 992 ADPE Identification or the appropriate equivalent. All equipment shall be disposed of in accordance with AF guidance.

3.9.11.18.1.6 Document and submit a Report of Survey (ROS) to the appropriate AF Logistics Office if any accountable items are lost or damaged. The Contractor shall develop, update, and maintain an ADPE program for tracking and managing AF/A5XP owned IT assets.

3.9.11.18.2 Emission Security (EMSEC) Custodian Support

3.9.11.18.2.1 The Contractor shall assist AF/A5XP in ensuring classified information is prevented from being compromised. The Contractor shall be responsible for ensuring AF/A5XP complies with AF procedures and AFIs for EMSEC. The Contractor shall institute and maintain preventative measures to ensure classified materials are securely separated from unclassified materials.

3.9.11.18.3 Telecommunications Monitoring and Assessment Program (TMAP) Custodian Support.

3.9.11.18.3.1 AFI 33-219 prescribes responsibilities, procedures, and guidance on implementation of the program. The Contractor shall provide inputs to AF/A5XP government personnel to keep AF/A5XP in compliance with AFI requirements and support any TMAP inspections to which the office may be subject. The Contractor shall institute and maintain preventative measures to ensure office telecommunications equipment is used in accordance with governing AF directives.

3.9.11.18.4 Information Assurance Officer (IAO) Support.

3.9.11.18.4.1 Execute IA responsibilities by protecting and defending information systems and ensuring the availability, integrity, confidentiality, authentication, and non-repudiation of data through the application of IA measures.

3.9.11.18.4.2 Follow AF and DoD IA policies and coordinate with these offices on issues relating to IA. The Contractor shall follow established Government policies and processes to provide day-to-day operational support and to protect the integrity and availability of network resources.

3.9.11.18.4.3 Support all IA guidance IAW AFI 33-200, Information Assurance Management. The Contractor shall maintain all official AFCERT Advisory Compliance records in coordination with the AF IA Office. The AFCERT is the single point in the AF for reporting networked computer intrusions and problems and providing incident response to address or handle unauthorized activities on AF networks.

3.9.11.18.4.4 Conduct Information Assurance Awareness Program (IAAP) training for AF/A5XP personnel and ensure all personnel are trained IAW AF guidance. The IAAP is an integrated information protection training program that consists of communications security, computer security, emission security, and operations security. IAAP's basic objective is to train each employee to protect government information. The Contractor shall be responsible for conducting IAAP training to the AF/A5XP personnel to ensure everyone has the required knowledge and understanding to protect the AF systems and information from sabotage, denial of service, espionage, fraud, and misuse.

3.9.11.18.5 Client Support Administrator (CSA) Support.

3.9.11.18.5.1 Provide primary interface support between AF/A5XP and the 844 CS.

3.9.11.18.6 Organization Messaging POC (OMPOC) Support.

3.9.11.18.6.1 Responsible for and appointed as the Defense Message System (DMS) Organizational Registration Authority (ORA) for AF/A5XP. The Contractor shall gather and verify information about individuals requesting DMS accounts and request appropriate permissions for access. The Contractor shall maintain unclassified and Class Organizational Messaging Designation of Drafters and Releasers requests as required by AF and DoD guidance.

3.9.11.18.7 Provide records management oversight necessary to ensure all AF record-keeping requirements, electronic and paper, are met IAW AFI 33-322, Records Management Program; AFI 33-364, Records Disposition--Procedures and Responsibilities; AF Electronic Records Solution Guide; Air Force Manual (AFMAN) 37-123 (to be AFMAN 33-364), Management of Records; AF Records Information Management System Records Disposition Schedule (AFRIMS RDS).

3.9.12 NATIONAL SECURITY STUDIES AND LEGISLATIVE ANALYSIS SUPPORT

3.9.12.1 The Contractor shall provide subject matter expertise for both on- and off-site analysis and administrative, editorial, and planning support to the Air Force Institute for National Security Studies (INSS) located at the United States Air Force Academy (USAFA) in Colorado Springs, Colorado (CO) which is supported by AF/A5XP. INSS conducts research, sponsors research by the military academic community, hosts conferences, and publishes findings on issues of interest to its sponsor organizations (including A5XP). It also establishes and maintains networks of interested organizations in the academic fields of arms control, combating WMD, nonproliferation, and related subjects. The Contractor shall support INSS by coordinating meeting space and administrative support for seminars, workshops, and conferences sponsored by INSS. The Institute typically hosts at least three (3) workshops or conferences per year in Colorado Springs, Washington, D.C., or other locations, on subjects such as research topic development, research findings, and current topical issues of interest to the INSS clients (AF/A5XP, Army Environmental Agency, AF, and DoD organizations, etc.). Historically, two (2) events support between twenty (20) to sixty (60) participants and the third supports approximately eighty (80) to one hundred (100). The Contractor shall also provide research, publishing, administrative, and logistical reach-back support based in Washington, D.C. to support INSS activities and events. These activities will be held at the UNCLASSIFIED- or SECRET-levels and involve participants from the Services, JS, OSD, and other government, academic, and commercial entities. The Contractor shall provide logistical support to INSS sponsored conferences, workshops, and seminars. The Contractor shall provide support to the following functions: prepare, support, and attend; schedule and coordinate meetings, group members and sites; draft agendas; prepare and distribute read-ahead material, back-up materials, historical records, presentations, briefing slides, and notes; prepare, print, compile, and create handouts, brochures, discs, and other media used for the event; secure and set-up of audio visual/IT equipment; coordinate and initiate communications requirements/requests to include setting up video and teleconferences; coordinate security requirements; arrange and obtain

conference facilities; arrange and coordinate luncheons; prepare and distribute meeting minutes; monitor and track action items; develop attendee rosters; and provide, draft, develop, and/or distribute all relevant reference briefings and documents.

3.9.12.2 The Contractor shall conduct analysis and editing of research papers and perform other functions identified by the INSS Director in line with their client needs and the annual list of approved research topics to include papers of interest to INSS clients on national security.

3.9.12.3 The Contractor shall provide AF/A5XP with subject matter expertise on analysis of legislative actions affecting arms control activities, national security policy (to include space, nuclear and missile defense), and counter-proliferation (CP). The Contractor shall track and analyze the federal regulatory and policy formulation process as it relates to arms control, CP, planning and budgeting, and national security, space, nuclear, and missile defense policy. The Contractor shall provide a weekly legislative report to AF/A5XP on existing perspectives in Congress and a schedule of upcoming events concerning current arms control, CP, and national security issues such as guidance and implementation of the Adapted Conventional Armed Forces in Europe Treaty, the Moscow Treaty on Strategic Offensive Reductions, the Open Skies Treaty, and other arms control regimes**.** The Contractor shall provide regular coverage of legislative processes to include hearings, committee markup activities, floor consideration, conference committee events, and issues of interest requested by AF/A5XP by researching, tracking, and analyzing legislative trends related to the support of arms control treaties and other national security agreements. The Contractor shall provide synopses of Congressional hearings of interest to AF/A5XP based upon attendance or the official record and synthesize data into timely, value-added reports, and/or briefings as required. The Contractor shall also track and analyze Congressional authorization and appropriation actions related to and affecting AF arms control and CP programs and activities and report to AF/A5XP the status of these processes as required during legislative deliberations. The Contractor shall also provide daily summaries of items of interest to the areas for which AF/A5XP is responsible.

3.9.12.4 As identified by AF/A5XP, the Contractor shall provide subject matter expertise on analysis, research, and scholarly material related to emerging issues concerning arms control, CP, nonproliferation, space policy, missile defense, and similar national security issues. Research and analysis may be in response to short-term requirements, or may require a long-term effort, up to one (1) year to complete. Products will be specified by AF/A5XP and may include draft and final reports of the research and analysis, briefings, or informal discussions to provide required information to AF/A5XP officials. The Contractor shall support and conduct workshops or seminars (up to three (3) events on an annual basis lasting approximately one (1) to two (2) days per event) on emerging issues identified above when identified by AF/A5XP as a means to support research and analysis efforts. Research conducted by the Contractor may require CONUS/OCONUS travel.

3.9.13 COUNTERPROLIFERATION OF WEAPONS OF MASS DESTRUCTION SUPPORT

3.9.13.1 The growing threat posed by WMD, specifically CBRNE weapons, is one of the most serious challenges facing the AF today. The AF has taken on this challenge to more fully

develop and institutionalize required C-CBRNE capabilities, enabling the success of the aerospace mission in the 21st century battlespace. AF/A5XP is the AF operational lead for combating WMD. The Contractor shall support and provide AF-unique C-CBRN operational & hazard advice to inform and develop AF-wide DOTMLPF counter-WMD solutions and capabilities. Support to this task area requires codifying counter-WMD in AF operational plans, policy, doctrine, guidance and procedures; integrating and synchronizing AF efforts across the full counter WMD spectrum; supporting and executing the CSAF C-CBRN Master Plan & Roadmaps; providing MAJCOM support to execute C-CBRN activities; developing and implementing C-CBRN CONOPS; institutionalizing C-CBRN into AF education, training and exercises; leveraging science and technology (S&T) and research, development, test and evaluation (RDT&E) to refine hazards, reduce risk and demonstrate capabilities; incorporate counter-WMD operational concepts into AF standards into programs and budgets; and manage AF C-CBRN operations globally. The Contractor shall support the AF/A5XP mission by assisting them in establishing AF operational policy, strategy, CONOPS, and doctrine on combating WMD, CP, and C-CBRN programs. The Contractor shall provide support to this task area on-site at AF/A5XP, on-site at specified MAJCOM/Agency locations, and off-site from the Contractor's location.

3.9.13.2 AF/A5XP requires on-site policy and technical support to be performed in the NCR to provide CBRN with necessary operational support to accomplish its missions. The Contractor shall provide support to analyze, interpret, and integrate the National Security Strategy, Presidential Directives, military Strategic Planning Guidance (SPG), National Planning Guidance (NPG), Unified Command Plan (UCP), Defense Strategy, and Joint Strategic Capabilities Plan into effective AF policies, procedures and guidance relating to CBRN operations. The Contractor shall make recommendations and provide advice and guidance to support the development of AF strategies and policies. Recommendations shall be provided in a formal written and/or informal verbal format to AF/A5XP.

3.9.13.3 The Contractor shall provide ongoing support for day-to-day AF/A5XP requirements, taskings, and special projects. The Contractor shall review, research, draft, respond, comment, evaluate, coordinate, and route in the proper AF format SSSs, information, background, point, white papers, staffing packages, and other actions related to combating WMD, CP, and C-CBRN related issues and inquiries. The Contractor shall complete staff packages to include a combination of internally generated packages and packages received from external organizations. The Contractor shall support special projects such as the Counterproliferation Review Committee (CPRC) Report, advocacy for the CP program elements (PEs), bio-security, and the Smallpox/Anthrax vaccination implementation program by either managing the efforts, performing AF POC responsibilities, preparing briefings, and/or drafting papers in support of AF/A5XP.

3.9.13.4 The Contractor shall provide logistical support to recurring WMD, CP, and C-CBRN related AF/A5XP sponsored meetings, forums, working groups (WGs), planning sessions, Integrated Process Teams (IPTs), conferences, workshops, training courses, seminars, and boards. The Contractor shall provide support to the following functions as required by each specific event: prepare, support, and attend; facilitate and host; schedule and coordinate meetings, group members and sites; draft, coordinate, and finalize agendas; prepare and

distribute read-ahead material, back-up materials, historical records, presentations, briefing slides, and notes; prepare handouts; draft talking points and presentations for senior AF officials; secure and set-up of audio visual/IT equipment; coordinate and initiate communications requirements/requests to include setting up video and teleconferences; coordinate security requirements; arrange and obtain conference facilities; arrange and coordinate luncheons; prepare graphic support materials (slides, movie clips, etc.) for use in presentations; prepare and distribute meeting minutes; monitor and track action items; develop attendee rosters; provide, draft, develop, and/or distribute all relevant reference briefings and documents; draft, prepare, and publish minutes, follow-up documentation, and coordination. Events may include, but are not limited to, the AF C-CBRN Council and Policy Working Group (PWG), MAJCOM teleconferences, the Education, Training, and Exercise Working Group (ETE WG), and the Operational Requirements Technical Study Team.

3.9.13.5 For specific events identified by AF/A5XP, the Contractor shall conduct a post-event assessment to determine the success of the event and determine how future events could be improved. The assessment shall include providing lessons learned, evaluation reporting, recommendations, and After Action Reports (AARs). The AARs shall include an overall assessment of the event, overall cost breakdown of the event, any cost implications and recommendations, final attendee list, feedback and survey results, assessment of the logistics, analysis of the quality of speakers, infrastructure, and the information presented and content. The Contractor shall recommend future changes based on its assessments.

3.9.13.6 The Contractor shall provide on-going WMD, CP, and C-CBRN support to conduct analysis and research on current related issues and assist AF/A5XP in developing strategies and courses of action to attain AF goals and objectives. The Contractor shall research, respond, and support actions resulting mainly from OSD, JS, and AF taskings. On a daily basis, AF/A5XP receives various taskers/taskings for requests for information, plans, roadmaps, AF policies, procedures, and input. The Contractor shall draft responses to inquiries, conduct research, review documents, provide policy and guidance, consult others as required from MAJCOMs/other agencies, provide information, draft point papers, briefings, and other staff instruments (such as SSSs, Joint Action Brief Sheets, etc.), develop AF positions in response to any issues/problems, assemble comments, coordinate and obtain approval at required agencies, emerging issues, and areas of interest with both short and long term suspenses. At times the Contractor shall be required to rapidly respond and provide analysis and research support to short-notice (less than 24 hour) taskings and provide a coordinated and approved response.

3.9.13.7 The Contractor shall review, analyze, and coordinate DoD, JS, COCOM, AF, MAJCOM, and other agencies/Service C-CBRN documents and programs, and prepare division, directorate, and/or the Deputy Chief of Staff (DCS) responses to these documents. The Contractor shall review and comment on planning, programming, guidance, and strategy documents; tactics, techniques and procedures; CONOPs and operational plans; publications; security and policy documents and reviews; advanced concept technology demonstration plans; policy proclamations; and doctrine. Responses may be in the form of formal letters and memorandums, emails, SSS for coordination, and/or comment matrixes.

3.9.13.8 The Contractor shall review, analyze, and provide support to AF/A5XP in activities involving the Quadrennial Defense Review (QDR), the Joint Chemical, Biological Defense Program (CBDP), the Joint Requirements Office (JRO), and the Joint Program Executive Office (JPEO). The Contractor shall review and analyze the associated tasks to determine required AF/A5XP action, coordinate and circulate the documents to the appropriate offices for review, assemble comments, resolve any related conflicts/inconsistencies, prepare and deliver briefings, and/or conduct hazard modeling and simulation (M&S) analysis.

3.9.13.9 The Contractor shall provide AF/A5XP with recommendations and requirements in AF, Joint, and DoD corporate forums. The Contractor shall interface with the Joint Capabilities Integration and Development System (JCIDS) and coordinate an AF approved response to AF CP and C-CBRN interests in JCIDS activities, meetings, and conferences. The Contractor shall attend associated meetings, provide advice on AF/A5XP areas of interest, draft, prepare, and present briefings, and conduct hazard duration operational analysis.

3.9.13.10 The Contractor shall conduct research, analysis, and program management supporting and documenting the DoD CBRN Survivability Program in accordance with DoD Instruction 3150.09. The DoD CBRN Survivability Program requires that all CBRN mission critical systems be CBRN survivable. DoD Instruction 3150.09 establishes processes for ensuring the survivability of CBRN mission-critical systems in a chemical, biological, and radiological (CBR) environment or a nuclear environment. This process involves compiling and submitting an annual report to DoD via the Select and Native Programming Data Input System (SNAP) systems.

3.9.13.11 The Contractor shall operate the DMS in order to prepare, format, and transmit official AF messages; IRSS to coordinate JCIDS documents, and the Knowledge Management and Decision Support (KM/DS) System, an external Joint Chief of Staff (JCS) decision management system to coordinate JCIDS documents for AF/A5XP. The Contractor shall process approximately one hundred (100) IRSS-tasked and KM/DS-tasked document reviews annually. The Contractor shall review documents, route and coordinate with other related offices, collate comments, resolve any discrepancies, and coordinate an AF-approved response.

3.9.13.12 The Contractor shall review on a weekly basis approximately twenty (20) documents per month to include JCIDS documents in KM/DS and IRSS. The Contractor shall ensure the documents contain the appropriate CBRN survivability declarations. If the appropriate declarations are missing, the Contractor shall notify the Government sponsor, consult with the document's author, and provide recommended action to correct the oversight. The Contractor shall establish and maintain a database on the SIPRNET with the results of this review for use in preparing the AF's annual report to DoD.

3.9.13.13 The Contractor shall assist AF/A5XP by attending corporate forums, such as mission area task forces, analytical subgroups, and standing or ad hoc panels, committees, and working groups to include supporting the CPRC annually, the Modernization WG on a monthly basis, Combating WMD WG and the Strategy Plans and Policy and Doctrine WG on a bi-weekly basis. The Contractor may be required to interact with other DoD, JS, and MAJCOM offices and participate in discussions relevant to the AF C-CBRN pillars in support of these forums. Forums

may include the National Defense University (NDU), Combating WMD (CWMD) Conference, Counterproliferation Center (CPC), WMD Conference, U.S. Strategic Command (STRATCOM)/HQ U.S. Special Operations Command (USSOCOM) Synchronization Conferences, and numerous S&T conferences. AF/A5XP requires support to include providing technical information, analysis, and recommendations while attending policy and planning meetings, workshops and conferences.

3.9.13.14 The Contractor shall identify, analyze, and research emerging issues in all mission areas relating to proliferation prevention, active defense, passive defense, counterforce, and consequence management. The Contractor shall provide assistance and consultation in devising innovative managerial and organizational solutions to mission challenges. Support shall specifically include the WMD Interdiction mission to stop the transportation of WMD related materials between state and non state actors of proliferation concerns as it pertains to air interdiction. AF/A5XP leads the development of AF capabilities and directives and the Contractor shall provide research and analysis to support development.

3.9.14 CBRN STRATEGY, POLICY, DOCTRINE, AND CONOPS SUPPORT

3.9.14.1 The Contractor shall provide advice on DOTMLPF analytical support for improving C-CBRN capabilities. The Contractor shall support A5XP's development and update of the CBRN Master Plan and associated C-CBRN Roadmaps. The CBRN Master Plan is approved by the CSAF for execution and coordinates the USAF's efforts over a five (5)-year period to establish, maintain, improve, and evaluate its readiness to accomplish the full suite of C-CBRNE missions and to operate in a CBRNE environment. AF/A5XP is the OPR for authoring, coordinating, and staffing the Plan. The Contractor shall support AF/A5XP in the development and publication of the CBRN Master Plan.

3.9.14.2 The Roadmaps associated with the CBRN Master Plan guide the implementation of the CBRN Master Plan and describe the tasks required to be accomplished to fully implement the Master Plan. The Roadmaps are "living" documents and are expected to be completely revalidated, rewritten, and coordinated every twenty-four (24) months. AF/A5XP is the OPR for many tasks listed on the Roadmaps. The Contractor shall assist AF/A5XP in maintaining the currency and reissuance of the Roadmaps, and completion of designated AF/A5XP tasks on the Roadmaps.

3.9.14.3 The Contractor shall develop, maintain, update, and implement each element of the C-CBRN CONOPS. The C-CBRN CONOPS includes Counter-Biological Weapon (C-BW), Counter-Radiological Weapon (C-RW), and Counter-Chemical Weapon (C-CW) procedures. The Contractor shall conduct research and analysis to ensure CONOPS are current, relative, effective, and applicable to new and emerging threats, missions, and locations.

3.9.14.4 The Contractor shall conduct studies and analyses, as required, to improve understanding of C-CBRN readiness gaps or allied/Joint best practices. The Contractor shall conduct studies and analyses in accordance with C-CBRN readiness gaps identified in the Joint capabilities documents and highlighted best practices of allies, sister-services, other Government agencies, and/or within the civil/academic environment. The Contractor shall provide a monthly

feedback briefing to include a written status report identifying and describing on-going studies and analyses and upcoming/projected studies and analyses to AF/A5XP for review, feedback, and guidance. Based on the Government's comments the Contractor shall incorporate any necessary changes or input to provide AF/A5XP with a completed product. Once approved and accepted by AF/A5XP, the Contractor shall maintain the products in a document library for future reference.

3.9.14.5 The Contractor shall support the AF's C-CBRN Education, Training, and Exercise (ETE) Initiative, including task competency development, gap identification/analysis, implementation planning, education training & exercise requirements, and lessons learned. The ETE initiative is an AF/A3/5-directed effort to institutionalize C-CBRN operations into the AF warfighter's daily routine. The Contractor shall develop, review, and improve C-CBRN readiness and inspection criteria. The Contractor shall monitor the execution of the AF CBRN Council-directed courses of action in all AF/A5XP C-CBRN responsibilities.

3.9.14.6 The Contractor shall support AF/A5XP's product efforts and cross-functional leadership role, including the C-CBRN Council, Policy WG, Joint WG, Operational Requirements Technical Study Team, Education Training & Exercise Working Group, and other associated forums for C-CBRN cross-functional capability improvements. The Contractor shall provide logistical support to include, but not limited to, scheduling meeting locations/dates, notifying attendees, collecting and interpreting the presentation materials, producing handouts, taking notes, producing meeting minutes, and tracking assigned action items until completion. The Contractor shall interface with the AF and Joint arenas to improve the AF's C-CBRN program through requirements document development, production of a quarterly newsletter, overseeing initiatives through appropriate requirements, and acquisition processes. The Contractor shall track and report MAJCOM progress in meeting C-CBRN readiness priorities to AF/A5XP. The Contractor shall support C-CBRN outreach efforts to include briefing, staffing, and research support to workgroups, conferences, and other forums as identified by AF/A5XP to support AF C-CBRN education and training goals.

3.9.15 CBRN TECHNICAL ANALYSIS SUPPORT

3.9.15.1 The Contractor shall provide technical analysis addressing issues from the point of view of "what does this mean to the USAF" on questions that arise in the C-CBRN technical domain. The Contractor shall provide technical research and operational evaluations to assess, interpret, shape, and advise the Air Staff and other AF organizations regarding what test results mean for the operator. This understanding, along with good testing and analysis, underpin the AF's policy, doctrine, tactics, techniques, and procedures (TTPs), as well as what equipment is best to address the threat. The general categories of analysis and quantitative assessment the Contractor shall perform include: Threat and Vulnerability Assessments, Basic Challenge Sources, Attack Characterization, Atmospheric Transport Dispersion Modeling, Chem-Bio Defense (CBD) Equipment Operations, AF Operations, Risk Assessment/Management, Hazard Modeling and Analysis, Detector Capability Analysis, Decontamination Requirements Analysis, Technical Design and Conduct of Laboratory and Field Testing, which support the development and implementation of the C-CBRN CONOPS and other supporting efforts. The technical analysis the Contractor shall perform includes, but is not limited to, the following:

3.9.15.1.1 Characterize and operationally assess the full range of threat agents, delivery means, release mechanisms and release environments for CBRN weapons.

3.9.15.1.2 Assess operational impacts of CBRN weapons on the full range of common airbase environments (e.g. surfaces, equipment and structures).

3.9.15.1.3 Update and refine the information (for example the de-MOPP times) in the hazard duration risk management tools (compilation of the databases and software) models based on advances in scientific testing and manage hazard duration risk management tools.

3.9.15.1.4 Monitor advances in the scientific community's understanding of the CBRN hazard environment and make recommendations for updating the AF's hazard duration risk management tools and manage duration risk management tools. For example, the C-CW hazard duration tables currently used in the C-CW CONOPS.

3.9.15.1.5 Accomplish technical and analytical refinements and changes in the scientific community's understanding of the CBRN hazard environment to AFIs, AFMANs, Air Force Pamphlets (AFPAMs), TTPs, training materials, and other operational and policy guidance.

3.9.15.1.6 Conduct technical reviews of Joint Operational Requirements Documents to ensure C-CBRN development and acquisition programs are consistent with AF key performance parameters (KPPs). KPPs are mandatory requirements that new equipment must meet before the AF will purchase it.

3.9.15.1.7 Develop, maintain, and operate current and future sortie generation M&S products to include, but limited to, the following tools: VLSTRACK, HPAC, JEM, Excel, Access, RadPro Calculator, Convert, DPointe, Surfer, JEM, STAFFS, NBC-CREST, HOTSPOT, ALOHA, Barad-Hildst, PEGEM, DEGADIS, STEP, SERPENT, InFluSim, ADPIC, SCIPUFF, DREAM.

3.9.15.1.8 Support CBRN operational testing and experimentation. The Contractor shall provide advice on AF-related tests, experiments, and demonstrations. These events may be a part of AF efforts, or may be associated with Joint or interagency programs (e.g. Joint Combat Developer for Experimentation, Missile Defense Agency, Air Force Research Lab, etc.). These organizations conduct analyses, tests, and studies and provide the raw test results to the AF. The Contractor shall assist AF/A5XP in reviewing the test results, determine that they represent valid data, and incorporate the results into the applicable AF guidance (for example, evacuation criteria, exposure limits, standoff distances, de-MOPP timelines, and decontamination standards). The Contractor shall evaluate and interpret equipment test results, evaluate decontamination results, convert test results into operational standoff distances, and determine when it is safe to take off protective equipment.

3.9.15.1.9 Provide responsive analysis support to emerging task forces such as the Joint Toxic Industrial Chemical (TIC)/Toxic Industrial Material (TIM) Task Force.

3.9.16 CBRN EDUCATION AND RESEARCH SUPPORT

3.9.16.1 The Contractor shall provide CBRN education and research support to include, but not limited to, the following:

3.9.16.1.1 Support AF/A5XP education and training requirements to include coordinating with, staffing proposals, and maintaining liaison with: the USAF CPC, Air University, the Air Force Institute of Technology (AFIT), and USAF INSS. The Contractor shall assist AF/A5XP in institutionalizing a cross-functional, accession-to-separation approach to achieve a full-spectrum C-CBRN operational capability and improve C-CBRN interoperability with other Services and agencies. The Contractor shall assist AF/A5XP in accomplishing this by incorporating required C-CBRN competencies (as defined by AFMAN 10-2605) into formal education and training venues throughout the AF.

3.9.16.1.2 The Contractor shall plan and execute AF sponsored education and research conferences and meetings in support of the ETE Working Group. Annually, the Contractor shall support an estimated five (5) events with attendees ranging from ten (10) to one hundred (100) participants. The education and research events will be held at the UNCLASSIFIED or SECRET levels and involves participants from the Services, Joint Staff, OSD, and other government, academic, and commercial entities. The Contractor shall provide support to the following functions as required by each specific event: prepare, support, and attend; facilitate and host; schedule and coordinate meetings, group members, and sites; draft, coordinate, and finalize agendas; prepare and distribute read-ahead material, back-up materials, historical records, presentations, briefing slides, and notes; prepare handouts; draft talking points and presentations for senior AF officials; secure and set-up of audio visual/IT equipment; coordinate and initiate communications requirements/requests to include setting up video and teleconferences; coordinate security requirements; arrange and obtain conference facilities; arrange and coordinate luncheons; prepare graphic support materials (slides, movie clips, etc.) for use in presentations; prepare and distribute meeting minutes; monitor and track action items; develop attendee rosters; provide, draft, develop, and/or distribute all relevant reference briefings and documents; draft, prepare, and publish minutes, follow-up documentation, and coordination.

3.9.16.1.3 Develop and update training materials and provide training management assistance. The Contractor shall develop training materials to accomplish the necessary tasks, which may include developing briefing slides, handouts, brochures, and/or discs. The Contractor shall provide training management assistance to include everything from taking notes for training adjustments to actual instruction from the head of the class. Training materials and training management assistance shall support both internal programs hosted by AF/A5XP as well as external mission training programs, in which AF/A5XP is invited to outside events to provide advice in a related subject matter area.

3.9.16.1.4 Attend and participate at Air University, NDU, and other educational institutions' discussions, meetings, conferences, demonstrations, workshops, seminars, and other related forums amongst the community stakeholders in support of AF/A5XP when identified. The Contractor shall ensure the AF/A5XP's requirements are voiced and will research, review, recommend, and analyze topics for discussions as well as analyze the requirements and concepts being exchanged to identify and provide recommendations on information that impacts

AF/A5XP strategies and planning. The Contractor shall provide the Government with information, point, white, and decision papers discussing the results, findings, progress, problems, recommendations, impact of meeting decision outcomes, and provide input to the AF/A5XP POCs and as needed on courses of action to implement and/or mitigate changes that result from these decisions.

3.9.17 COUNTERPROLIFERATION SUPPORT TO MAJCOMS AND OTHER AGENCIES

3.9.17.1 The Contractor shall provide full-time on-site CP and C-CBRN support at selected MAJCOMs, NAFs, and other related agencies as identified by AF/A5XP at CONUS and OCONUS locations. The Contractor shall support each identified MAJCOM providing advice on AF/A5XP CP and C-CBRN plans and policy. The Contractor shall provide support at the following locations:

- Air Education and Training Command (AETC) at Randolph AFB, TX
- HQ AFSPC at Peterson AFB, CO
- Air Force Special Operations Command (AFSOC) at Hurlburt Field AFB, FL
- HQ USAFE at Ramstein AFB, Germany
- HQ PACAF at Hickam AFB, HI
- HQ AFCENT at Shaw AFB, SC

3.9.17.2 The Contractor shall assist each MAJCOM in improving and institutionalizing CP and C-CBRN operational capabilities. The Contractor shall assist the above identified MAJCOMs/agencies in implementing the AF C-CBRN Master Plan and CONOPS. The Contractor shall provide CP and C-CBRN operational support to the above AF MAJCOMs and agencies as identified in the previous paragraphs, but specific to each MAJCOM to include the following additional support:

3.9.17.2.1 Assist AF/A5XP in integrating and ensuring CP and C-CBRN efforts in MAJCOM/agency AOR operation plans (OPLANS) and CONOPS. The Contractor shall identify, evaluate, and coordinate AF requirements and positions through their MAJCOM. The Contractor shall work with their respective MAJCOM to voice and incorporate AF/A5XP's requirements.

3.9.17.2.2 Assist the MAJCOMs/agencies in accomplishing and implementing tasks derived from the C-CBRN Master Plan and Roadmaps. The Contractor shall research, draft, and prepare doctrine style documents for AF review and implementation.

3.9.17.2.3 Work amongst staff offices within the MAJCOMs/agencies on C-CBRN concepts and CONOPS to ensure integration of CP and C-CBRN efforts across the organization and with supported and subordinate units. The Contractor shall ensure the integration of the CONOPs and assist with the Master Plan and Roadmap tasks. The Contractor shall coordinate with MAJCOM offices, obtain their position to the implementation plan, monitor the plan, and coordinate with AF/A5XP.

3.9.17.2.4 Identify and disseminate MAJCOM/agency CP and C-CBRN related capabilities, shortfalls, and solutions across each C-CBRN pillar to AF/A5XP and within the MAJCOM agency. The Contractor shall provide to both AF/A5XP and the MAJCOM agency. The Contractor shall provide the Government with information via papers, emails, briefings, and other AF Staff instruments (SSSs, Joint Action Briefs, etc.) discussing the results, findings, recommendations, and impacts. The Contractor will also provide input to the AF/A5XP on items of interest to the AF and courses of action to assist AF/A5XP.

3.9.17.2.5 Support the development/institutionalization of CP and C-CBRN doctrine, policy, education and training, as well as TTP at the MAJCOM/agency. The Contractor shall attend meetings, exercises, war games, conferences, and WGs to further emphasize and support AF/A5XP's C-CBRN requirements.

3.9.17.2.6 Support each identified MAJCOM/agency, as required, and provide support at CP and C-CBRN related activities and initiatives to include education and training, exercises/wargames, and inspections. The Contractor shall present AF/A5XP's requirements and interests during the CP and C-CBRN activities and events. Historically, the Contractor shall be required to participate once a month in a related event. The Contractor shall ensure MAJCOM/agency inspection and reporting criteria integrate CP and C-CBRN policy, doctrine, and guidance. The Contractor shall continually recommend updates to MAJCOM/agency inspection and reporting criteria to their respective MAJCOM/agency.

3.9.17.2.7 Support other AF/A3/5 identified C-CBRN efforts as they arise. Occasionally, last-minute taskings are assigned to AF/A5XP from AF/A3/5. The Contractor shall assist AF/A5XP in quickly providing required responses addressing immediate-attention issues. The Contractor shall perform research, draft, and forward a position paper concerning immediate taskings to the AF/A5XP Government representative for incorporation with the official response.

3.9.17.3 Specific MAJCOM/NAF support shall include, but is not limited to, the following:

3.9.17.3.1 At HQ USAFE, the Contractor shall provide on-site Counterproliferation support. Contractor support shall include research and analysis of policy and technical issues associated with countering threats from chemical and biological weapons, preventing proliferation, and acting as a liaison between HQ USAFE and other AF and DoD-wide operational planning and policy-making forums. Contractor personnel supporting HQ USAFE must have experience providing support to HQ USAF in executing its Counterproliferation and combating WMD responsibilities. The Contractor shall review AF MAJCOM and unit compliance plans, update HQ USAFE-wide training materials, and assist units in implementing CONOPs and preparing to counter WMD threats. The Contractor shall also provide back-up support to the Arms Control and Nuclear Policy missions of the USAFE Threat Reduction Branch (A8PT) with Counterproliferation being the primary responsibility.

3.10 A3O Exercise Support

3.10.1 USAF/AF/A3O-ATT Exercise Execution Support, Combatant Commanders Exercise Engagement (CE2) program.

3.10.1.1 Command Post Exercise (CPX) Planning and Execution.

- The Contractor shall plan, organize, facilitate, and execute Air Force participation in all exercises as they become actionable to AF/A3O-ATT in accordance with AFI 10-204, *Participation in Joint and National Exercises*. The full text of AFI 10-204 may be accessed at: http://www.e-publishing.af.mil/pubfiles/af/10/afi10-204/afi10-204.pdf. The duration of each exercise, from the historical record, is typically 5-10 days with each specific exercise occurring once per year. While the Government anticipates this subtask to be supported on a continual basis, due to many possible exercises, this requirement will routinely occur quarterly. This could result in 24/7 operations to support the Air Force Exercise Control Group (AFECG).
- The Contractor shall deliver each plan to the Government in the form of a management briefing at the Government facility. This includes electronic and hard copies of all briefing materials. Any comments generated by the Government shall be incorporated in the plan prior to proceeding.
- Once the exercise execution is completed, the Contractor shall prepare and submit a post exercise report to the Government which describes the completed process and results of the organization, facilitation, and execution of the exercise.

3.10.1.2 Exercise Planning Guidance Support. The Contractor shall support the Air Force exercise planners in developing overall exercise plan guidance. The Contractor is responsible for maintaining and updating AFI 10-204. The Contractor is responsible for review and coordination of the Program Execution Plan (PEP) authored by Joint Staff J-7 and the USAF Exercise Weight of Effort (WoE) authored by Air Combat Command (ACC). Overall exercise plan guidance includes Air Force participation, objectives, responsibilities, artificialities, simulations, and constraints. The specific support provided to the Air Force exercise planners shall be described in the monthly status report. In addition, the Contractor shall attend Joint Staff and Air Force initial, middle, and final planning conferences for all exercises Headquarters Air Force (HAF) is expected to support during the contract period of performance. The Contractor shall deliver a detailed trip report to the Government within two business days of each attended conference. Also, the Contractor shall coordinate, collect, edit, and integrate information into the guidance for all Air Force Crisis Action Team (AFCAT) exercise participation.

3.10.1.3 Master Scenario Events List (MSEL) Support. The Contractor shall support Air Force exercise planners in the development and recommended timing of events within the expected exercise scenario. Specifically, the Contractor shall:

- Review Joint Staff objectives and recommend changes to support Air Force objectives
- Recommend specific events to support or stimulate play for each objective
- Develop, deliver, and revise (as necessary) MSEL items
- Collate, analyze, and produce in matrix format the proposed MSEL items as they relate to and support individual Air Force objectives
- Edit and prepare implementers for injection into play
- All recommendations and MSEL items shall be delivered, as needed, within five business days of providing specific support. All Joint MSEL-related assistance provided to Air Force customers will be documented in the monthly status report.

3.10.1.4 After-Action Reporting Support. The Contractor shall assist the Air Force Exercise Project Officer in preparing data collection materials for exercise data collectors and developing the exercise after-action report. The Contractor shall describe all provided assistance in the monthly status report.

3.10.1.5 Inquiry Response Support. The Contractor shall research, analyze, and prepare written proposed responses to Air Staff, Chairman, Joint Chiefs of Staff (CJCS), DoD, Congressional, Government Accounting Office, Air Force Audit Agency, and other staff inquires. The Contractor shall review Air Force, Joint, DoD, and other staff publications, documents, and proposals as necessary to respond accurately. The Contractor is responsible for maintaining/updating all Emergency and Special Program (ESP) code listings within the Defense Finance and Accounting System (DFAS) manual and with SAF/FMBMB. The Contractor shall deliver all inquiries and their responses to the Government for review and concurrence prior to responding to inquiry.

3.10.1.6 CJCS Training Support. The Contractor shall review, analyze, and prepare proposed comments for revisions and updates to the Joint Chiefs of Staff (JCS) instructions, manuals, publications, and changes to Joint Training initiatives. The Contractor shall attend CICS Joint training conferences; participate in Joint working groups; and provide assistance resolving Joint training issues. The Contractor shall deliver all proposed comments for document revisions and updates to the Government within five work days from initiative review. The Contractor shall deliver all conference trip reports within two working days. The Contractor shall document all participation in Joint working groups and in resolution efforts of Joint training issues in the monthly status report.

3.10.1.7 Exercise Program Planning, Programming and Funding Exhibit Support.

- The Contractor shall provide planning, programming, and funding exhibit support relative to transportation and service funding of Air Force participation in CJCS Exercise Program (PE8), Combat Air Forces (CAF) Exercises and Training (PE27603F), and Joint National Training Capability (PE84757). The Contractor shall document all participation and support provided for the CJCS Exercise Program, CAF Exercises and Training, and Joint National Training Capability in the monthly status report.
- The Contractor will provide decision support to CE2 Program Element Monitor (PEM) in determining allocations under each program element. CE2 Service Incremental Fund (SIF) Program Element (PE) 84767D Joint Exercises. Contractor will solicit financial plan inputs from MAJCOM/DRU/FOA/COCOM stakeholders, analyze inputs and provide recommendation for PEM decision. Contractor will support AF/OSD/JS financial process and participate in any “PEM Parade” as required by a panel chairperson. Contractor supporting PEM will obtain Air Force Planning, Programming, Budgeting and Execution System training.
- The Contractor will monitor the CE2 SIF portion of PE84767D BPAC WH7131 for adequacy and identify shortfalls. Contractor will assist the PEM in implementing any requirement processes, prioritization and request for additional funds based on Joint and OSD’s specific guidance. Contractor will assist PEM in monitoring the distribution,

obligation and reporting of SIF funds. Contractor will provide OSD/JS reports as directed.

- The Contractor will monitor the Commercial Ticket Program (CTP) portion of the CE2 program. Contractor will assist the PEM to ensure requests do not exceed funding available. The Contractor will also monitor quarterly spending by exercise through monthly reporting of the agencies.
- The Contractor will aggregate MAJCOM reports to develop, maintain, and update a single report identifying by exercise CE2 program quarterly and annual spending totals.
- The Contractor will attend periodic PEM training, in addition to hands on training in Automated Budget Interactive Data Environment System (ABIDES), Commanders Resource Integration System (CRIS), Automated Business Services System (ABSS), Planning, Programming, Budgeting, and Execution (PPBE) and Execution Management System (EMS). Contractor will travel as required to agencies for training and informational meetings in support of CE2 program. The Contractor will attend the World-Wide Joint Training and Scheduling Conferences and support and participate in Joint working groups and resolution efforts that involve Joint training issues.

3.10.1.8 Update HQ USAF Community of Practice (CoP). Functions as webmaster for the CE2 Community of Practice (COP) webpage. Designs and maintains the webpage to respond to current training issues. Ensures briefings and other documents associated with CE2 program management is posted on the COP.

3.10.1.9 Action Officer/Staffing Support. The Contractor will monitor Branch Task Management Tool (TMT) tasks/workflow and respond as required. Attends government provided Action Office (AO) orientation and task management training for both Non-Secure Internet Protocol Router Network [NIPRNET] and Secret Internet Protocol Router Network [SIPRNET]. Responds to miscellaneous workload assignments as required.

3.10.2 HQ/USAF AF/AF/A3O-ATT Training Transformation (T2) Exercise Planning Support.

3.10.2.1 Joint National Training Capability (JNTC) Requirements Workshop and other T2 related Workshop/Conference Support. Facilitates semi-annual meetings of the Air Force (AF) T2 stakeholders, to include logistics requirements, building slide presentations, and presenting briefings. Represents AF at Joint Assessment and Enabling Capability (JAEC) working groups/telecoms. Monitors email from T2/JNTC stakeholders concerning program management issues and prepares responses.

3.10.2.2 Update HQ USAF Community of Practice (CoP). Functions as webmaster for the JNTC Community of Practice (COP) webpage. Designs and maintain the webpage to respond to current Joint training issues. Ensures briefings and other documents associated with Requirements Workshops are posted on the COP.

3.10.2.3 Joint Training Support. Contractor is required to attend conferences, meetings, and working groups associated with the T2/JNTC program. Represent AF T2 at the Joint Knowledge Development and Distribution Capability (JKDDC) program working groups/telecoms and

coordinates MAJCOM inputs for training courseware development requests through the Air Force JKDDC OPR (AF/A1). The Contractor will provide AF T2 representation at Integrated Operations with Other Government Agencies/Multinational working groups and review associated documents for impact on the AF T2 and training/exercise programs. Respond to data calls from OSD/Joint Staff as required.

3.10.2.4 Inquiry Response Support.

- The Contractor will review applicable Program Management publications including the T2 Implementation Plan, Program Goals and Objectives, Program Execution Plan, and a variety of Concept of Operations Plans (CONPLANS). Reviews and scores JNTC Program Budget Request (PBR) documents to prioritize funding distribution for each Fiscal Year. Prepares JNTC funding distribution documents which summarize how JNTC resources are distributed to the MAJCOMs during each fiscal year.
- The Contractor is responsible to provide feedback/issue briefings to Air Force senior leadership on Joint training issues. Prepares draft presentations on Joint training and/or Flag Exercises, as required. Reviews and prepares coordinated responses on Air Force, Joint Staff, and OSD documents sent for review or information. Prepares and coordinates required responses to training issues addressed during Warfighter Talks. The Contractor will prepare documents in response to Joint Action Control Office (JACO) taskings as required, and will obtain government required training to function as one of the Division's JACO Joint Readers (J-Reader).

3.10.2.5 Exercise Planning Guidance Support. The Contractor will maintain and update AFI 10-251, Air Force Participation in Joint Training Transformation Initiative (JTTI) and Joint National Training Capability (JNTC) Events, T2 Implementation Plan, and other T2/JNTC related documents.

3.10.2.6 Action Officer/Staffing Support. The Contractor will monitor Branch Task Management Tool (TMT) tasks/workflow and respond as required. Attends government provided Action Office (AO) orientation and task management training for both Non-Secure Internet Protocol Router Network [NIPRNET] and Secret Internet Protocol Router Network [SIPRNET]. Responds to miscellaneous workload assignments as required.

3.10.2.7 JNTC Exercise/Implementation Reporting. The Contractor will provide quarterly inputs on Joint training activities to the OSD staff as part of the Balanced Score Card Report. Provides AF/A3O-AOR quarterly inputs on Air Force Flag exercise training events as part of the Quarterly Readiness Report to Congress. Maintains currency on Air Force Flag exercise operations and be able to respond to senior leader questions. Ensures Major Commands (MAJCOMs) respond to OSD/Joint Staff data calls for JNTC information.

3.10.2.8 Modeling and Simulation (M&S) Support. The Contractor will provide technical manager and modeling simulations support T2 planning and execution. The Contractor shall coordinate the assignment to support T2 planning and execution. The Contractor shall coordinate the assignment and activities of Air Force technical representatives to T2 Technical Management Group Working Groups and Process Action Teams. The Contractor shall review T2 technical

directions, decisions and technical elements of proposed projects and actions for validity and impact to Joint and Service training capabilities and develop and direct recommended USAF responses.

3.10.3 T2 Liaison (LNO) Program HQ USAF/AF/A3O-ATT Support.

3.10.3.1 Air Staff Support. The Contractor will support Air Staff issues to the Joint Forces Command (JFCOM) Training Development Group (TD) and to the JNTC Joint Management Office (JMO). Documents participation/support provided in a monthly status report.

3.10.3.2 JTNC Operations Support. The Contractor will provide on-site support at JFCOM to the AF/A3O-ATT to support the continued operations of JNTC. Provide inputs to the JNTC Process Improvement Team. The Contractor will participate in Lean Six Sigma events to improve the JTNC budget process. Attends meetings, briefings, and conferences that concern T2 and JNTC at JFCOM and provides periodic updates to HQ USAF.

3.10.3.3 JTNC Development Support. Establishes resource coordination amongst OSD, JFCOM, HQ USAF, MAJCOMs, and other Air Force stakeholders

3.10.3.4 JNTC Program Execution Plan (PEP) Development Support. Provides JNTC PEP briefing to USAF stakeholders twice a year and coordinate USAF inputs to the PEP. Reviews PEP documentation and provides recommendations to USAF A3O-ATT to improve documentation. The Contractor will maintain/oversee Air Force inputs to the Joint Investment Database (JIDB). Collects USAF inputs for the PEP, analyzes for Joint context, and recommends prioritization to HQ USAF/A3O-ATT. Reviews other JNTC Stakeholder's PEP inputs and provides funding recommendations to HQ USAF/A3O-ATT. The Contractor will provide required documentation necessary to facilitate funding of USAF requirements and participate in JIDB improvement events.

3.10.3.5 Joint Exercise Development and Exercise Support. The Contractor will provide Air Force input to the planning process for Joint exercise schedules and Joint exercise development and assist the appropriate USAF MAJCOM representative through the JWFC's Joint Training Coordination Program (JTCP), to include coordination on other Service requests for USAF forces to support other Service exercises, and USAF requests for other Services support for USAF exercises. Provides like similar support for USAF Opposing Force (OPFOR) JTCP requests.

3.10.3.6 Joint Training Opportunities Identification Support. The Contractor will identify opportunities to improve Joint training within the Air Forces Air Expeditionary Force (AEF) deployment mission rehearsal training construct for inclusion in JNTC training events. Contractor will provide USAF training assistance to the Joint Accreditation and Certification (A&C) process of USAF training programs

3.10.3.7 JNTC Training Venues and "Joint Context" CONOPS Implementation Support. Assists with the implementation of the JNTC Training Venues and "Joint Context" CONOPS to

accredit and certify Joint training events and participating training sites according to predefined Joint training and interoperability criterion. Coordinates resolution of A&C mitigation shortfalls identified during the A&C process with the appropriate MAJCOM representative, the Joint Warfighting Center (JWFC) representative, and the program representatives.

3.10.3.8 Common Joint Systems Interoperability Support. Assist with management support integrating Air Force programs with other Service and Joint programs integrating: Command and Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance (C4ISR); Range Instrumentation and After Action Feedback; Opposing Force Technologies; Modeling and Simulation; Live-Virtual- Constructive implementation; Cross Domain Information Sharing; Knowledge Management into a cohesive integrated training capability; Emerging Warfare Concepts and Development and Development

3.10.4 HQ/AF/A3O-ATT Live Virtual Constructive Operational Training (LVC-OT) and Modeling and Simulation (M&S) Support.

3.10.4.1 Senior Leader and Requirements Planning Session Support. The Contractor shall support the Chief, Operational Training Division on LVC and M&S integration opportunities. Specifically, the Contractor shall provide support the integration objectives pertaining to LVC systems supporting M&S based training, exercises and mission rehearsal operations worldwide. The Contractor shall document and deliver the results of this task's support as a management briefing. The Contractor shall deliver the briefing to include a review of the integration implementation plan and related supporting information. All documentation created by the Contractor to support the briefing shall be delivered in hard and soft copies.

3.10.4.2 LVC Technical Modeling and Simulation Support Subject Matter Expert. The Contractor shall support the JNTC/T2 technical modeling efforts. The Contractor shall provide technical and management subject matter expertise to support LVC modeling and simulation efforts on Live/Virtual/Constructive systems for AF/Joint training, exercises, experiments and mission rehearsal and related JNTC activities to achieve national, Joint, and Air Force training requirements. The Contractor specifically coordinates the participation of Air Force personnel and organizations in these technical efforts to ensure continuity with operational and program management activities. The Contractor shall document the modeling and simulation subject matter expert assistance provided in support of this subtask and deliver as a management briefing. The Contractor shall deliver the briefing to include a review of the efforts and related supporting information.

All documentation created by the Contractor to support the briefing shall be delivered in hard and soft copies. The Government requires this effort once per quarter.

3.10.4.3 LVC Implementation and Action Plan Support. The Contractor shall provide program management efforts to support the enabling Air Force LVC implementation plans and required actions. The Contractor shall document all support provided for this sub-task in the monthly status report.

3.10.4.4 LVC Workshop Organization Support. The Contractor shall organize workshops with supporting agencies representing the Air Staff, MAJCOMs, Direct Reporting Units (DRU), Field Operating Agencies (FOA), and centers for required exercises. These workshops will discuss the training or exercise design; the required level of live virtual, and constructive activities; and the overall Air Force Training Objectives required. The workshops involve formal briefs and group discussion. Electronic and hard copies of all Contractor-prepared related products shall be delivered to USAF/AF/A3O-ATT. The Contractor shall document all support provided for this sub-task in the monthly status report

3.10.4.5 LVC Multi-level Security Program Development Support. The Contractor shall provide assistance to the USAF/AF/A3O-ATT in developing the Multi-level Security (MLS) Program for M&S. The Contractor shall provide primary point-of-contact support in addition to development. The Contractor shall document the assistance provided in support of this subtask and deliver as a management briefing. The Contractor shall deliver the briefing to include a review of the Multi-level Security Program's development efforts and related supporting information. All documentation created by the Contractor to support the briefing shall be delivered in hard and soft copies. The Government requires this effort once per quarter.

3.10.4.6 LVC Programs and POM Development Management Support.

- The Contractor shall assist the LVC Program Element Monitor (PEM) in analyzing and tracking the LVC programs in the POM development. The Contractor shall assist the LVC PEM in working with all stake holders in obtaining all information required by the AF Panel or AF/A8.
- Specifically, the Contractor shall track acquisition milestones for all LVC programs and initiatives. The Contractor shall document the assistance provided in support of this subtask and deliver as a management briefing. All documentation created by the Contractor to support the briefing shall be delivered in hard and soft copies. The Government requires this effort once per quarter.

3.10.4.7 LVC - Operational Training (LVC-OT) Information Security/Assurance and Training Architecture Support Subject Matter Expert.

3.10.4.7.1 Background: The Contractor shall provide Information Security expertise to assist the LVC-OT planning. The Contractor shall provide primary point-of-contact on- site support to the Chief, AF/A3O-CL Division in developing and coordinating Information Assurance, Multi-Level Security and CDIS procedures and solutions for applicable operational training programs and LVC integrating technologies. This support includes attending meetings, briefings, and conferences and organizing workshops that concern USAF, Joint, Coalition and Interagency distributed training architecture, security policy and information assurance (IA). The Contractor shall serve as a technical authority assisting the Air Staff, MAJCOMs, Direct Reporting Units (DRU), Forward Operating Agencies, and centers providing guidance to meet LVC-OT program goals and objectives and to conduct technical reviews of proposed IA plans and system technologies. Extensive coordination is required both within and outside the command and the position requires frequent CONUS travel. Decisions affect other users/systems outside of the command, within DOD, via interoperability and network interfacing. Advice, information, and

recommendations made by the individual form the basis for decisions by the command and will be documented in quarterly program management briefings and papers. Extensive internal and external coordination is required. Decisions affect other users/systems outside of the command, within DOD, via interoperability and network interfacing. Advice, information, and recommendations made form the basis for decisions by the command.

3.10.4.7.2 The Contractor shall conduct analysis, planning, design, implementation, documentation, and assessment of the LVC-OT enterprise structural framework to align IA strategy plans, and standards with the IT mission, goals, structure, and processes of the organization. Functions commonly performed include:

- Identifying gaps between current and target LVC-OT architectures and developing plans of action & milestones for transitioning to target security compliant architecture
- Defining the IA policies and principles to guide technology LVC-OT architecture decisions for the enterprise LVC-OT architecture
- Identifying opportunities and emerging technologies to securely improve enterprise-level support for Air Force, Joint and Coalition LVC-OT processes and capabilities
- Promoting and educating customers and stakeholders on the use and value of the secure enterprise architecture
- Providing enterprise architecture guidance, support, and coordination to customers and IA/IT/MLS/CDIS project teams
- Documenting the enterprise architecture infrastructure, including the business units and key processes
- Ensuring the technical integration of IA standards are achieved across the enterprise by participating in test planning, validation, and reviews
- Evaluating the impact of enterprise architecture products and services associated with ensuring IA compliance across the enterprise architecture
- Authoring IA/IT/MLS/CDIS elements of LVC-OT program operational concepts, flight plans, capabilities documents, and planning, programming and budgeting documents and exhibits
- Leading efforts to establish efficient and responsive LVC-OT architecture approval processes including required Authority to Connect/Operate documentation
- Documenting task accomplishments in the monthly status report managerial briefings and background materials as required

3.10.4.7.3 The Contractor must meet the following requirements:

- Be compliant with DoD Directive 8570 and CISSP, GSLC or CISM certified
- Have and maintain a current TS/SCI clearance
- Have knowledge of concepts, principles, practices, laws and precedents which apply to Information Assurance (IA), Security Policy, Multi-Level Security (MLS) and Cross Domain Information Solution (CDIS)
- Have technical knowledge of horizontal and vertical system integration, interactions and relationships among systems, and how the IA discipline relates to each
- Have a practical knowledge of IA within Special Access Program environments

- Have an extensive knowledge of IA processes and functions, particularly those associated with telecommunications, certification & accreditation, encryption, cross-domain solutions, and the risk management framework
- Have a very broad knowledge of the mission and functions of the Air Force and the information resource documentation used by the Navy, DoD, NIST, and IA/IT policies, concepts, procedures, regulations (e.g. DCID 6/3, JAFAN 6/3, DIACAP, etc)
- Have broad knowledge of theories of IA/IT planning sufficient to apply this knowledge to develop solutions to very broad and complex requirements across a broad spectrum of telecommunications and automation facets
- Have specific knowledge of the techniques used in industry to develop and refine information and telecommunications architectures
- Have specific knowledge ensuring compliance with higher authority directives and policy
- Understand the interrelationships of DoD and Air Force organizational structures
- Have extensive and diverse knowledge of IA/IT planning, programming, implementation, operations, maintenance and testing using a variety of IA processes and methods
- Perform comprehensive risk analyses to develop, implement and evolve cost-efficient program plans and solutions accommodating rapidly evolving technologies

3.10.4.8 TDY Travel Requirements.

- The Contractor shall be required to perform TDY travel in support of this task order. Specifically, the Contractor shall be required to perform TDY travel to locations in direct support of requirements.
- To the maximum extent possible, actual expenses are limited by the Government Travel Regulations and must be preapproved by the project manager prior to initiating travel.
- Currently, the Government anticipates yearly travel as follows:

Location	Frequency
Suffolk, VA	4
Orlando, FL	4
Albuquerque, NM	1
Las Vegas, NV	1
District of Columbia (Travel from Suffolk, VA)	4
Colorado Springs, CO	2
JELC CE2 Planning Conferences (Various Locations)	8
JNTC Requirements Conference	1
Europe (GE., UK)	2

3.11 Integrated Air Missile Defense (IAMD)

3.11.1 The Contractor shall assist the Headquarters Air Force IAMD Division (AF/A5XM) in identifying and developing Government positions on Strategic Issues. Issues will include, but not be limited to, the following: Institutionalizing IAMD into Headquarters Air Force, the Major Commands, Joint organizations, and the Missile Defense Agency (MDA); IAMD

Offense and Defense Integration; IAMD Active and Passive Defense Integration; Future IAMD Roles and Missions; Future IAMD Exercises and Wargames; IAMD Data and Network Integration. The Contractor will be familiar with and prepared to analyze and defend issues in support of A5XM's participation in, and support of, various IAMD-related forums to include the Missile Defense Executive Board (MDEB), Operational Forces Standing Committee (OFSC), Air Force/Missile Defense Agency Board of Directors, Command and Control General Officer Steering Group (C2 GOSG), and others to be identified. The Contractor will be prepared to interact with IAMD-related entities on the Air Staff, the Joint Community, and Office of the Secretary of Defense (OSD), and non-defense agencies and organizations. In support of these interactions, the Contractor will be required to assist the Government in the preparation of White Papers, Position Papers, Briefings, and related Air Staff documentation. If necessary, the Contractor will be expected to attend to present the results of any analysis in the appropriate forum.

3.11.2 The Contractor will assist the Government in supporting IAMD plans and programs across DoD. The Contractor will provide the subject matter expertise to identify Doctrine Organization Training Materiel Leadership Personnel Facilities (DOTMLPF) issues impacting IAMD plans and programs along with recommended courses of action. The Contractor will assist AF/A5XM in monitoring the implementation of recommendations directed by the 2010 Secretary of the Air Force/Chief of Staff of the Air Force (SECAF/CSAF) Integrated Air and Missile Defense White Paper. In addition, the Contractor will assist in the monitoring and tracking, taskings and required follow on planning resulting from the USN-USAF Warfighter Talks and the 2009 Concept Development Conference. The Contractor will assist the Government in developing and executing an IAMD Program Element(s) advocacy plan and provide issue support as well as Program Element Monitor (PEM) Support.

3.11.3 The Contractor will provide subject matter expertise in technology and transition issues relating to IAMD. These issues include, but are not limited to, the following: Phase Adaptive Approach Issues; Strategy for Incorporating of Command, Control Battle Management and Communications (C2BMC) into Air Operational Centers; HAF support for AOR Phased Adaptive Approach (PAA) Plans and Programs; HAF coordination of Air Force Plans and Programs with Joint/OSD Organizations; IAMD Weapon Systems Support and Transition and Transfer Planning for Future Weapons Systems including Precision Tracking Space System (PTSS), Airborne Infrared (ABIR), C2BMC, Cobra Dane, Upgraded Early Warning Radar (UEWR), 3 Dimensional Expeditionary Long Range Radar (3DELRR), Airborne Weapons Layer (AWL) / Air Launched Hit to Kill (ALHK).

3.12 Air Force Strategic Environmental Assessment (AFSEA). Development of the Air Force Strategic Environmental Assessment (AFSEA) is a responsibility of the Air Force Directorate of Strategic Planning, AF/A8X, to produce on a periodic basis. The AFSEA's focus extends beyond the near to mid-term and covers the period extending to 20 years. In addition to military dimensions, the AFSEA also addresses diplomatic, information, and economic dimensions of the future global environment. The AFSEA serves as the Air Force future baseline and is the basis for a series of downstream strategic planning products. The regional assessments to be addressed are: the Western Hemisphere, Asia-Pacific, Europe, Middle East, and Africa. Since the AF/A8X does not have the organic resources to produce a

robust regional analysis (military dimensions will be addressed by the Defense intelligence apparatus) we desire assistance in the diplomatic, information, and economic dimensions. In support of AFSEA, all Contractors are required to have a secret clearance and the Contractor shall:

3.12.1 Develop four (4) baseline regional assessments for future global trends in the diplomatic, information, and economic dimensions. Areas of concentration should center on the diplomatic, information, military, economic dimensions (DoD DIME model) of the Western Hemisphere, Asia-Pacific, Europe (including Russia), Middle East, and Africa; and should consider security demands; political and societal needs; resource considerations including as a minimum energy, materials, water, and food; infrastructure; and environmental factors. Future trends should project to 2032.

- Include documented views and inputs from across the appropriate government, academic, industry, and "Think Tank" organizations.
- Provide independent recommendations in those areas to improve and provide greater analytic rigor to the current baseline (2010).
- Develop a documented report (approx. 8 pages) of the future global trends for each geographic region.

3.12.2 Based on the assessments described in 3.2.6.4.1, provide AF/A8X with a briefing summarizing future trends for each geographic region suitable for presentation to senior leaders (i.e., General Officer and Senior Executive Service).

3.12.3 Review and draft Air Force implications based on four (4) established alternative futures and present to AF/A8XC for review.

3.12.4 Identify intersection and collaboration points across the Military and USG Academic Institutions, Combatant Commands, Intelligence Community, Interagency, Joint Staff, and OSD that support the Air Force implications for alternative futures.

3.12.5 Facilitate a workshop in 2012 at an Air Force provided facility to discuss and contrast Air Force implications developed and reviewed by AF/A8XC.

3.12.6 Provide A8X with a written chapter summarizing the Air Force implications for the four (4) Alternate Futures. The implications will detail common threads that are shared between the alternative futures. Additionally, unique implications will need to be discussed in light of other unique capabilities between the alternative futures. This chapter will be presented to A8XC (and others as appropriate) for discussion and approval.

3.12.7 Provide a framework to identify implications from the alternate futures and future global trends to the US Air Force and present an outline of AFSEA 2032, including appendixes, to A8XC for approval.

3.12.8 Using the AFSEA 2030 as a baseline, write AFSEA 2032 using the approved framework and outline approved in 5.2.5, and present to AF/A8XC for approval.

3.12.9 During the Air Force staffing process, produce a professional edited version of the AFSEA 2032 and submit to AF/A8XC for approval (during coordination process, the Contractor will be available for consultation as needed).

3.12.10 Provide A8X with a briefing summarizing each of the papers suitable for presentation to senior leaders (i.e. General Officer and Senior Executive Service).

3.13 Core Function Master Plan (CFMP)

3.13.1 Review Higher Level Guidance:

3.13.1.1 The Contractor will review various levels of National, Department and Military Guidance such as National Security Strategy, National Military Strategy, National Security Presidential Directives; DoD: Quadrennial Defense Review, Guidance for the Development of the Force, Guidance for the Employment of the Force, Integrated Priority Lists, Defense Planning and Programming Guidance; AF Strategic Guidance and Plan, Strategic Environmental Assessment, and Nuclear Posture Review.

3.13.1.2 The Contractor will evaluate consistency between Core Function Master Plans (CFMPs) and higher-level guidance.

3.13.1.3 If contradictions between CFMPs and higher-level guidance occur, the Contractor will offer mitigation strategies to alleviate discrepancies.

3.13.1.4 The Contractor will deliver a PowerPoint briefing cataloguing the consistencies, discrepancies and mitigation strategies between the CFMPs and various levels of Strategic Guidance with an accompanying Point Paper suitable for delivery Senior Air Force Officials.

3.13.2 Review and evaluate CFMP adherence to the POM:

3.13.2.1 The Contractor will review the Air Force Program Objective Memorandum (POM) with respect to the Core Functions and review Core Function breakdowns in Automated Budget Interactive Data Environment System (ABIDES).

3.13.2.2 The Contractor will look for consistency between CFMPs and POM with particular emphasis and trade-offs within and across Core Functions.

3.13.2.3 If contradictions between CFMPs and POM occur, the Contractor will offer mitigation strategies to alleviate discrepancies.

3.13.2.4 The Contractor will deliver a PowerPoint briefing cataloguing the consistencies, discrepancies, and mitigation strategies between the CFMPs and POM13 along with an accompanying written report in MS Word suitable for delivery Senior Air Force Officials.

3.13.3 Use Enhanced Tradespace Tool (ETT) to develop the data for the FY14 Planning Force.

3.13.3.1 The Contractor will assist AF/A8X in developing an ETT baseline for all participants in the integration process.

3.13.3.2 The Contractor will assist AF/A8X in developing the data for three unified, fiscally-constrained Air Force Planning Force options that provide the basis for the FY14 Annual Planning and Programming Guidance (PPG).

3.13.3.3 The Contractor will assist AF/A8X to provide cost and capacity breakdowns across all (12) twelve core functions.

3.13.3.4 The Contractor will review and evaluate "fact of life" changes.

3.13.3.5 The Contractor will incorporate fact-of-life changes contained in the FY13 POM to ensure the integrated CFMP force structure is credible.

3.13.3.6 The Contractor will begin with an ETT audit comparing differences in funding and inventories between the integrated CFMP force structure baseline and the FY13 POM, with decisions on which changes to incorporate into the (3) three Planning Force options.

3.13.3.7 The Contractor will restrict fact-of-life and major policy changes leaving CFMP inputs intact as much as possible.

3.13.3.8 The Contractor will review and adjust force structure options to improve acquisition efficiency.

3.13.3.9 The Contractor will consider the collection of major acquisitions in all (12) twelve plans and adjust their timing and production rates to provide a more efficient, timely acquisition approach.

3.13.3.10 The Contractor will ensure all Planning Force options are informed by the timing and priorities reflected in the (12) twelve CFMPs.

3.13.3.11 The Contractor will ensure the Planning Force options are informed by the FY13 POM Program Force Extended that built an acquisition sequence based on Air Force leadership priorities and intellectual capital (e.g., A9 studies, Core Function Lead Integrator (CFLI) Planning Force inputs) available at the time.

3.13.3.12 The Contractor will assist AF/A8X in developing realistic cost assumptions.

3.13.3.13 The Contractor will include consideration of real growth in labor and fuel costs and all direct and indirect costs associated with projected operating concepts.

3.13.3.14 The Contractor will ensure the Integrated CFMP force structure should assume such real growth in costing or alternatively present a realistic plan to control growth in these costs.

3.13.3.15 The Contractor will ensure all cost assumptions used for the Integrated CFMP force structure as reflected in ETT should be reviewed for realism by Air Force Cost Analysis Agency (AFCAA) with adjustments made based on their recommendations, with particular emphasis on the cost of new major acquisition programs.

3.13.3.16 The Contractor will assist AF/A8X adjust to improve capability / capacity through an improved cross-CFMP balance.

3.13.3.17 The Contractor will assist AF/A8X in discovering cost-neutral trades that shift resources among and within the CFMPs that produce better results – more overall capability/capacity, less risk.

3.13.3.18 The Contractor will Review opportunities for improved capability/capacity and affordability from the S&T community and incorporating them where appropriate.

3.13.3.19 The Contractor will deliver an ETT Planning Force option for each Core Function in constant year FY10 dollars from FY14 through FY33, based in Microsoft Excel that accounts for each of the factors listed in this task.

3.13.4 Provide cost analysis and technical support to the Air Force Directorate of Strategic Plans.

3.13.4.1 The Contractor shall assess concepts of operations costs associated with organization, training, and equipment.

3.13.4.2 The Contractor shall provide analysis to support assessment of alternative capabilities and concept of operations in order to generate required effects at acceptable cost and risk.

3.13.4.3 The Contractor shall develop metrics to assess risk associated with alternative concepts of operation.

3.13.4.4 The Contractor shall identify cost–effective capability development per core function to support development of a twenty (20)-year (long range) investment plan.

3.13.4.5 The Contractor will deliver a Microsoft Word based Report listing the Findings associated with all factors associated with this task.

3.14 Over and Above Work Request (OAWR). The Contractor shall provide highly experienced consultant support as required. The Contractor may be required to procure various pieces of electronic equipment (i.e., VTC, IT, other), software, software licenses, miscellaneous materials, or incidentals with approved over and above requirements issued by the Contracting Officer. All OAWRS will be within the scope of paragraphs 3.1 – 3.13 defined above. All OAWRs will be handled in accordance with FAR 217.7702 Over and Above Work and 5152.217-5003 OVER AND ABOVE WORK REQUESTS (PEO-STRI) (SEP 2006) - ALT I (SEP 2006) and 5152.217-5004 OVER AND ABOVE WORK REQUIREMENTS - TIME AND MATERIAL REQUIREMENTS LINE ITEMS (PEO-STRI) (SEP 2006)

3.15 Contract/Sub-contract Management. The Contractor shall host a program management review a minimum of two (2) times a year. The Contractor shall ensure the sub-contractors prompt invoicing of labor and travel costs. All travel shall be input to the Travel, Overtime and ODC Tracking System (TOOTS) as described in CDRL A0011 (paragraph 3.21.11) prior to the execution of the trip. All CLINS will have final invoices and will be closed within ninety (90) days after the option year end of performance.

3.16 – 3.19 INTENTIONALLY LEFT BLANK

3.20 Special Legal Requirements.

INVITED CONTRACTOR STATUS UNDER U.S. - REPUBLIC OF KOREA (ROK) STATUS OF FORCES AGREEMENT

Logistical (base entry, lodging, transportation, medical, communications, etc) support from or at U.S. military installations in the Republic of Korea (ROK) necessary to enable the Hickam FTE to conduct activities of this SOW relating to 7AF exercises and M&S will be available only upon USFK Acquisition Policy office recognizing that this contract modification receives SOFA grant from the ROK Government and the individual has been approved by the USFK Acquisition Policy office enforcing SOFA procedures.

Invited Contractor (IC) status shall be governed by the U.S.-ROK Status of Forces Agreement (SOFA) as implemented by United States Forces Korea (USFK) Reg 700-19, which can be found under the "publications" tab on the US Forces Korea homepage http://www.usfk.mil

(a) Definitions. As used in this clause—

"U.S. – ROK Status of Forces Agreement" (SOFA). means the Mutual Defense Treaty between the Republic of Korea and the U.S. of America, Regarding Facilities and Areas and the Status of U.S. Armed Forces in the Republic of Korea, as amended.

"Combatant Commander" means the commander of a unified or specified combatant command established in accordance with 10 U.S.C. 161. In Korea, the Combatant Commander is the Commander, United States Pacific Command.

"United States Forces Korea" (USFK) means the subordinate unified command through which US forces would be sent to the Combined Forces Command fighting components.

"Commander, United States Forces Korea" (COMUSK) means the commander of all U.S. forces present in Korea. In the Republic of Korea, COMUSK also serves as Commander, Combined Forces Command (CDR CFC) and Commander, United Nations Command (CDR UNC).

"USFK, Assistant Chief of Staff, Acquisition Management" (USFK/FKAQ) means the principal staff office to USFK for all acquisition matters and administrator of the U.S.-

ROK SOFA as applied to US and Third Country Contractors under the Invited Contractor (IC) Program (USFK Reg 700-19).

"Responsible Officer (RO)" means a senior DOD employee (such as a military E5 and above or civilian GS-7 and above), appointed by the USFK Sponsoring Agency (SA), who is directly responsible for determining and administering appropriate logistics support for IC during contract performance in the ROK.

(b) IC status under the SOFA is subject to the written approval of USFK, Assistant Chief of Staff, Acquisition Management (FKAQ), Unit #15237, APO AP 96205-5237.

(c) The contracting officer will coordinate with HQ USFK/FKAQ, IAW FAR 25.8, and USFK Reg 700-19. FKAQ will determine the appropriate Contractor status under the SOFA and notify the contracting officer of that determination.

(d) Subject to the above determination, the Contractor, including its employees and lawful dependents, may be accorded such privileges and exemptions under conditions and limitations as specified in the SOFA and USFK Reg 700-19. These privileges and exemptions may be furnished during the performance period of the contract, subject to their availability and continued SOFA status. Logistics support privileges are provided on an as-available basis to properly authorized individuals.

(e) The Contractor warrants and shall ensure that collectively, and individually, its officials and employees performing under this contract will not perform any contract, service, or other business activity in the ROK, except under U.S. Government contracts and that performance is IAW the SOFA.

(f) The Contractor's direct employment of any Korean-National labor for performance of this contract shall be governed by ROK labor law and USFK regulation(s) pertaining to the direct employment and personnel administration of Korean National personnel.

(g) The authorities of the ROK have the right to exercise jurisdiction over invited Contractors and technical representatives, including Contractor officials, employees and their dependents, for offenses committed in the ROK and punishable by the laws of the ROK. In recognition of the role of such persons in the defense of the ROK, they will be subject to the provisions of Article XXII, SOFA, related Agreed Minutes and Understandings. In those cases in which the authorities of the ROK decide not to exercise jurisdiction, they shall notify the U.S. military authorities as soon as possible. Upon such notification, the military authorities will have the right to exercise jurisdiction as is conferred by the laws of the U.S.

(h) Invited Contractors and technical representatives agree to cooperate fully with the USFK Sponsoring Agency (SA) and Responsible Officer (RO) on all matters pertaining to logistics support and theater training requirements. Contractors will provide the assigned SA prompt and accurate reports of changes in employee status as required by USFK Reg 700-19.

(i) Theater Specific Training. Training Requirements for IC personnel shall be conducted in accordance with USFK Reg 350-2 Theater Specific Required Training for all Arriving Personnel and Units Assigned to, Rotating to, or in Temporary Duty Status to USFK. IC personnel shall comply with requirements of USFK Reg 350-2.

(j) Except for Contractor air crews flying Air Mobility Command missions, all U.S. Contractors performing work on USAF classified contracts will report to the nearest Security Forces Information Security Section for the geographical area where the contract is to be performed to receive information concerning local security requirements.

(k) Invited Contractor status may be withdrawn by USFK/FKAQ upon:

(1) Completion or termination of the contract.

(2) Determination that the Contractor or its employees are engaged in business activities in the ROK other than those pertaining to U.S. armed forces.

(3) Determination that the Contractor or its employees are engaged in practices in contravention to Korean law or USFK regulations.

(l) It is agreed that the withdrawal of invited Contractor or technical representative status, or the withdrawal of, or failure to provide any of the privileges associated therewith by the U.S. and USFK, shall not constitute grounds for excusable delay by the Contractor in the performance of the contract and will not justify or excuse the Contractor defaulting in the performance of this contract. Furthermore, it is agreed that withdrawal of SOFA status for reasons outlined in USFK Reg 700-19, Section II, paragraph 6 shall not serve as a basis for the Contractor filing any claims against the U.S. or USFK. Under no circumstance shall the withdrawal of SOFA Status or privileges be considered or construed as a breach of contract by the U.S. or USFK.

(m) Support.

(1) Unless the terms and conditions of this contract place the responsibility with another party, the COMUSK will develop a security plan to provide protection, through military means, of Contractor personnel engaged in the theater of operations when sufficient or legitimate civilian authority does not exist.

(2)(i) All Contractor personnel engaged in the theater of operations are authorized resuscitative care, stabilization, hospitalization at level III military treatment facilities, and assistance with patient movement in emergencies where loss of life, limb, or eyesight could occur. Hospitalization will be limited to stabilization and short-term medical treatment with an emphasis on return to duty or placement in the patient movement system.

(ii) When the Government provides medical or emergency dental treatment or transportation of Contractor personnel to a selected civilian facility, the Contractor shall ensure that the Government is reimbursed for any costs associated with such treatment or transportation.

(iii) Medical or dental care beyond this standard is not authorized unless specified elsewhere in this contract.

(3) Unless specified elsewhere in this contract, the Contractor is responsible for all other support required for its personnel engaged in the theater of operations under this contract.

(n) Compliance with laws and regulations. The Contractor shall comply with, and shall ensure that its personnel supporting a force deployed outside the United States as specified in paragraph (b)(1) of this clause are familiar with and comply with, all applicable—

(1) United States, host country, and third country national laws;

(2) Treaties and international agreements;

(3) United States regulations, directives, instructions, policies, and procedures; and

(4) Orders, directives, and instructions issued by the COMUSK relating to force protection, security, health, safety, or relations and interaction with local nationals.

(o) Vehicle or equipment licenses. IAW USFK Regulation 190-1, Contractor personnel shall possess the required licenses to operate all vehicles or equipment necessary to perform the contract in the theater of operations. All Contractor employees/dependents must have a Korean driver's license to legally drive on Korean roads, and must have a USFK driver's license to legally drive on USFK installations. Contractor employees/dependents will first obtain a Korean driver's license then obtain a USFK driver's license.

(p) Evacuation.

(1) If the COMUSK orders a non-mandatory or mandatory evacuation of some or all personnel, the Government will provide assistance, to the extent available, to United States and third country national Contractor personnel.

(2) Non-combatant Evacuation Operations (NEO).

(i) The Contractor shall designate a representative to provide Contractor personnel and dependents information to the servicing NEO warden as required by direction of the Responsible Officer.

(ii) If contract period of performance in the Republic of Korea is greater than six months, non emergency essential Contractor personnel and all IC dependents shall participate in at least one USFK sponsored NEO exercise per year.

(q) Next of kin notification and personnel recovery.

(1) The Contractor shall be responsible for notification of the employee-designated next of kin in the event an employee dies, requires evacuation due to an injury, or is missing, captured, or abducted.

(2) In the case of missing, captured, or abducted Contractor personnel, the Government will assist in personnel recovery actions in accordance with DOD Directive 2310.2, Personnel Recovery.

(3) IC personnel shall accomplish Personnel Recovery/Survival, Evasion, Resistance and Escape (PR/SERE) training in accordance with USFK Reg 525-40, Personnel Recovery Procedures and USFK Reg 350-2 Theater Specific Required Training for all Arriving Personnel and Units Assigned to, Rotating to, or in Temporary Duty Status to USFK.

(r) Mortuary affairs. Mortuary affairs for Contractor personnel who die while providing support in the theater of operations to U.S. Armed Forces will be handled in accordance with DOD Directive 1300.22, Mortuary Affairs Policy.

(s) USFK Responsible Officer (RO). The USFK appointed RO will ensure all IC personnel complete all applicable training as outlined in this clause.

3.21 Contract Data Requirements List (CDRL)/Reports

3.21.1 *Program Progress Report*; The Contractor shall provide a Program Progress Report monthly as described in CDRL A0001.

3.21.2 *Contract Invoicing and Payment Report*; The Contractor shall provide a USAF STE Invoicing and Payment Report monthly as described in CDRL A0002.

3.21.3 *Contract Invoicing and Payment Report*; The Contractor shall provide a STE Burdened Cost Detail Report monthly as described in CDRL A0003.

3.21.4 *Technical Report - Study/Services*; The Contractor shall provided Ad Hoc Reports and Works as required, described in CDRL A0004.

3.21.5 *Program Progress Report*; The Contractor shall provide copies of Non-Disclosure Agreements as described in CDRL A0005.

3.21.6 *Technical Report - Study/Services*; The Contractor shall provide a Technical Report - Study/Services as described in CDRL A0006.

3.21.7 *Technical Report - Study/Services*; The Contractor shall provide Software Design Documents as described in CDRL A0007.

3.21.8 *Contract Fund Status Report*; The Contractor shall provide a USAF STE Fund Status Report as described in CDRL A0008.

3.21.9 *Technical Report - Study/Services*; The Contractor shall provide Trip Reports as described in CDRL A0009.

3.21.10 *Program Progress Report*; The Contractor shall provide Small Business Participation Report as described in CDRL A0010.

3.21.11 *Technical Report - Study/Services*; The Contractor shall provide Travel, Overtime and ODC Tracking System (TOOTS) as described in CDRL A0011.

3.22 Transition.

3.22.1 Phase-In Transition Conference. The Contractor shall host the Transition Conference with the outgoing Contractor to begin phase-in planning for the purpose of determining the current status of ongoing actions within ten (10) days of contact award with transition completed within 60 days of contract award.

3.22.2 Phase-Out Transition Conference. The Contractor shall support and assist with the Transition Conference with the incoming Contractor to begin phase-out planning and to address the status and issues of the transition.

3.23 QUALITY ASSURANCE PLAN (QAP). The Contractor shall execute the QAP, and identify any required changes to the QAP in the monthly Progress Report and at the Quarterly IPR, as required.

3.24 Telework for FTE's

3.24.1 In the event of a pandemic, emergency event preparedness, adverse weather conditions and situational circumstances, Contractors are authorized to telework. The telework policy of the organization the Contractor is assigned, will apply. A telework agreement and training certificate has to be on file with the Government Supervisor before telework begins.

4.0 GOVERNMENT FURNISHED RESOURCES/OFFICE INSTRUCTIONS

4.0.1 The client will provide the following resources:

- Office/Lab space, office supplies, computer equipment and time, telephone, and reproduction facilities, and office supplies as required.
- Standard Operational Procedures, applicable regulations, manuals, texts, briefs and other materials associated with the project and the hardware/software noted throughout this PBWS.

- Initial familiarization / orientation will be provided on site.

4.1 CONTRACTOR FURNISHED RESOURCES/OFFICE INSTRUCTIONS

4.1.1 The contractor has no requirement to provide office space for employees supporting this PBWS.

4.1.2 The contractor shall have a corporate or field office presence in the National Capital Region to provide non-billable employee related support and periodic management meetings with the A5X Program Manager.

5.0 Non-Disclosure Statement. For work performed for A5X, the Contractor shall be required to execute a non-disclosure agreement (see paragraph 3.21.5**)** prior to performance of work on the contract. A copy of the non-disclosure agreement shall be provided to AF/A5X.

6.0 DELIVERY INSTRUCTIONS. All deliverables shall be delivered to the client no later than the date specified in attached Contract Deliverables (CDRLs) and this PBWS. All deliverables will be delivered with a cover letter using the Contractor's letterhead including a short description of the deliverables content.

7.0 Skills. The Contractor shall certify that all personnel assigned to this Task/Delivery Order are capable of working independently and with the demonstrated knowledge, skills, and expertise in their respective areas, necessary to perform all assigned duties.

7.1 Skills Training. The government may elect, at its discretion, to fund additional training for desirable qualifications that fall outside the Contractor personnel's necessary demonstrated knowledge, skills, and experience in their respective areas. In this case, with prior approval from the Government COR, the Government may reimburse personnel for training.

8.0 BLANK

9.0 MATERIALS. Materials are to be provided by the Contractor when essential to the Task/Delivery Order performance, noted in this PBWS, and specifically approved by the client representative and contracting officer for amounts not to exceed the ceiling price identified. All materials purchased by the Contractor for the use or ownership of the Federal Government will become the property of the Federal Government. The Contractor shall document the transfer of materials in the monthly status report.

10.0 TRAVEL AND TRAINING.

10.1 Travel. Actual travel expenses are limited by the Federal Travel Regulations (FTR) and all travel must be pre-approved by the government. All travel will not exceed the amount in the cost proposal unless approved by the Contracting Officer.

10.2 Training. The government requires the Contractor to certify in writing that all personnel assigned to this Task/Delivery Order are capable of working with the demonstrated knowledge,

skills and experience in their respective areas as spelled out in Section 3.0 prior to being placed on contract.

11.0 PRIVACY AND SECURITY

11.1 Clearances. As noted, Contractor personnel performing under this Task/Delivery Order are required to have and maintain a minimum of a SECRET security clearance. Where necessary, properly cleared Contractor personnel must have and maintain a TOP SECRET security clearance to conduct work within SCI compartments and SAP/SAR programs as required and approved by the Contracting Officer. All documentation required for security certification will be the responsibility of the Contractor and the client organization. Any changes to a previously submitted roster must be provided to the Client Security Officer. All sections of FAR 52.204-2 apply.

11.1.1 Names of Contractor personnel requiring access to SCI and justification for SCI billets for work performed at the Pentagon, Washington, DC 20330; and other government specified locations associated with the Pentagon, will be submitted for coordination and action to Special Security Office: AFIAA/IAS, 1480 AF Pentagon, Washington, DC 20330-1480, Phone: 703-692-8344.

11.1.2 Names of Contractor personnel requiring access to SCI will be submitted to the Contracting Officer for approval. Upon written approval by the Contracting Officer, forms requesting single scope background investigation (SSBI) will be prepared in accordance with the USAF Director of Control Intelligence Directives (DCID) 6/4 coordination with the A5XS SCI Contract Monitor, and submitted to the appropriate Government Primary Security Officer. The Contractor shall establish and maintain an access list of these employees working on this contract.

11.1.3 The Contractor shall notify the appropriate Contracting Officer within 24 hours of any changes in personnel assignments. A monthly roster of all personnel currently on task will be submitted to FAE & Security.

11.1.4 Pursuant to Section 808 of Pub. L. 102-190, DOD employees or members of the Armed Forces who are assigned to or visiting a Contractor facility and are engaged in oversight of an acquisition program will retain control of their work product. Classified work products of DOD employees or members of the Armed Forces shall be handled and destroyed in accordance with DOD 5220.22-M. Contractor procedures for protecting against unauthorized disclosure of information shall not require DOD employees or members of the Armed Forces to relinquish control of their work products, whether classified or not, to a Contractor.

11.1.5 Privacy Act - Work on this project requires that personnel have access to Privacy Information. Personnel shall adhere to the Privacy Act, Title 5 of the U.S. Code, Section 552a and applicable agency rules and regulations.

12.0 USE OF NIMA LIMDIS DATA. Mapping, Charting and Geodesy (MC&G) property means geodetic, geomagnetic, gravimetric, aeronautical, topographic, hydrographic, cultural and

toponymic data presented in the form of topographic, planimetric relief, or thematic maps and graphics, nautical and aeronautical charts and publications; and in simulated, photographic, digital or computerized formats.

12.1 The Contractor shall not duplicate copy or otherwise reproduce MC&G property for purposes other than those necessary for the performance of the contract.

12.2 At the completion of performance of the contract, the Contractor, as required by the Contracting Officer, shall either destroy or return to the Government all Government-furnished MC&G property not consumed in the performance of this contract.

13.0 SPECIAL INSTRUCTIONS

13.1 General. All documents and deliverables described in this PBWS and amendments or modifications, shall be submitted in a professional manner and on the prime Contractor's letterhead.

13.2 Resumes. All individuals must have current Secret level security clearances, at a minimum, and should be available to start work immediately on contract award.

13.2.1 Key Personnel. The Offeror shall provide in the proposal resumes of key personnel for the positions outlined below. The Offeror shall only provide resumes on those individuals who will perform the work. The resumes shall indicate which key personnel requirement(s) of this PBWS are being met by the individual(s).

- USAF STE Senior Program Lead
- Wargaming Operations Lead (3.1.1)
- Wargaming IT and M&S Lead (3.1.2)
- Wargaming Plans Lead (3.1.1)
- Concepts, Strategy, Doctrine and Joint Operations Lead (3.2)
- War and Mobilization Planning Lead (3.6)
- Checkmate Lead (3.7)
- Integrated Air Missile Defense Lead (3.11)
- Nuclear Treaties and Agreements Lead (3.9.5)
- Conventional Treaties and Agreements Lead (3.9.5)
- Foreign Clearance Program Lead (3.9.6)
- Chemical Weapons Convention Lead (3.9.7)
- Nuclear Non-Proliferation Treaties and Agreements Lead (3.9.8)
  Telemetry and Arms Control Effects Lead (3.9.7)

13.2.2 Non-key Personnel. The Contractor shall submit resumes for all non-key personnel who may be utilized during this contract period. After contract award the Contractor will provide a list of potential FTE's with Social Security Numbers IAW Privacy Act guidelines for clearance verification. Identified individuals that are full-time employees shall be available for assignment

to requirements that arise within this TO. Replacement personnel will be approved by Contracting Officers.

13.3 Section 508 Compliance. All electronic and information technology (EIT) procured through this PBWS/Bill of Materials and any resulting contract, Task Order, or purchase order must meet the applicable accessibility standards at 36 CFR 1194, unless an agency exception to this requirement exists. 36 CFR 1194 implements Section 508 of the Rehabilitation Act of 1973, as amended, and is viewable at http://www.access-board.gov/sec508/508standards.htm- Part 1194. The Contractor shall indicate for each line item in the schedule whether each product or service is compliant or noncompliant with the accessibility standards at 36 CFR 1194. Further, the proposal must indicate where full details of compliance can be found (e.g., vendor's website or other exact location).

13.4 Organizational Conflict of Interest

13.4.1 The offeror shall identify any and all contracts that the proposing Business Unit or other corporate business units hold or that may be perceived as presenting an Organizational Conflict of Interest (OCI) with respect to receiving award of this contract. Such contracts must be identified by contract number and Government contracting point of contact. Any related OCI mitigation plan must be provided to the Contracting Officer.

13.4.2 The Contractor shall fully comply with the Special Terms and Conditions OCI required for efforts in support of AF activities. Furthermore, the Contractor shall occupy a highly influential and responsible position and therefore will ensure that all confidential and sensitive information will be fully protected. Such information will include, but not be limited to, all source selection sensitive information, Government plans or strategies, and all proprietary information of other companies either during source selection or during contract performance.

13.4.2.1 When requested by other companies involved in source selection processes or contract performance, the Contractor shall enter into company-to-company agreements to protect the proprietary rights of those other companies.

13.4.2.2 The Contractor understands and appreciates the absolute need to prevent conflicting roles that could or may bias its support to the Air Force. To ensure that any support provided by the Contractor, or its agents, is free of any bias in judgment or objectivity and to preclude the Contractor, or its agents, from any unfair competitive advantage in current or future acquisitions, the Contractor shall implement the following: Organizational Isolation, a Company Wide Policy Implementation, and Non-Disclosure Agreements.

13.5 Government Technical Data, Computer Software Rights and Rights in Works - The Government shall retain unlimited rights (See DFARS 252.227-7013 and 7014) to the software and technical data developed under this contract that are not otherwise designated as "works" by the Contracting Officer, with "works" as defined in DFARS 252.227-7020.

13.6 Commercially or Independently Developed Software - The Contractor shall ensure that the license for the software necessary for performance of the work is transferable to the

Government, upon request of the Government, at no additional cost. The Offeror shall prepare a plan to transfer the software and licenses to the Government upon completion or termination of the Contractor's performance.

13.7 Ownership - All data, materials, and Contractor developed deliverables developed for the HQ USAF/A5X Initiative; all data/databases, files, graphics, broadcasts, photographs, software, codes, equipment, CD ROMs, and other deliverables provided by the HQ USAF/A5X or developed under this contract shall remain the property of the Government unless part of the public domain or previously owned or copyrighted by other sources.

13.7.1 The Contractor shall notify the HQ USAF/A5X CONOPS staff, in writing, prior to using or incorporating any previously trademarked/copyrighted software, photographs/graphics, or other materials into the deliverables being produced under this contract.

13.7.2 The Contractor shall not seek to copyright any content or other deliverables provided or developed for the Government under this contract without prior written permission from the Contracting Officer.

13.7.3 The Contractor shall not use content provided by, or developed for, the Government under this contract for any other purposes without written permission of Government staff, Further Amplification of Rights in Special Works (Defense Federal Acquisition Regulation Supplement 252.227-7020/Jun 95).

13.8 License Rights - The Contractor shall provide the Government unlimited rights to works first produced, created or generated and required to be delivered under this contract. When a work is first produced, created, or generated under this contract, and such work is required to be delivered under this contract, the Contractor shall assign copyright in those works to the Government.

13.9 Third Party Copyrighted Data - The Contractor shall not incorporate, without the written approval of the contracting officer or contracting officer's representative, any copyrighted works in the works to be delivered under this contract unless the Contractor is the copyright owner or has obtained for the Government the necessary license rights prior to delivery of such works.

14.0 ORGANIZATIONAL ISOLATION - The Contractor shall ensure that its work in support of AF is organizationally isolated and is independent from any business units. It is the responsibility of the corporate officers to completely ensure that there are no compromises of Air Force or other Government sensitive information within and among all business units of its organization and they will have the responsibility and authority to ensure that the Confidentiality Agreements are understood and executed by all individuals (or companies) that come in contact with AF information or support AF activities, to include participation in source selection activities. In addition, for source selection support activities, the Contractor's employees (including consultants and sub-contractor personnel) associated with the source selection will sign program specific Source Selection Non-Disclosure forms thereby prohibiting the release of any source selection information without the specific approval of the Contracting Officer or the Source Selection Authority.