PERFORMANCE WORK STATEMENT (PWS)
Office of the Chief Digital & Artificial Intelligence Officer (OCDAO)
Information Technology, Artificial Intelligence, Machine Learning, and Program Support Services

May 22, 2025
Part 1
General Information

1. GENERAL. This is a non-personal services contract to provide Information Technology, Artificial Intelligence, and Machine Learning Program Support Services. The Government shall not exercise any supervision or control over the contract service providers performing the services herein. Such contract service providers shall be accountable solely to the Contractor who, in turn is responsible to the Government.

1.1 Description of Services/Introduction. The contractor shall provide all personnel, equipment, supplies, facilities, transportation, tools, materials, supervision, and other items and non-personal services necessary to perform Information Technology, Artificial Intelligence, and Machine Learning Programmatic Support Services as defined in this Performance Work Statement except for those items specified as government furnished property and services. The contractor shall perform to the standards in this contract.

1.2 Background. The OCDAO is the Principal Staff Assistant (PSA) and advisor to the Secretary of Defense (SecDef) and Deputy Secretary of Defense (DepSecDef) to enable the Military Departments and Services, Joint Staff, Combatant Commands (CCMD), Office of the Secretary of Defense (OSD), and other DoD Components, to swiftly introduce new capabilities and effectively experiment with new operational concepts in support of DoD's warfighting missions and business functions with the overarching goal of accelerating the delivery of Artificial Intelligence (AI) enabled capabilities, scaling the Department-wide impact of AI, and synchronizing DoD AI activities to expand Joint Force advantages.

To achieve its mission, the OCDAO was established in February 2022, as a peer to the Chief Information Officer (CIO). OCDAO is the successor to the Joint Artificial Intelligence Center (JAIC), Office of the Chief Data Officer (CDO), Advana platform, and Defense Digital Service.

OCDAO Mission: Accelerate adoption of data, analytics, and AI to generate decision advantage.

OCDAO Functions:
1. Lead and oversee DoD's strategy development and policy formulation for data, analytics, and AI.
2. Break down barriers to data and AI adoption within DoD institutional processes (serve as a "demanding customer")
3. Create enabling digital infrastructure and services that support Components' development and deployment of data, analytics, AI, and digital-enabled solutions.
4. Selectively scale proven digital and AI-enabled solutions for enterprise and joint use cases
5. Surge digital services for rapid response to crises and emergent challenges.

1.3 Objectives. The specific objectives of this acquisition are to:

- Provide Information Technology Program Management support services that are tailored and aligned to OCDAO's organizational construct and processes.
- Provide Infrastructure Architecture support services as the OCDAO standardizes processes with respect to data, and AI projects to establish new standards that will be repeatable across additional projects / programs and immediately relevant to the Joint Force.
- Provide data integration and development support services.
- Support data engineering activities that will allow the OCDAO to quickly introduce AI capabilities throughout the DoD.

- Support the OCDAO's Policy directorate as they provide delivery products associated with data and AI policy and governance and foreign partner engagement.
- Provide, public affairs, and strategic communications support.
- Provide personnel security, physical security, facilities management, and human capital development.
- Support the OCDAO budget office, facilitating successful budget execution and financial analysis.
- Provide Plans & Analysis support, which will enable ops research, the development and coordination of program plans, and a myriad of analytical methodologies for evaluating projects/programs.
- Provide support services to the OCDAO such as Intel Analysis, Program Protection, Protect and Counter activities, legislative and high taskers / communication coordination.

1.4 Scope. The contractor shall provide services support to OCDAO as it provides capabilities and concepts to accelerate adoption of data, analytics, and AI to generate decision advantage. The contractor shall provide a range of support services to enable OCDAO to accelerate the delivery of data analytics and AI enabled capabilities, scale for Department-wide impact of data analytics and AI and synchronize DoD data analysis and AI activities to expand Joint Force advantages.

1.5 Period of Performance. The period of performance for this contract shall be for 1 year base + 4 options, as follows:

Base Year – September 11, 2025 – September 10, 2026
Option 1- September 11, 2026 – September 10, 2027
Option 2- September 11, 2027 – September 10, 2028
Option 3- September 11,2028 – September 10, 2029
Option 4- September 11,2029 – September 10, 2030

1.6 General Information

1.6.1 Quality Control Plan (QCP). The Contractor shall develop a QCP that demonstrates how the Contractor shall maintain an inspection system acceptable to the Government covering the services under this contract. The Contractor shall provide the QCP to the Government NLT 30 days after contract award date. The Contractor shall also provide updated versions to the Government within 15 days of implementation by the Contractor. The QCP shall demonstrate the Contractor's documented processes and procedures to monitor and control:

- Objectives in Performance Requirement Summary (Technical Exhibit 1)
- Subcontractor relationships
- Contractor and subcontractor invoicing

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

1.6.3 Recognized Holidays. The Government observes the Federal Holidays established at 5 U.S.C. § 6103, listed below. Contractors will not be able to perform work at Government facilities on these dates.

New Year's Day	Labor Day
Martin Luther King Jr.'s Birthday	Columbus Day
Presidents Day	Veterans Day
Memorial Day	Thanksgiving Day
Juneteenth National Independence Day	Christmas Day
Independence Day	

If the date falls on a Saturday, the Government holiday is the preceding Friday.
If the date falls on a Sunday, the Government holiday is the following Monday.

1.6.4 Hours of Operation.
The Contractor is responsible for conducting business for eight (8) hours daily, with core hours between the hours of 08:00-16:00, Monday through Friday except Federal holidays or when the government facility is closed due to local or national emergencies, administrative closings, or similar Government directed facility closings. All Contractor personnel are expected to be available during core hours. Flexible hours are allowed, not earlier than 06:00 and not later than 18:00. For other than firm fixed price contracts, the Contractor will not be reimbursed when the government facility is closed for the above reasons. The Contractor must always maintain an adequate workforce for the uninterrupted performance of all tasks defined within this PWS when the government facility is not closed for the above reasons. When hiring personnel, the Contractor shall keep in mind that the stability and continuity of the workforce are essential.

1.6.5 Place of Performance. Work performance shall be performed onsite at Government facilities in the National Capital Region (NCR). The NCR includes the District of Columbia and neighboring counties and cities of Maryland, Virginia, including Arlington, Loudon, Fairfax and Prince William counties in Virginia.

1.6.5.1 Alternate Place of Performance: Contingency Only. As approved by the Contracting Officer through the COR, contractor personnel may be permitted to work at an alternate place of performance worksite (e.g., home, the contractor's facility, or another approved activity within the local travel area) in cases of unforeseen conditions or contingencies (e.g., pandemic conditions, exercises, government closure due to inclement weather, etc.). The contractor shall be required to account for the whereabouts of its personnel should such accountability information be requested by the COR. If non-emergency/non-essential contractor personnel are not required to report to a government facility, contractor personnel shall prepare all deliverables utilizing contractor resources.

1.6.5.1.1 The contractor personnel will also be postured to support distributed engagement across multiple CCMDs locations—some on a temporary and others on a permanent basis—as directed by the CDAO in coordination with the contracting officer.

Alternate Place of Performance	Sponsoring Organizations
Fort George G. Meade, MD	U.S. Cyber Command
U.S. Forces Korea, Yongsan Garrison, Korea	U.S. Indo-Pacific Command (USINDOPACOM)
Peterson Space Force Base, CO	U.S. Northern Command (USNORTHCOM) and U.S. Space Command
Doral, FL	U.S. Southern Command (USSOUTHCOM)
Joint Special Operations Command, Fort Bragg, NC	U.S. Special Operations Command (USSOCOM)
Offutt Air Force Base, NE	U.S. Strategic Command
Scott Air Force Base, IL	U.S. Transportation Command
Stuttgart, Germany	U.S. Africa Command
Stuttgart, Germany	U.S. European Command

1.6.5.2 Situational Telework/Telecommuting: The Government may permit telecommuting (telework) by contractor employees when determined to be in the best interest of the Government in meeting work requirements (e.g., COOP). The contractor must have an established program subject to review by the Government. All telecommuting agreements must be authorized and approved by the COR and include date, time, and description of the work to be performed. The contractor must identify to the COR all task/work requirements that it intends to perform at an alternate worksite.

1.6.6 Type of Contract: The Government will award Time & Materials priced contract

1.6.7 Security Requirements: The Contractor must have a Top-Secret Facility Clearance from the Defense Counterintelligence and Security Agency (DCSA) at the time of proposal submission and must maintain the level of security required for the life of the contract. All Contractor personnel must have a Top Secret with Sensitive Compartmented Information (SCI) Clearance. Contractor personnel identified as being key personnel must have Top Secret Clearances at the time of proposal submission and must maintain the level of security clearance required for the life of the contract. Contractor personnel that require an active Top Secret Security Clearance to perform work under this contract must have a current record of active clearance reflected in the Identity, Credential, and Access Management (ICAM) system at entrance on duty and must maintain a Top Security Clearance for the life of the contract. The security requirements are in accordance with the attached DD254.

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

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

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

1.6.7.2.2 The Contractor shall prohibit the use of Government issued keys/key cards by any persons other than the Contractor's employees. The Contractor shall prohibit the opening of locked areas by Contractor employees to permit entrance of persons other than Contractor employees engaged in the performance of assigned work in those areas, or personnel authorized entrance by the Contracting Officer.

1.6.7.3 Lock Combinations. The Contractor shall establish and implement methods of ensuring that all lock combinations are not revealed to unauthorized persons. The Contractor, in coordination with the Government, shall ensure that lock combinations are changed when personnel having access to the combinations no longer have a need to know such combinations. The Contractor is not authorized to record lock combinations without written approval from the Government. Records with written combinations to authorized secure storage containers, secure storage rooms, or certified vaults, shall be marked and safeguarded at the highest classification level as the classified material maintained inside the approved containers. These procedures shall be included in the Contractor's Quality Control Plan.

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

1.6.9 Special Qualifications: The contractor shall assign personnel to this contract by education, experience, training and are qualified to provide services in accordance with (IAW) the PWS.

1.6.10 Contractor personnel will be required to sign a Non-Disclosure Agreement (NDA) during in processing and before any work is performed.

1.6.10.1 In the course of performance pursuant to this contract, the contractor may access nonpublic information, including Planning, Programming, Budgeting and Execution (PPBE) information, and/or information of such a nature that its dissemination or use, other than in performance of this contract, would be averse to the interests of the Government or others. In that event, the contractor shall agree that it will not use or disclose any such information unless authorized by the COR. The contractor shall further agree that it will use its best efforts to ensure that its employees and others performing services under this contract will not use or disclose any such information unless authorized by the COR or the contract monitor. The contractor shall protect information in accordance with the Privacy Act of 1974 (5 U.S.C. § 552a) and applicable DoD Rules and Regulations

1.6.11 <u>Contracting Officer Representative (COR):</u> The (COR) will be identified by a separate letter. The COR monitors all technical aspects of the contract and assists in contract administration. The COR is authorized to perform the following functions: assure that the Contractor performs the technical requirements of the contract; perform inspections necessary in connection with contract performance; maintain written and oral communications with the Contractor concerning technical aspects of the contract; issue written interpretations of technical requirements, including Government drawings, designs, specifications; monitor Contractor's performance and notifies both the Contracting Officer and Contractor of any deficiencies; coordinate availability of government furnished property and provide site entry for Contractor personnel. A letter designation issued to the COR, a copy of which is sent to the Contractor, states the responsibilities and limitations of the COR, especially regarding changes in cost or price, estimates or changes in delivery dates. The COR is not authorized to change any of the terms and conditions of the resulting order. Please refer to Defense Federal Acquisition Regulation Supplement (DFARS) Clause 252.201-7000 "Contracting Officer's Representative".

1.7 <u>Key Personnel:</u> The following positions described in this section are considered key personnel positions by the government. Before removing, replacing, or diverting any of the listed or specified personnel or facilities, the Contractor shall (1) notify the Contracting Officer reasonably in advance and (2) submit justification (including proposed substitutions) in sufficient detail to permit evaluation of the impact on this contract. The Contractor shall make no diversion without the Contracting Officer's written consent; provided that the Contracting Officer may ratify in writing the proposed change, and that ratification shall constitute the Contracting Officer's consent required by this document. The follow personnel are considered key personnel by the government.

Key Personnel Position	Minimum Qualifications	Preferred Qualifications
Contract Program Manager	**Education:** Bachelor's degree from an accredited university in Business Management or related field. **Security Clearance:** TS with SCI Eligibility **Minimum Qualifications:** • 10 years of leadership experience with progressively higher responsibility in the public and/or private sector in the staff support and/or consulting fields. • 5 years' experience in data, AI or IT related field • Project Management Professional (PMP) or DAWIA PM Level 3	**Education:** Master's degree from an accredited university in Business Administration.

AI Ethics SME	**Education:** Bachelor's Degree from an accredited university in Applied Ethics, Artificial Intelligence Ethics, Data Ethics are related field	**Education:** Master's Degree from an accredited university in Applied Ethics, Artificial Intelligence Ethics, Data Ethics are related field
	Security Clearance: TS with SCI Eligibility	
	Minimum Qualifications: • Minimum 8 years of related IT experience, 5 of which must be in artificial intelligence Minimum 2 years' experience Disciplinary expertise in cybersecurity, human factor, ethics and policy. • Minimum 2 years' experience designing and running Responsible Artificial Intelligence (RAI) Tabletop Exercises • Minimum of 2 years' experience conducting RAI Gaps analyses for the DoD and scoping Courses of Actions (COAs) and projects to address DoD RAI capability and process needs.	

AI Ethics Policy Analyst	**Education:** Bachelor's Degree from an accredited university in Political Science, Policy, Government, or related field	**Education:** Master's Degree from an accredited university in Political Science, Policy, Government, or related field
	Security Clearance: TS with SCI Eligibility	
	Minimum Qualifications: • Minimum 5 years' experience writing DoD RAI Policy • Minimum 2 years Experience coordinating DoD-wide bodies, such as the Responsible AI Working Council	

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| Responsible AI Senior Systems Engineer | **Education:** Bachelor's Degree from an accredited university in Computer Science or related field

Security Clearance: TS with SCI Eligibility

Minimum Qualifications:
• Minimum 5 years of expertise in the development of machine learning and AI infrastructure
• Minimum 2 years' Experience working on priority DoD data analytics and AI platforms, such as JCF or ADVANA
• Minimum 2 years Expertise with Responsible AI Software Tools | **Education:** Master's Degree from an accredited university in Computer Science or related field |

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1.8 Contractor Travel. Travel may be required to various CONUS/OCONUS locations as determined by the Government Project Lead and approved by the COR. In addition some local travel may be required in conjunction with this task. The Contractor shall provide a written request for travel to the Government Project Lead, then forward to the COR prior to finalizing any travel arrangements. All travel must be approved by the COR prior to purchase of tickets and commencement of travel. The Contractor shall be reimbursed for actual allowable, allocable, and reasonable travel costs incurred during performance of the effort in accordance with the solicitation and the Joint Travel Regulations, which applies to all travel at DoD expense. Requests for approval of costs more than maximum per diem rates in accordance with the procedures contained in FAR 31.205-46(a)(3) must be submitted to the Contracting Officer for final approval prior to commencement of travel.   The contractor will not be compensated for any travel, including daily commuting and related daily travel expenses such as parking when serving at any locations within the NCR. Contractor will submit travel vouchers within 5 calendar days of completion of travel. Monthly Invoice must include all completed travel cost from the last 30 days.

1.9 Other Direct Costs. This category includes travel (outlined in 1.8), reproduction, and shipping expenses associated with training activities and visits to contractor facilities. Other Direct Costs (software, software licenses, analytical licenses, hardware, hardware licensing, hardware services) will not exceed $100,000 for the base period. After award, all ODCs shall receive government COR approval prior to funds being expended.

1.10 Data Rights. See Contract

1.11 Organizational Conflict of Interest. The Contractor and subcontractor personnel performing work under this contract may receive, have access to or participate in the development of proprietary or source selection information (e.g., cost or pricing information, budget information or analyses, specifications or work statements, etc.) or perform evaluation services which may create a current or subsequent Organizational Conflict of Interests (OCI) as defined in FAR Subpart 9.5. The Contractor shall notify the Contracting Officer immediately whenever it becomes aware that such access or participation may result in any actual or potential OCI and shall promptly submit a plan to the Contracting Officer to avoid or mitigate any such OCI. The Contractor's mitigation plan will be determined to be acceptable solely at the discretion of the Contracting Officer and in the event the Contracting Officer unilaterally determines that any such OCI cannot be satisfactorily avoided or mitigated, the Contracting Officer may affect other remedies as he or she deems necessary, including prohibiting the Contractor from participation in subsequent contracted requirements which may be affected by the OCI.

1.12 Transition Phase-In Plan. The Contractor shall provide a Transition-In Plan at the Kickoff Meeting. The plan shall facilitate the accomplishment of a seamless transition from the incumbent Contractor (if applicable) and incoming Contractor. The Contractor shall identify how it will coordinate with the incumbent Contractor and Government personnel to transfer knowledge regarding the following:

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

Communication. The Contractor shall also establish and maintain effective communication with the Government personnel for the period of the transition via weekly status meetings per the COR's direction.

1.13 Transition Phase-Out Plan. First draft submitted for approval 90 calendar days prior to end of final POP; final plan submitted for approval 30 days prior to end of final Period of Performance.

1.14 Contractor Manpower Reporting

(a) The Contractor shall report all Contractor labor hours (including Subcontractor labor hours) required for performance of services provided under this contract via a secure data collection site. The Contractor is required to completely fill in all required data fields using the following web address: https://www.sam.gov/.

Reporting inputs will be for the labor executed during each Government fiscal year (FY), which runs October 1 through September 30. While inputs may be reported any time during the FY, all data shall be reported no later than October 31 of each calendar year. The Contractor shall completely fill in all required data fields. The Contractor shall enter initial data into https://www.sam.gov to establish the basic contract record no later than 15 business days after receipt of contract award or contract modification incorporating this clause. The Contractor shall notify the Contracting Officer when the basic contract record has been established in https://www.sam.gov.

(b) Contractors may direct technical questions to the help desk at: https://www.sam.gov.

[Reference: Memorandum of Revised Department of Defense Contractor Manpower Reporting Initiative dated October 16, 2019, https://www.acq.osd.mil/dpap/cpic/cp/docs/New_Contractor_Manpower_Memo_16_Oct_2019.pdf

2. **DEFINITIONS AND ACRONYMS:**

2.1. <u>DEFINITIONS</u>.

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

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

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

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

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

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

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

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

2.1.9. QUALITY ASSURANCE Surveillance Plan (QASP). An organized written document specifying the surveillance methodology to be used for surveillance of contractor performance.

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

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

2.1.12. WORKDAY. The number of hours per day the Contractor provides services in accordance with the contract.

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

2.2. <u>ACRONYMS</u>.

AI	Artificial Intelligence
BES	Budget Estimate Submission
CAR	Corrective Action Request
CATMS	Correspondence and Task Management System
CDA	Congressional Directed Actions

CFR	Code of Federal Regulations
CO	Contracting Officer
CON	Certificate of Networthiness
CONUS	Continental United States (excludes Alaska and Hawaii)
COOP	Continuity of Operations Planning
COR	Contracting Officer Representative
COTR	Contracting Officer's Technical Representative
COTS	Commercial-Off-the-Shelf
CRR	Congressional Reporting Requirement
CUI	Controlled Unclassified Information
DAI	Defense Agency Initiative
DD250	Department of Defense Form 250 (Receiving Report)
DD254	Department of Defense Contract Security Requirement List
DEERS	Defense Eligibility Enrollment System
DFARS	Defense Federal Acquisition Regulation Supplement
DOD	Department of Defense
DTS	Defense Travel System
EWH	Extended Working Hours
FAR	Federal Acquisition Regulation
FTE	Full Time Equivalent
GIDE	Global Information Dominance Experiments
JADE	Joint Access Database Environment
JWICS	Joint Worldwide Intelligence Communications System
KSAT	Knowledge Skills and Abilities
KO	Contracting Officer
LCAT	Labor Category
MER	Mid-Year Execution Review
MI	Mission Initiative
ML	Machine Learning
NCR	National Capital Region
NWH	Normal Work Hours
OCDAO	Office of the Chief Digital and Artificial Intelligence Officer
OCI	Organizational Conflict of Interest
OCONUS	Outside Continental United States
ODC	Other Direct Costs
PA	Public Affairs
PFPA	Pentagon Force Protection Agency
PDs	Position Descriptions
OJT	On the Job Training
PB	President's Budget
PIPO	Phase In/Phase Out
PMR	Procurement Management Review
PMBOK	Project Management Body of Knowledge
POC	Point of Contact
POM	Program Objective Memorandum
PPBE	Planning Programming Budgeting Execution
PRS	Performance Requirements Summary
PWS	Performance Work Statement
QA	Quality Assurance
QAP	Quality Assurance Program
QASP	Quality Assurance Surveillance Plan
QC	Quality Control
QCP	Quality Control Program
RAH	Read Ahead
RAI	Responsible Artificial Intelligence
RFI	Request for Information
RMF	Risk Management Framework

SAP	Special Access Program
SIO	Sensitive Intelligence Office
SME	Subject Matter Expert
SOO	Statement of Objectives
SOP	Standard Operating Procedures
SOW	Statement of Work
TARP	Threat Awareness and Reporting Program
TE	Technical Exhibit
TTPs	Tactics & Procedures
UC	Unified Capability
USCC	United States Cyber Command

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PART 3

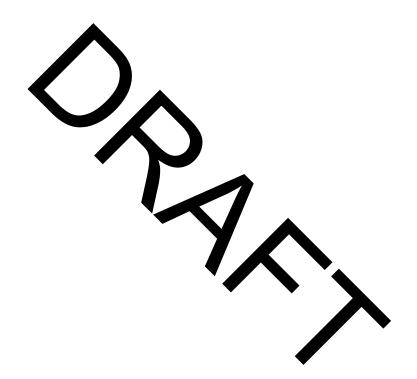GOVERNMENT FURNISHED PROPERTY, EQUIPMENT, AND SERVICES

3. **GOVERNMENT FURNISHED ITEMS AND SERVICES:**

3.1 Network Access. The Government will provide the Contractor NIPRNET and SIPRNET access. Additional network access, e.g., Joint Worldwide Intelligence Communications System (JWICS) will be provided as necessary to meet work requirements.

3.2 User and Email Accounts. The Government will provide the Contractor NIPRNET and SIPRNET user and email accounts. As users of a DOD system, Contractors shall be required to complete all yearly Army AI training.

3.3 Software Licenses (Applications). The Government will provide the Contractor NIPRNET and SIPRNET desktop access to the following software applications (current version used by the Government):

- Microsoft Office
- Microsoft Project
- Microsoft Visio
- Planet IRM
- Remedy
- Adobe Professional
- AutoCAD Viewer.

The Government will provide all server, SAN, infrastructure management applications, and virtual technology applications/tools required to engineer, implement, operate and maintain OCDAO Advana and other platforms.

3.4 Telephony. The Government will provide non-secure telephony support with commercial long distance and Defense Switched Network (DSN) calling capabilities in all Contractor work area. The number of phone is dependent on telephone switch/phone line availability.

3.5 Facilities. The Government will provide the Contractor with office seating for each person assigned to the contract. Depending on available real estate, Contractor will adhere to the DODI 5305 (4:1 CTR to seat ratio). Seating as a minimum, will have, or have access to, the following:

- Desk (Sizes may vary based on availability)
- Task chair
- File cabinet
- Combination safe for securing classified documents (For applicable personnel)
- Trash cans (at least one per desk)
- Daily custodial service and trash removal. (As agreed by building standards)

3.6 Utilities. The Government will provide all utilities in the facility for the Contractor's use in performance of tasks outlined in this PWS. The Contractor shall instruct employees in utilities conservation practices. The Contractor shall be responsible for operating under conditions that preclude the waste of utilities, which included turning off the water faucets or valves after using the required amount to accomplish cleaning vehicles and equipment.

3.7 Equipment. The Government will provide all assigned Contractors, a NIPRNET and SIPRNET workstation (mouse, keyboard, and speakers) based on current baseline hardware configuration. Desktop monitors/displays will be no smaller than 23 inches (diagonal measurement of the LCD display unit). Contractors responsible for using Visio and AutoCAD for designing floor layouts will have LCD display units with a minimum of 24inches. Peripherals to be provided by the government include:

- NIPRNET and SIPRNET black and white printers located in the offices
- Access to NIPRNET and SIPRNET color printer(s)

- CAC readers
- Access to copier
- Access to paper shredder (authorized for SECRET destruction)
- Access to NIPRNET and SIPRNET digital senders
- Access to NIPRNET and SIPRNET facsimile services.

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PART 4

CONTRACTOR FURNISHED ITEMS AND SERVICES

4. **<u>CONTRACTOR FURNISHED ITEMS AND RESPONSIBILITIES</u>:**

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

4.2 Facility Clearance: The Contractor shall possess and maintain a TOP SECRET facility clearance from the Defense Security Service. The Contractor's employees, performing work in support of this contract shall have been granted a Secret or TOP SECRET security clearance from the Defense Industrial Security Clearance Office.

4.3. Materials. *Not applicable*

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PART 5
SPECIFIC TASKS

5. Specific Tasks:

5.1. **Task 1 - Data and AI Program Management**. The Contractor shall provide services for Data and AI Program Management. Data and AI Program Management tasks shall include:

5.1.1 Support OCDAO with tracking and managing OCDAO Mission Initiatives (MI). This includes management of project plans, schedules, budgets, briefings, and risks. The contractor shall assist in developing metrics and coordinate with appropriate OCDAO personnel to track project metrics (e.g. schedule, cost, and performance).

5.1.2 Provide analytical and problem solving for various mission critical IT, data, and AI systems through a strong knowledge of IT hardware, software, AI tools, and standard concepts, practices, and procedures;

5.1.3 Identify, assess, document, and report potential programmatic risk and provide OCDA risk mitigation recommendations to ensure uninterrupted continuation of IT, data and AI systems;

5.1.4 Keep abreast of current data and AI software and technologies, investigate, and propose upgrade options to optimize current or future systems.

5.1.5 Provide subject matter expertise and guidance on agile software development, providing insights and documentation on recommended frequencies and durations of software releases and sprints during project planning and execution. The contractor shall have a firm understanding of agile code development, integration, test, quality, and configuration control processes and procedures.

5.2. Task 2 - Infrastructure Architecture Support Services. The Contractor shall provide Infrastructure Architecture Support to include:

5.2.1 Provide Senior Technical Expertise and recommendations according to IT and AI engineering standards and best practices to support OCDAO in establishing a computer infrastructure for the Program's projects, and eventually for projects across DoD.

5.2.2 Provide guidance and strategize on expediting technology transition from laboratory to operational use, increasing Joint Force capability;

5.2.3 Provide guidance and support services for the development of a common, standardized, cyber-hardened infrastructure and development platform.

5.2.4 Identify reusable, flexible assets that drive scale and lower burden for developers through efficiencies

5.2.5 Track OCDAO's implementation, management, and lifecycle planning to ensure they align with ODAO's strategy. The contractor shall provide OCDAO with information regarding other potential stakeholders including engineers, commercial, governmental, and academic partners to strengthen planning and management of activities for achieving DoD data analytics, AI and IT and computer infrastructure and software that is scalable and sustainable while reducing operational overhead across DoD.

5.2.6 Provide recommendations for commercial-off-the-shelf (COTS) or custom tools that simplify adoption of AI in DoD and supports geographically dispersed teams; and

5.2.7 Support OCDAO in understanding potential operational risks of migration strategies (via engineering analysis) to include:

- Hardware/software configurations and architecture impacts;
- Environmental infrastructure considerations (terrestrial data center, cloud, etc.); and
- Information access and control considerations

5.3 Task 3 - Data Engineering, Integration and Development. The Contractor shall:

5.3.1 Support the creation of an environment to consume, curate and analyze information and data at the speed of relevance to provide the capability to inform decision making to project desired outcomes to commanders and business leaders using the best technology (e.g. cloud based virtualized repository, applied Artificial Intelligence, Projective and predictive Machine Learning; and

5.3.2 Assist in engagements with customers and participate in the design, development, delivery, and ongoing data integration/transformation solutions that make it possible to apply Artificial Intelligence/Machine Learning (AI/ML) to high priority missions in the Department of Defense. Work with operational subject-matter experts to understand various DoD data formats, uses, and architectures.

5.3.3 Provide facilitation for Agile/Scrum environments and application of Agile framework principles and techniques.

5.3.4 Support the management of the systems and network requirements for recurring Global Information Dominance Experiments (GIDE) events.

5.3.5 Support future data integrations and interoperability requirements to feed into the enterprise data mesh, focusing on live operational data feeds.

5.3.6 Provide SME expertise to address the constant changes and adapting requirements that integrate OCDAO tools with existing DOD systems, software, and networks.

5.3.7 Provide SME expertise to support delivering Cross Domain Solution products within the C5P workflow, Data Catalog, and Data Marketplace.

5.3.8 Provide senior technical expertise to work with key engineers, commercial, governmental, and academic partners to model, design, and deliver tools and identify opportunities that empower users throughout DoD to build high-quality datasets and data products. This data includes structured and unstructured text documents and massive scale video, image, and other forms of data identified by the Government.

5.3.9 Data set structuring to be attuned to domain capabilities and designed outcomes for use by advanced technology analytical support teams.

5.3.10 Advanced technology analysis providing domain to capability mapping to apply state of the art tools for useful outcomes.

5.3.11 Apply leading/cutting edge algorithms and methods with logical applications of advanced techniques for analysis.

5.3.12 Support the design, development, and implementation of robust scalable solutions to collect and analyze large data sets; structure and label the data; and ensure it is useful for building models/algorithms and machine learning; and

5.3.13 Support the establishment of an advanced technology pipeline to prove out capabilities and technologies better enabling adoption of AI and ML across the enterprise. The pipeline will address data quality and volume, accelerate implementation cycles, refine data management processes, and assist in understanding policy compliance. Support the crafting of the optimization model for how the OCAO engages external partners and leverages the pipeline process.

5.3.14 Support the establishment of an advanced technology pipeline to prove out capabilities and technologies better enabling adoption of AI ML across

5.3.15 Support the Support the establishment of an advanced technology pipeline to prove out capabilities and technologies better enabling adoption of AI and ML across the enterprise. The pipeline will address data quality and volume, accelerate implementation cycles, refine data management processes, and assist in understanding policy compliance. Support the crafting of the optimization model for how the OCAO engages external partners and leverages the pipeline process.

5.4 Task 4 – Strategy & Policy Support. The contractor shall:

5.4.1 Provide **Strategy and Policy Support**

5.4.1.1 Provide support services to enable the Policy Directorate to lead the implementation of DoD Data, Analytics and AI Strategy and chair the DoD CDAO Council Governance structure.

5.4.1.2 Provide subject matter expertise and guidance on reducing policy, processes and organizational barriers to DoD-wide data, analytics, and AI adoption.

5.4.1.3 Support the development of DoD data, analytics, and AI governance documents, support and provide analysis for cross-cutting issues for DoD wide implementation, coordinate and synchronize activities across components, provide situational awareness reports for the OCDAO.

5.4.1.4 Support strategic planning, communication, and messaging, describing the nature of the effort and the capabilities and ensuring the limitations are properly communicated to convey expectations.

5.4.1.5 Participate in outreach engagement, lateral and subordinate stakeholders on the projects to enhance understanding of the effort and to facilitate better communications. Further the contractor shall provide guidance in support of Strategic Planning and Communication work to support and further this and related DoD initiatives. And, if required, assist with the development and implementation of a coherent, all-encompassing strategic communication approach for OCDAO.

5.4.1.6 Conduct qualitative and quantitative research and analysis, and draft materials to support implementation of the DoD Data, Analytics, and AI Adoption Strategy and any revisions as deemed necessary.

5.4.1.7 Develop performance metrics and measures, in collaboration with other DoD Components, to ensure implementation of the DoD Data, Analytics, and AI Adoption Strategy is monitored and assessed effectively.

5.4.1.8 Drive OCDAO's creation and maintenance of its Annual Performance Plan and Annual Performance Report, aligned to the DoD Data, Analytics, and AI Adoption Strategy, synchronized with the Department's Strategic Management Plan, in collaboration with the DoD Performance Improvement Officer.

5.4.1.9 Conduct research, analysis, and draft materials to support development, revision, and/or implementation of DoD-level data, analytics, and AI policy documents (e.g., formal issuances, memorandums for record, etc.)

5.4.1.10 Implement robust knowledge management solutions, including document repositories, wikis, and collaboration tools, to facilitate the capture, organization, and dissemination of project-related information and insights.

5.4.1.11 Create preparatory materials (memos, issuances, PowerPoint presentations, talking points, read-ahead, etc.) in response to Congressional inquiries and in support of OCDAO projects.

5.4.1.12 Advise OCDAO personnel on solving data, analytics, and AI-related problems of significant complexity and depth, proposing a mix of technical and policy solutions.

5.4.1.13 Engage internal and external stakeholders relevant to OCDAO projects, and accurately represent OCDAO equities as needed.

5.4.2 Provide AI Ethics Policy Support

5.4.2.1 Writes and reviews Responsible Artificial Intelligence (RAI) Policy for DoD

5.4.2.2 Coordinates Responsible AI Working Council, including developing content for the meetings, managing stakeholders, and coordinating meeting details.

5.4.2.3 Supports and responds to DoD, interagency, and/or congressional taskers on OCDAO's Responsible AI efforts and priorities, including drafting reports and responding to DoD-wide and OCDAO internal taskers.

5.4.2.4 Maintains effective working relationships with counterparts in the defense establishment, interagency environment, and with industry partners to advance AI governance initiatives.

5.4.2.5 Prepares briefing materials or written documents on topics based on the Responsible AI division's leadership needs. Audience may include DoD leadership, U.S. interagency partners, international AI communities, White House, Congress, senior officials/flag officers, or others to be determined.

5.4.2.6 Prepares briefings, talking points, position papers, and appropriate correspondence in support of CDAO's AI governance interactions, and represents CDAO personnel in U.S. interagency and DoD meetings as directed.

5.4.2.7 Advises OCDAO on international trends, advancements, and best practices in artificial intelligence specific to governance, ethics, privacy, fairness, and social responsibility.

5.4.3 Provide AI Ethics Support

5.4.3.1 Provide technical guidance on AI Ethics and Responsible AI for priority projects within the Department of Defense, spanning the disciplines of system safety engineering, cybersecurity, test and evaluation, human factors, ethics, and policy.

5.4.3.2 Design tabletop exercises for identifying novel risks, validating RAI Toolkits, and testing policy recommendation.

5.4.3.3 Conduct literature reviews of the state of the art within AI Ethics and Responsible AI, spanning the disciplines of system safety engineering, cybersecurity, test and evaluation, human factors, ethics, and policy.

5.4.3.4 Identify gaps within the Department's Responsible AI program and develop COAs for addressing the gaps.

5.4.3.5 Provide technical reviews and edits on Responsible AI Products developed by (or procured by) the OCDAO RAI Division and its partners.

5.4.3.6 Generate content for the Responsible AI Toolkits and other OCDAO RAI Products

5.4.4 Provide Responsible AI Systems Engineer Support

5.4.4.1 Assist client with the implementation of the Department' responsible artificial intelligence program and the development of associated tools and products.

5.4.4.2 Collaborate with Product Development Teams on the development of a strategy that incorporates ethical principles across the entire artificial intelligence product development lifecycle.

5.4.4.3 Develop standard methodologies for responsible artificial intelligence product development.

5.4.4.4 Apply deep technical expertise in data science and artificial intelligence methodologies to build ethical AI capabilities and design models; deploy model testing and validation practices that eliminate potential biases and ensure robustness against adversarial attacks.

5.4.4.5 Apply deep technical expertise to integrate RAI tools into DoD infrastructure and ensure interoperability.

5.4.5 Provide RAI Program Manager Support

5.4.5.1 Assist the client with the implementation and management of the DoD responsible artificial intelligence program.

5.4.5.2 Works with cross-discipline teams to understand privacy, legal, and ethical considerations in the use of artificial intelligence/machine learning and analytics.

5.4.5.3 Maintains cognizance of trends, advancements, and best practices in artificial intelligence specific to ethics, privacy, fairness, and social responsibility.

5.4.5.4 Develops policies and implementation guidance to facilitate the usage of principle-driven decision frameworks to evaluate the ethical use of analytics and artificial intelligence.

5.4.5.5 Develops program metrics and performance indicators for tracking and monitoring the adoption of ethical artificial intelligence principles and socially responsible use of artificial intelligence and analytics across the Department.

5.4.5.6 Integrate responsible AI tools into Department use cases, develop performance metrics for these tools, evaluate the outcomes of these tools, and inform senior leaders on the results.

5.4.5.7 Simultaneously manage and track the milestones, deadlines, and outcomes of multiple artificial intelligence ethics projects and initiatives.

5.4.5.8 Support budget and contract tracking to ensure data, AI strategy, policy and RAI requirements are captured.

5.4.5.9 Implement agile and scrum methodologies and update the Confluence wiki tool for the RAI Division.

5.5 Task 5 - Digital Talent Management Support.

5.5.1.1 Support the data, analytics, and AI competency development and work role refresh. Create competency models for data, analytics, and AI. Leverage developed competencies to inform Work Role (KSAT) updates.

5.5.1.2 Create, iterate, and publish guidance materials for the data/AI and work role coding guide.

5.5.1.3 Collaborate with appropriate stakeholders to organize and execute Digital Talent Management Forum.

5.5.1.4 Provide support for the Tech to Government working group related to data and AI.

5.5.1.5 Support the development of the Workforce Planning People Strategy.

5.5.1.6 Support the development of a DoD Digital Talent Awards Program.

5.6 Task 6 – Business Operations Support. Provide comprehensive support services for daily operations in areas of normal administrative service functions to include action suspense tracking, workload prioritization, communications, user IT support, correspondence and distribution services, reporting, property administration, security management, strategic communications, legislative support, files and records support, and personnel management. The contractor shall:

5.6.1 Provide Executive Level Administrative Management/ Administrative Assistant Support/Executive Secretariat Support. In support of the senior executive and administrative assistance support function, the contractor shall provide administrative support to executive-level, and organizational level throughout the CDAO. The contractor shall provide the following administrative management support as assigned:

5.6.1.1 Manages visitor access and security requirements and coordinates with the appropriate agency as required (e.g. Pentagon Force Protection Agency, OCDAO Security Office, and external Security Offices as needed).

5.6.1.2 Prepares and manages travel authorizations/vouchers via the Defense Travel System for executive level travel within and outside the continental United States. Manages international travel as determined by the Foreign Clearance Guide and coordinates with United States Defense Attaché Offices as needed.

5.6.1.3 Coordinates/communicates on behalf of the organization's leadership, including calls, responding to email, and interfacing, with stakeholders or their staffs at all levels to include the highest levels of the Department of Defense, other Federal agencies, Foreign Partners, and Industry.

5.6.1.4 Responsible for ensuring correspondence provided to the Government Senior Executive Leadership meets all DoD correspondence guidelines.

5.6.1.5 Manage the calendars senior executives' and keeps senior management and staff members informed of relevant organizational events. Ensures senior leader's calendars are sync'd across the OCDAO.

5.6.1.6 Prepares and maintains a daily read book for the senior executive; ensures Read ahead (RAH) material is provided in a timely manner and in the proper format.

5.6.1.7 Coordinate local and long-distance travel for management program officials and prepare travel vouchers for signature via the Defense Travel System (DTS) application.

5.6.1.8 Assist in preparing invoices, reports, memos, letters, financial statements, and other documents, using word processing, spreadsheet, database, or presentation software.

5.6.1.9 Assist in preparing leaders for participation in senior level meetings. Assist supported senior management in the development of presentations and white papers for internal and external audiences ensures proper formatting and grammatical correctness. Responsible for coordinating audio visual support.

5.6.1.10 Establish and maintain office files and databases, including electronic databases architecture consistent with Federal and DOD records management standard file storage/structure methodologies.

5.6.1.11 Serve as a liaison between senior management, CDAO staff, and external agencies for all administrative support.

5.6.1.12 Receive and screen phone calls and visitors, answering a variety of questions with tact and diplomacy, taking messages, and directing calls appropriately for resolution.

5.6.1.13 Maintain confidential and sensitive and classified information.

5.6.1.14 Attend meetings and take notes of discussion; prepare the initial draft of minutes and summaries.

5.6.1.15 Distribute and route incoming material (e.g., mail, packages, direct delivery of staff actions) to directorate/office staff. Assist Directorate staff with shipment of materials to external locations CONUS and OCONUS.

5.6.1.16 Assist with coordination of directorate staff in-processing and out-processing: Building access request, parking request, hoteling workspace request, supplies, etc.

5.6.1.17 Manages the office supply program for the Directorate/Office.

5.6.1.18 Assist with coordination of directorate staff in-processing and out-processing: Building access request, parking request, hoteling workspace request, supplies, etc.

5.6.1.19 Assisting in monitoring organizational email inbox and CATMS task tracking status. Assist in facilitating, monitoring, and tracking taskers. Support the correspondence management processes to include all aspects of electronic workflow tools (e.g., Correspondence and Task Management System – CATMS). Ensure CATMS end-users have access to applicable information or account functionality. Track and assist the coordination of tasks and information across the CDAO organizational divisions to ensure each division remains informed and aligned to the overall strategic vision and schedule. Work jointly with other groups and offices and maintain accountability of all assigned tasks. Ensure tasks meet suspense timelines and are complete.
Track and coordinate congressional, Government Accountability Office, and Office of Management and Budget interactions to ensure any requested meetings and artifacts are completed in a timely manner. Perform technical writing/editing, proofreading, or overall documentation review for various program document, and user support documents. Manage correspondence processes (e.g., formal letters, memoranda, read-ahead briefing/meeting packages, activity reports, and senior leadership reports

5.6.2 Provides Human Resources Support

5.6.2.1 Supports the life cycle management of the Military Personnel Program. Assist with the development and tracking of military awards. Tracks approval and posting of awards to the individual's military personnel records. Responsible for the initiation of military evaluation reports, tracking of report development, and review and approval. Ensures final evaluation reports or maintained to posted to the appropriate military personnel records systems. Responsible for the development and tracking of Memorandums of Agreements between the OCDAO and Military Services. Ensures all military records of maintained in compliance with military Service policies and regulations. Supports the in-processing program for Military members and ensures incoming members are assigned a Sponsor.

5.6.2.2 Supports the life cycle management of the Civilian Personnel Program. Responsible for the development of civilian position descriptions (PDs). This includes conducting position analysis and research of the Office of Personnel Management (OPM) Classification Directives for occupational series and duties. Also responsible for tracking the review, editing, and approval of PDs. Supports the New Employee Onboarding Program (NEOP) for civilian personnel and ensures new employees and their supervisors receive OCDAO welcome packages.

5.6.2.3 Provides general administrative support to the Human Resources Division. Develops and updates rosters and monitors the Division's workflow email account.

5.6.3 Provides Sensitive Intelligence Office (SIO) Support

5.6.3.1 Provides support and expert advice to business operations of the SIO

5.6.3.2 Provides Records Management support for SIO. Implement and maintain records management systems in compliance with DoD policies. Assist in developing and enforcing records retention schedules. Support the digitization of paper records and implementation of electronic document management systems. Coordinate responses to records requests and audits.

5.6.3.3 Oversee day-to-day office operations in SIO. Manage office supply inventory and procurement. Manages CATMS for SIO. Assist with the documentation, coordination, review of office procedures. Review all staff packages for completeness and format prior to forwarding to CDAO leadership for signature/coordination. Implement and maintain efficient filing systems and document management processes.

5.6.3.4 Manage and continuously improve/modernize workflows, reporting, and assessment procedures and tools in SIO. Manage the SIO task management system, including customer experience, task processing, automation, and assessment analytics (dashboards). Improve or modernize where appropriate the task management system, using the existing suite of DoD tools (MS Office 365, SharePoint, Power Automate, Power BI). Provide monthly dashboards for SIO activities to SIO leadership and other OCDAO leaders as directed. Provide advice and support regarding foreign disclosure, public release, export control, and security classification.

5.6.3.5 Provide specialized security support for OCDAO sensitive access management (CAP/SAP/ACCM). Responsible or Visitor Management. Process customer requests to submit and accept Visit Access Requests for SAP and ACCM events using the Joint Access Database Environment (JADE) application, including: Verify visitor program access level to ensure compliance with security regulations; Generate reports on common access for members of sensitive access meetings and deliver to meeting host and appropriate OCDAO POCs; Verify CAP sensitive access of visitors and OCDAO customers using the Scattered Castles access verification tool and provide common access reports to meeting hosts and appropriate OCDAO POCs. Track sensitive accesses and expiry dates of centrally managed CDAO personnel, submit for initial and renewal access requests to the appropriate agency. Submit directed One-Time Read In requests to the appropriate agency. Manage and report to leadership the annual and event-based training requirements as stipulated by DoD policy for sensitive access.

5.6.3.6 Provide expert strategy advice and support for the development and implementation of the CDAO Strategic Disclosure program. Develop and maintain a Strategic Disclosure strategy for the CDAO, incorporating intelligence information regarding adversary activities and implications for CDAO products, services, and other deliverables. Integrate Strategic Disclosure tenants into SIO workflows for Foreign Disclosure, Public Release, and other key events. Conduct routine liaison with other DoD elements supporting or supported by the CDAO and in similar mission areas of AI, CJADC2, and autonomy. Research and propose best practices for effective reveal/conceal strategies and efforts.

5.6.3.7 Provide expert advice and support intelligence-informed activities to protect and counter adversarial machine learning and AI efforts. Research foreign adversary targeting of U.S. AI and support infrastructure and propose mitigations to protect operational security. Develop and propose best practices for testing and evaluating proposed best practices. Conduct regular liaison with the Counter-AI community of interest across the federal enterprise, including the Intelligence Community.

5.6.4 Provide IT User Project Management and Support

5.6.4.1 Support the tracking, coordination, and reporting of the status of DISA J6 IT support requests for OCDAO total workforce and provide regular reports to the Government.

5.6.4.2 Route, expedite and assist in triage and prioritization of IT support requests from OCDAO users to appropriate government agencies and/or organization IT departments.

5.6.4.3 Provide first line IT help desk assistance and support to onboarding, provisioning hardware, managing software pushes, and collecting all off boarding of IT equipment and hardware, including secure mobile devices. Contractor shall assist in the troubleshooting of GFE devices to the extent possible as requested.

5.6.4.4 Contractor will serve as the Internal Use Software (IUS) Alternate Accountable Property Officer (APO). Contractor will be required to input data from the Information Officer (IO) into the Accountable Property System of Record (APSR), Defense Property Accountable System (DPAS). The IUS Alternate will be responsible for establishing accountable records in DPAS for all capitalized IUS, for the management of IUS from initial reporting to end-of-life cycle, for the accountability of IUS in development, the accountability of commercial IUS licenses, the accountability of IUS delivered as a service, maintaining the capital and general data elements for IUS, responsible for the IUS inventory verification, responsible for transfer, disposal and or donation or reuse of commercial IUS, and responsible for determining the valuation of IUS, (when acquisition cost is unknown, reasonable estimates of the historical acquisition cost may be used).

5.6.5 Provide OCDAO Enterprise Security Program Support

5.6.5.1 Visitor Management. Manage visitor access procedures for OCDAO facilities, utilizing the Defense Information System for Security (DISS) to ensure that all visitors are properly cleared and authorized for access, in accordance with DoD security regulations. Verify visitor clearance and access eligibility to ensure compliance with security regulations. Track and maintain records of Incoming and outgoing visitor access requests and visitor clearance status. Generate reports on visitor access and clearance data to provide insights and support security decision-making.

5.6.5.2 Security Administrative Support. Assist in managing the on/off-boarding processes for newly assigned and departing personnel, including administering on/off-boarding security briefings, schedule SCI indoctrinations and debriefings. Maintaining security personnel files. Maintaining security-related documentation and records. Ensuring

completion of required security forms and documentation. Updating DISS to service and update required collateral accesses. Support the implementation of security awareness training programs.

5.6.5.3 Personnel Security Support. Assist in reviewing and processing clearance requests for OCDAO personnel, including military personnel, civilian personnel, and contractor staff. Conduct eligibility verifications utilizing DISS, in accordance with DoD regulations, to process:DD2875 (System Authorization Access Request) security verification; DD2249 (DoD Building Pass Application); DD1172 (Contractor Application for Identification Card); SIPR Token Issuance; Interagency Coordination with other agencies and organizations to verify clearance status and ensure reciprocity of security clearances, ensuring seamless collaboration and compliance with regulatory requirements.

5.6.5.4 Physical Security Support. Assist with providing Open/Close training and access to all OCDAO facilities, ensuring that personnel understand and comply with physical security protocols and assist with preparing paperwork for Collateral Facilities; SCIF (Sensitive Compartmented Information Facility) facilities, ensuring compliance with DoD and ICD regulations. Conduct regular inspections and audits to Ensure compliance with physical security requirements. Identify potential vulnerabilities and weaknesses. Implement corrective actions to mitigate risks and maintain a secure environment. Support the development and implementation of emergency response plans for OCDAO facilities, including crisis management; evacuation procedures; incident response protocols to enable effective response and minimize damage in the event of an emergency.

5.6.5.5 Security Training and Awareness Support. Assistance with providing comprehensive security training and awareness programs to educate OCDAO personnel on various security topics, including initial security training; Operation Security (OPSEC) training; incident response and reporting; physical security and access control training. Support the creation of security awareness materials for OCDAO staff, including posters; brochures; guides and other educational resources. Assist in conducting regular security drills and exercises to test emergency response procedures. Identify areas for improvement. Enhance overall security posture and preparedness.

5.6.5.6 Security Compliance and Reporting Support. Assist in providing continuous monitoring of security controls and procedures to ensure compliance with DoD security regulations: ICD (Intelligence Community Directive) standards and other relevant security standards and directives. Assist OCDAO personnel with reporting of security incidents, including unauthorized access or disclosure of classified information, loss or theft of classified materials, security breaches or compromises or other security-related incidents.

5.6.6 Provide Facilities Expertise and Support. The contractor will understand DoD facilities processes and procedures, including but not limited to, operating in SCIFs, transitioning office space, coordinating with Washington HQ Services, providing guidance and reports on facilities requirements and resources. Specifically, the contractor will:

5.6.6.1 Assist in managing OCDAO facilities, including the Pentagon, Suffolk Building, Mark Center, and Crystal Gateway 2 locations.

5.6.6.2 Coordinates with Washington Headquarter Services (WHS), building management and DoD facilities offices on coordination including maintenance operations, repairs, and renovations.

5.6.6.3 Supports and executes space planning and allocation efforts for OCDAO staff, related to projects.

5.6.6.4 Ensures compliance with DoD facility security requirements and access control procedures.

5.6.6.5 Escorts facility maintenance engineers, contractors, and external vendors for related work within the OCDAO real estate.

5.6.6.6 Provides escorts for cleaning service teams throughout OCDAO spaces.

5.6.6.7 Researches and provides recommendations on enhancing OCDAO Facilities and purchasing of needed mechanical hardware.

5.6.6.8 Assist with coordination of OCDAO Office moves.

5.6.6.9 Conducts surveys on behalf of OCDAO, related to Space Planning as required.

5.6.6.10 Executes and maintains facilities standards & procedures, for the day-to-day operations of all OCDAO real estate.

5.6.6.11 Formulates and arranges facilities management presentation packages, as required for high level briefings.

5.6.7 Provide Parking Management Support to OCDAO

5.6.7.1 Provides oversight via the Component Parking Representatives (CPRs), of OCDAO equities for the WHS parking application and users support, within the OCDAO staff.

5.6.7.2 Assist OCDAO designated CPRs with guidance as directed by WHS.

5.6.7.3 Coordinates logistics as related to deployment or collection of hang tag assets, or temporary parking requests for OCDAO personnel.

5.6.8 Support Management of OCDAO *iReserve* Internal Seat Reservation System

5.6.8.1 Manages software interface, operations, all coordination, and changes related to the *iReserve* Reservation System Interfaces on behalf of CDAO, with external software vendor (Skedda).

5.6.8.2 Responsible for managing reservations placed by CDAO personnel. Captures reservation usage data matrix for leadership quarterly, or as required at a moment's notice. Ensures *iReserve* managed spaces are equipped with necessary government furniture equipment (GFE) for personnel.

5.6.8.3 Coordinates, and host Lunch & Learns *iReserve* sessions for OCDAO personnel.

5.6.8.4 Formulates and arranges *iReserve* presentation packages, as required for high level briefings.

5.6.9 Provide Asset/Property Management Support

5.6.9.1 Maintain inventory of CDAO-owned and government furnished equipment.

5.6.9.2 Coordinate equipment assignments, transfers, and disposals in accordance with DoD property management policies.

5.6.9.3 Assist in conducting regular property audits and reconciliations.

5.**6.10 Provide COOP Support to CDAO:**

5.6.10.1 Develop, review, and update COOP plans, procedures, and policies. Develop and maintain comprehensive and executable COOP plans that meet the requirements of DODI 3020.26 and other relevant guidance.

5.6.10.2 Develop and deliver COOP training programs for personnel at all levels. Develop and deliver effective COOP training programs that prepare personnel to execute COOP plans.

5.6.10.3 Plan, coordinate, and execute Testing, Training, and Exercises (TT&E) activities to validate COOP plans and procedures.

5.6.10.4 Provide support during actual COOP activations

5.6.10.5 Assist with overall COOP program management, including documentation, reporting, and compliance.

5.6.10.6 Conduct a comprehensive review of the CDAO's current COOP plan and identify areas for improvement based on DODI 3020.26 and best practices.

5.6.10.7 Develop and deliver COOP awareness training program to all appropriate CDAO personnel.

5.6.10.8 Facilitate tabletop exercises to validate the COOP plan's effectiveness.

5.6.10.9 Develop a COOP activation checklist for key personnel

5.6.10.10 Assist in the development of a COOP Communications plan

5.6.10.11 Provide recommendations for improving the CDAO alternate work site capabilities

5.6.10.12 Develop a plan for ensuring the continuity of essential IT systems.

5.6.10.13 Conduct a risk assessment to identify potential threats to the CDAO's essential functions.

5.6.10.14 Assist in the development of a devolution plan.

5.6.10.15 Develop and maintain a COOP resource database

5.6.10.16 Assist the OCDAO Lead in developing, coordinating, and maintaining COOP plans for CDAO

functions across the CDAO.

5.6.10.17 Support coordination of COOP exercises and training

5.6.11 Provide Legislative Affairs Support

5.6.11.1 Track and coordinate congressional requests for engagement, requests for information (RFI), informal views, etc.

5.6.11.2 Perform Records Management support. Ensure all items are properly input, and updated, in the CDAO Legislative Affairs tracking system located in the OCDAO SharePoint tool.

5.6.11.3 Triage incoming RFIs: Ensure clarity from Office of the Assistant Secretary of Defense-Legislative Affairs (OASDLA) on Congressional intent/context of the RFI. Identification and Notification of the office of primary responsibility (OPR) / office of coordinating responsibility (OCR). Track and ensure timely submissions. Review draft RFI response for format, accuracy, content, tone.

5.6.11.4 Track Congressional Directed Actions (CDA) Congressional Reporting Requirements (CRRs). Provides review and analysis of the CDA/CRRs for expected delivery back to Congress. Identification and notification of OPR and OCR via the Correspondence and Task Management System (CATMS). Review draft CDA/CRR responses for format, accuracy, content, tone. Track and ensure timely submissions.

5.6.12 Provide Public Affairs (PA) Strategic Communications & Engagement Support

5.6.12.1 Assist with the development of a coherent, all-encompassing strategic communication and engagement approach for the OCDAO

5.6.12.2 Assist organizational leaders with the development of clear and consistent communications and stakeholder analysis aligned with the OCDAO goals and values.

5.6.12.3 Serve as the project lead for internal OCDAO hosted events, coordinating all details whether working as a stand-alone OCDAO event or utilizing a 3rd party provider. Responsible for coordination to include the handling of logistics, agenda building, speaker invitation, registration, etc.

5.6.12.4 Support strategic planning, communication, engagement, and messaging, describing the nature of the effort and the capabilities and ensuring the limitations are properly communicated to convey expectations.

5.6.12.5 Track all upcoming speaking engagements, coordinate with OCDAO Front Office to schedule, liaise with speaking request SME on response to invitations while researching topics and interviewing subject matter experts throughout the OCDAO to ensure technical accuracy for speaking materials. Ensure cross-team collaboration and cross-DoD coordination to include OSD PA.

5.6.12.6 Provide speechwriting capabilities for OCDAO senior leaders, to include drafting all remarks.

5.6.12.7 Provide public affairs support to OCDAO subordinate organizations to develop written products aligning directorate initiatives under the OCDAO mission objectives, to include press releases, leadership briefing materials, organizational talking points, public-facing frequently asked questions, video scripts, speeches, and other communication products while working with senior officials to build directorate-specific

communication plans and strategies. Draft and shape complex project messaging into plain easy-to-explain language for the public and media.

5.6.12.8 Ensure Alignment of OCDAO strategic priorities into Directorate communication and engagement products and produce written materials and executive level briefing documents under tight deadlines.

5.6.12.9 Provide brand development including concept design and development of style guide. Develop illustrations, logos and other designs using software and animation. Prepare rough drafts and present ideas. Knowledgeable of successful digital campaigns and trends. Condense complex information into visuals and infographics. Design support for online footprint social media. Develop videos (film and edit) for CDAO and media use.

5.6.12.10 Design and build web pages using a variety of graphics software applications techniques, and tools, with good understanding of DoD web policies in relation to Defense Media Activity and web accessibility standards. Design and develop user interface and user experience features, design and information architecture, site animation, and special-effects elements. Contribute to the design group's efforts to enhance the look and feel of the organization's online offerings. Design the website to support the organization's strategies and goals relative to external communications. Responsible for the development of middle to high-end client server-based applications, designing and developing web pages, and porting applications to a web interface.

5.7 Contract Program Management Support Services

5.7.1 Provide the planning, direction, coordination, and control necessary for effective and efficient accomplishment of all requirements contained in this contract.

5.7.2 Prepare the Task Order Management Plan describing the technical approach, organizational resources and management controls to be employed to meet the cost, performance and schedule requirements throughout the Task Order execution.

5.7.3 Develop task kick off materials that outline execution plans and how the project will be managed. It should include recurring engagement with government resources, travel schedules, and high-level activities.

5.7.4 Conduct In-Process Reviews (IPRs) as needed and provide information regarding contract status. IPRs shall provide for an interchange between the Government and contractor during the execution of the contract (e.g., review of the system design, reviewing the results of functional testing, etc).

5.7.5 P Monthly Status Report
To assist the Government with the appropriate surveillance during the performance of this PWS, the contractor shall deliver a Monthly Progress Report (MPR). The primary objective of the MPR is to provide the Government with reasonable assurance that the Contractor is using efficient methods and effective cost controls in executing each task. The Contractor shall propose a format to be approved by the Government that meets the intent of the report, which shall include the following: 1) identification of fixed contract information, i.e. date of award of contract, period of performance of the contract, amount of award, and anticipated completion date of the contract; 2) status of the order; 3) discussion of activities that map back to the tasks and deliverables identified in the contract including a summary of briefings, meetings, or visits and accomplishments during the reporting period; 4) milestones achieved; 5) anticipated activity for the next reporting period to include any planned travel; 6) problems encountered or anticipated; 7) status of personnel to include updates on pending recruitments and 8) a forecast of the probability of completing the PWS within the required contract timeframe.

5.7.6 Monthly Financial Report
The contractor shall deliver a Monthly Financial Report (MFR). The purpose of the MFR is to provide the Government with financial and execution status of the contract. The MFR shall be in two parts as follows. MFR Part 1, Invoicing, shall include 1) fixed contract information, i.e. date of award of contract, period of performance of the contract, and amount of award by CLIN and total awarded; 2) invoiced costs for period submitted, amount invoiced to date, amount remaining, and % remaining by CLIN; 3) documentation that accounts for and justifies all travel costs for that period, including explanation of the charges (Contractor shall provide detailed back-up documentation for all travel costs upon request by the COR and as part of its invoice submission). MFR Part 2, Staffing Execution Report (SER), shall 1) give the number of hours and dollars expended by CLIN by labor category by contractor employee for that period and cumulatively, 2) compare actual execution with the contractor's baseline Staffing Plan submitted as part of the proposal, and 3) identify and describe causes for over/under-execution and discuss corrective actions.

6. **APPLICABLE PUBLICATIONS (CURRENT EDITIONS)**

6.1. The Contractor must abide by all applicable regulations, publications, manuals, and local policies and procedures. This includes public laws, executive orders, directives, regulations, manuals, standards, memorandums, and instructions. The Contractor shall comply with the appropriate DoD-approved programs, standards and guidelines. The following is a list of helpful web sites:

- DoD Issuances including directives, instructions publications and memorandums are listed at http://www.dtic.mil/whs/directives/

- DoD IA policies, procedures, directives, instructions, and manuals are listed at http://iase.disa.mil/policy-guidance/index.html

- United States Cyber Command (USCC) orders, directives, and IA vulnerability alerts are listed at https://www.jtfgno.mil

In addition, the Contractor shall comply with the following as required;

- Technical Criteria for the current version
- Electronic Industries Alliance (EIA) Telecommunications Industry Association (TIA) Standards
- National Electric Code (NEC) National Fire Protection Association (NFPA) codes
- Occupational Safety and Health Administration (OSHA) regulations.
- DoD 8570.01-M Information Assurance Workforce Improvement Program
- DoDI 4000.19 Support Agreements
- DoDI 8500.01 Cybersecurity
- DoDI 8510.01 Risk Management Framework (RMF) for DoD Technology (IT)
- DoDI 8100.04 DoD Unified Capabilities (UC)
- DoDM 5200.01 Controlled Unclassified Information (CUI)
- USD Memorandum Amplifying Guidance for Marking and Protecting DoD Information, 21 May 14
- ISOO marking Guide Dec 2010 (revised Jan 2014)
- DoD Unified Capabilities Requirements 2013 Change 1 (UCR 2013)

PART 7

ATTACHMENT/TECHNICAL EXHIBIT LISTING

7. **<u>Technical Exhibit List</u>:**

7.1. Technical Exhibit 1 – Performance Requirements Summary

7.2. Technical Exhibit 2 – Deliverables Schedule

7.3   Technical Exhibit 3 – Estimated Workload

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TECHNICAL EXHIBIT 1

Performance Requirements Summary

The Contractor service requirements are summarized into performance objectives that relate directly to mission essential items. The performance threshold briefly describes the minimum acceptable levels of service required for each requirement. These thresholds are critical to mission success.

Performance Objective (The Service required—usually a shall statement)	Standard	Acceptable Quality Level (This is the maximum error rate. It could possibly be "Zero deviation from standard")	Method of Surveillance
PRS #1 The contractor shall deliver a Monthly Progress Report (MPR)	All MPRs are on time, in the required format, are error-free, and have the required content	On average, no more than one error per page; errors are minor and limited to typographical or grammatical errors	100% review by COR, Government Program Manager
PRS #2 The contractor shall deliver a Monthly Financial Report (MFR)	All MFRs are on time, in the required format, are error-free, and have the required content	On average, no more than one error per page; errors are minor and limited to typographical or grammatical errors	100% review by COR, Program Manager
PRS #3 The contractor shall deliver Technical/Administrative Reports/Papers on OCDAO and related Program/Areas of Interest	All Reports/Papers are on time, in the required format, error-free, contain the required content, and reflect a high degree of professional expertise	On average, no more than one error per page; errors are minor and limited to typographical or grammatical errors	100% review by Government Project Lead
PRS #4 The contractor shall deliver Briefings/Presentations on OCDAO and related Program/Areas of Interest	All Briefings/Presentations are on time, in the required format, error- free, contain the required content, and reflect a high degree of professional expertise	On average, no more than one error per page; errors are minor and limited to typographical or grammatical errors	100% review by Government Project Lead
PRS #5 The contractor shall deliver Cost Analysis Summaries (CAS) on OCDAO and related Program/Areas of Interest	All CAS are on time, in the required format, error-free, contain the required content, and reflect a high degree of professional expertise	On average, no more than one error per page; errors are minor and limited to typographical or grammatical errors	100% review by Government Project Lead
PRS #6 The contractor shall deliver White Paper Evaluations of Acquisition Alternatives for OCDAO and related Program/Areas of Interest	All White Papers are on time, in the required format, error-free, contain the required content, and reflect a high degree of professional expertise	On average, no more than one error per page; errors are minor and limited to typographical or grammatical errors	100% review by Government Project Lead

PRS #7 Recommendations for processes, Tactics, Techniques, and Procedures (TTPs), implementation plans For OCDAO and related Program/ Areas of Interest	All Recommendations are on time, in the required format, error- free, contain the required content, and reflect a high degree of professional expertise	On average, no more than one error per page; errors are minor and limited to typographical or grammatical errors	100% review by Government Project Lead
PRS #8 Development, implementation, and support of tools for OCDAO and related Program/Areas of Interest	All tools are on time, in the required format, meet documented requirements, and reflect a high degree of professional expertise	Meets all documented requirements	100% review by Government Project Lead
PRS #9 Transition Out Plan	Transition Out Plan is on time, in the required format, error-free, contains the required content, and reflects a high degree of professional expertise	On average, no more than one error per page; errors are minor and limited to typographical or grammatical errors	100% review by the CO, COR and Government Project Lead

Failure to meet the performance standards will lead to negative past performance ratings in CPARS and meeting the requirements will tend to result in favorable ratings, all things considered.

TECHNICAL EXHIBIT 2

DELIVERABLES SCHEDULE

The following are the minimum deliverables and delivery schedule for each task.

ID	DELIVERABLE	PWS Section	FORMAT	Delivery To	FREQUENCY OF DELIVERABLES
1	Quality Control Plan	§ 1.6.1	Microsoft Office	COR, Government Project Lead	Initial – 30 days after award; 15 days after updates
2	Monthly Progress Report	§ 5.7	Microsoft Office	COR, Government Project Lead	Monthly and no later than the 10th working day of the following month.
3	Monthly Financial Report	§ 5.7	Microsoft Office	Government Project Lead	Monthly and no later than the 10th working day of the following month.
4	Technical/Administrative Reports/Papers OCDAO and related Program/Areas of Interest	§ 5.1- 5.7	Microsoft Office	Government Project Lead	Within agreed upon schedule with Government Project Lead
5	Briefings/Presentations	§ 5.1-5.7	Microsoft Office	Government Project Lead	Within agreed upon schedule with Government Project Lead
6	Cost Analysis Summary on OCDAO and related Program/Areas of Interest	§ 5.1-5.7	Microsoft Office	Government Project Lead	Within agreed upon schedule with Government Project Lead
7	Recommendations for processes, Tactics, Techniques, and Procedures (TTPs), implementation plans for OCDAO and related Program/Areas of Interest	§5.1-5.7	Microsoft Office	Government Project Lead	Within agreed upon schedule with Government Project Lead
8	Documentation based on Development, implementation, and support of tools for OCDAO and related Program/Areas of Interest	§ 5.1-5.7	Microsoft Office	Government Project Lead	Within agreed upon schedule with Government Project Lead
9	Final Transition-Out Plan	§ 1.13	Microsoft Office	COR, Government Project Lead	First draft submitted for approval 90 calendar days prior to end of final POP; final plan submitted for approval 30 days

					prior to end of final PoP

10	Executive Compensation (FAR Clause 52.204-10)		Electronic copy	COR &KO	Annually
11	Limitation on Subcontracting (FAR 52.219-14)		PDF	COR & KO	Annually
12	Mandatory Contractor Manpower Reporting	§ 1.14	Data fields found at https://www.sam.gov		https://www.sam.gov and notification email sent to COR

TECHNICAL EXHIBIT 3
Estimated Workload

The data provided is an estimate of what it may take to perform the requirements listed in the Performance Work Statement. The labor categories and hours provided below are only estimates and should not be viewed as mandated for offerors. The contractor shall have in place the capability to fulfill the requirements of the contract. ***Note: 1,880 Hours is equivalent to one Full Time Equivalent (FTE)

Task #	Labor Category	Number of FTES	Hours
Task #5.1	Senior Technical Program Manager	4	7520
Task #5.1	Senior Technical Consultant	1	1880
Task #5.1	Business Analyst Sr.	1	1880
Task #5.1	SCRUM SMEII	1	1880
Task #5.2	AI/ML Developer - Sr	2	3760
Task #5.2	SMEII	5	9400
Task #5.2	AI/ML Developer - SME	4	7520
Task #5.2	IT Systems Engineer - SME	1	1880

Task	Role	Count	Hours
Task #5.3	Data Analyst - Sr	1	1880
Task #5.3	IT Systems Engineer - SME	4	7520
Task #5.3	Data Scientist SME	3	5640
Task #5.3.2	Technical Consultant - SME	1	1880
Task #5.3.2	IT Systems Engineer - SME	1	1880
Task #5.3.8	IT Systems Engineer - SME	1	1880
Task #5.4	IT Systems Engineer - SME	1	1880
Task #5.4	Business Analyst Sr.	3	5640
Task #5.4	Technical Consultant - SME	3	5640
Task #5.4.1	Business Analyst Sr.	2	3760
Task #5.5	Business Analyst Sr.	4	7520
Task #5.5	Technical Consultant - SME	1	1880
Task #5.6.1	Executive Assistant- Sr	7	13160
Task #5.6.1	Administrative Assistant-Sr	1	1880
Task #5.6.1	Business Analyst Sr.	4	7520
Task #5.6.1	Business Analyst Mid	1	1880
Task #5.6.2	Business Analyst Sr.	1	1880
Task #5.6.2	Business Analyst Mid	1	1880
Task #5.6.2	Administrative Assistant-Sr	1	1880
Task #5.6.3	Senior Technical Consultant	3	5640
Task #5.6.3	Business Analyst Sr.	2	3760
Task #5.6.3	Technical Consultant - SME	1	1880

Task #5.6.4	Business Analyst Mid	4	7520
Task #5.6.4	Business Analyst Jr.	1	1880
Task #5.6.5	Business Analyst Sr.	1	1880
Task #5.6.5	Business Analyst Mid	4	7520
Task #5.6.6-5.6.8/5.6.9	Business Analyst Sr.	1	1880
Task #5.6.6/5.6.8/5.6.9	Business Analyst Mid	2	3760
Task #5.6.6/5.6.8/5.6.9	Senior Technical Consultant	1	1880
Task #5.6.7/5.6.8	Business Analyst Mid	1	1880
Task #5.6.10	Business Analyst Mid	1	1880
Task #5.6.11	Business Analyst Sr.	1	1880
Task #5.6.12	Senior Technical Consultant	2	3760
Task #5.6.12	Business Analyst Sr.	2	3760
Task #5.6.12	Web Designer Level 3	1	1880
Task #5.7	Supervisory Program Manager Sr.	1	1880
Task #5.7	Supervisory Program Manager Md.	1	1880
Task #5.7	Program Administration Specialist	0.5	940
	Labor Total	90.5	170140