Attachment 1: Performance Work Statement (PWS)

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United States Special Operations Command (USSOCOM) Specialty Services

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1.0 Introduction

The United States Special Operations Command (USSOCOM) has a requirement to provide enterprise-wide information technology (IT) services and distribution to USSOCOM and all of its respective Components and Theater Special Operations Commands (TSOCs), through a more modern, flexible, scalable, performance-based service management and delivery framework known as Special Operations Forces Information Technology Enterprise Contracts (SITEC).

The SITEC service delivery environment is comprised of a series of interconnected IT systems whose purpose is the integration of information, applications and processes throughout USSOCOM's global operations as well as across Department of Defense (DoD) organizational boundaries.

The SITEC acquisitions will contribute to enhancing USSOCOM's ability to support the USSOCOM mission, as well as meet the net-centric DoD acquisition parameters. The SITEC acquisitions will also develop an enterprise-wide information-age transformation by building the foundation for increased operations efficiency, capabilities, and delivery flexibility through standardized and consistently-applied policies, procedures, oversight, resource allocation, and the provision of value-added support.

In order for USSOCOM to achieve its objectives, USSOCOM requires the delivery of a set of IT services that cross the IT service areas ("Specialty Services") to provide USSOCOM organizations with an umbrella contract to support individual task orders for IT services at worldwide locations. To meet this demand, USSOCOM requires the services of a highly qualified IT services provider with the skills and experience to provide localized support for Participating Entity's Specialty Services (Specialty Services Contractors). A Participating Entity may be a USSOCOM Component Command, TSOC, JSOC, or other office or unit requiring Specialty Services through execution of a Task Order under this contract. Specialty Services are a cross-section of IT services that will serve the special requirements of a particular organization (herein referred to as a "Participating Entity"). USSOCOM participating entities require teams of highly-skilled personnel who can:

- Uphold a high level of performance across the IT services noted in Section 5.4 below, as well as task order performance requirements
- Operate using ITIL processes
- Integrate with enterprise SITEC vendors and enterprise ITIL processes
- Readily support work requirements in Continental United Stated (CONUS) as well as remote/Outside of the Continental United States (OCONUS) locations, including theaters of active military operations

USSOCOM is establishing an Information Technology Management Office (ITMO) that will manage the acquisition, transition, coordination, and ongoing management of all IT service areas to provide enterprise-wide consistency and standardization in support of three major services:

- Operations, maintenance, and continuous enhancement of the USSOCOM IT computing systems, as well as the evolution or replacement of these systems, to

achieve the target state SOF Information Environment (SIE) through an ongoing series of integrated and interdependent engineering activities;

- Multi-tier, end-user support of 74,000+ SITEC users in every country where USSOCOM has a presence on a 24-hour, 365-days a year basis using multiple communications channels, including telephone (POTS & VoIP), email, web chat, voice/video teleconferencing; and
- Operations and maintenance of all production networks and production workstations used directly in the management and operation of USSOCOM global IT environment.

IT is a significant enabler of the USSOCOM mission. USSOCOM requires continuing support for the operations and maintenance of the Command's IT environment. Through the SITEC acquisitions, USSOCOM seeks IT services from best-of-breed service providers covering the full spectrum of IT requirements on a global scale. To contribute to USSOCOM mission achievement, IT services must be well-integrated, flexible, and adaptable across all IT service areas, with the ability to rapidly scale in response to USSOCOM's dynamic mission requirements.

The Specialty Services Contractor(s) shall meet all requirements and responsibilities in support of USSOCOM as outlined in this PWS, including subsequent task orders. All support and staff shall be fully trained, professional, and customer oriented, consistently providing responsive, flexible, innovative, and cost effective service. The Specialty Services Contractor(s) shall ensure quality work performance in accordance with applicable standards and guidelines. The Specialty Services Contractor(s) shall perform the requirements of this PWS in an environmentally acceptable and safe manner consistent with Federal, State and Local laws as well as applicable policies, regulations and instructions. The Special Services Contractor(s) shall provide all personnel, supervision, and other items necessary to perform the services and provide support to all mission areas of USSOCOM as specified in this PWS and ordered under individual task orders.

This PWS is meant as an overview of the basic scope of requirements; details will be provided for each individual requirement in subsequent task orders.

1.1 Service Delivery Summary (SDS)

The Specialty Services Contractor(s) shall perform to the standards outlined in this basic contract PWS SDS as well as the specific SDS standards outlined within each awarded task order (TO). The Specialty Services Contractor(s) shall ensure all services are provided efficiently and economically, while providing a quality product or quality service to meet participating entity requirements. The performance metrics utilized under both the basic contract and each task order to ensure all standards are outlined at a high level as part of Section 5.4 – "Performance Management" below and in detail within each subsequent task order.

2.0 Background and Historical Summary

USSOCOM was formed in 1987 and is a unified combatant command of the Department of Defense. USSOCOM's mission is to provide fully capable Special Operations Forces (SOF) to defend the United States and its interests, and to plan and synchronize operations against terrorist networks. USSOCOM is responsible for training and

equipping all DoD SOF to perform missions anywhere in the world at any time. Specific responsibilities of USSOCOM include developing, acquiring, integrating, fielding, and supporting special operations peculiar equipment, material, supplies and systems and ensuring the interoperability of equipment and forces.

USSOCOM is comprised of: a headquarters at MacDill Air Force Base (AFB), FL; one sub-unified command—the Joint Special Operations Command (JSOC)—at Fort Bragg, NC; and four component commands: the United States Army Special Operations Command (USASOC) at Fort Bragg, NC, the Naval Special Warfare Command (NAVSOC) at Coronado, CA, the Air Force Special Operations Command (AFSOC) at Hurlburt Field, FL, and the Marine Corps Forces Special Operations Command (MARSOC) at Camp Lejeune, NC. In addition, each of the Combatant Commanders has an attached TSOC that provides theater-related special operations strategy and planning efforts.

The SIE is USSOCOM's worldwide IT infrastructure. The SIE encompasses all SOF IT assets throughout the Command, down to the deployed sensor and shooter. The SIE houses USSOCOM's data centers and related enterprise services, as well as SOF's global terrestrial and satellite connectivity. The current SIE vision and concept of operations has been documented by USSOCOM Chief Information Office (CIO) organization and is considered an underpinning set of Information Technology (IT) capabilities required for the SOF community. The majority of IT services being acquired under the scope of this Specialty Services contract will support local Participating Entity requirements and associated assets and are not part of the SIE or services acquired through other USSOCOM SITEC Service Area Contracts.

2.1 Participating Entities: USSOCOM Components, Theater Commands, and Supporting Units

2.1.1 Joint Special Operations Command (JSOC)

JSOC is a sub-unified command of USSOCOM and is charged to study special operations requirements and techniques to ensure interoperability and equipment standardization, plan and conduct special operations exercises and training, and develop Joint special operations tactics.

JSOC is geographically located at Ft. Bragg, NC; with additional customer locations at Virginia Beach, VA; Ft. Benning, GA; and other classified sites. In addition to providing IT communications and services to JSOC entities at these locations, JSOC also supports IT services to other USSOCOM, DoD and Participating Entity organizations worldwide (CONUS and OCONUS) to ensure interoperability and equipment standardization across the USSOCOM community.

JSOC maintains three distinct IT networks at the classification of UNCLASSIFIED, SECRET and TOP SECRET; VOIP and Video Teleconference Bridges to provide IT services to its command and customers. The Specialty Services Contractor(s) will be responsible for providing IT services at each of the locations noted above and across the above noted networks and capabilities.

The total number of unique JSOC users is estimated at approximately 19,000. JSOC supports approximately 32,000 end user devices across the three major networks noted

above. Contractor support for JSOC includes several sub-ordinate units and locations that actively support the JSOC mission.

2.1.2 Theater Special Operations Commands (TSOCs)

TSOCs provide SOF support for each US Geographic Combatant Commander with the exclusion of NORTHCOM. The TSOCs include SOCPAC, SOCSOUTH, SOCCENT, SOCEUR, SOCKOR, SOCAFRICOM, and SOCJFCOM. If any new or reconfigured USSOCOM Components, TSOCs, or other reporting agencies should be created during the period of performance for this contract, they may elect, with USSOCOM CIO approval, to use this Specialty Services contract.

2.1.3 Special Access Programs (J6X)

J6X was created to provide Special Access Program (SAP) C4I support and Special Communications (SC) planning and integration for USSOCOM HQ, SOF units, and select partners. They also serve as the Special Mission Unit (SMU) C4I liaison for the command and manage USSOCOM SAP Networks (SAPNET) and the Distributed Common Access Database System (DCADS).

2.1.4 Long-Term Deployment Support

USSOCOM maintains the capability to support SOF missions across the spectrum of world-wide deployment scenarios, to include special operations support to the Geographical Combatant Commanders (COCOMS), Component Commands, Ambassadors, Country teams, and SOF personnel assigned to or working with various Participating Entity and non-Participating Entity agencies and partner nations. Specifically, Long-Term Deployment Support includes:

- Dedicated support to operate and maintain local and campus area networks for SOF entities at locations within Iraq to include Headquarters for the Combined Joint Special Operations Task Force (CJSOTF)-Arabian Peninsula and multiple forward operating base headquarters.
- Dedicated support to operate and maintain local and campus area networks for SOF entities at locations within Afghanistan to include Headquarters for the Combined Joint Special Operations Task Force (CJSOTF)-Afghanistan and multiple forward operating base headquarters.
- Dedicated support to operate and maintain local and campus area networks for SOF entities at locations within the Republic of the Philippines to include Headquarters for the Joint Special Operations Task Force (JSOTF)-Philippines and multiple forward operating base headquarters.
- Support to SOF entity command personnel as they define mission requirements and, if necessary, those specific tasks to be accomplished in the preparation for, and the conduct of, this operation.
- Dedicated personnel to install, integrate, operate, train, and maintain local, campus, and "long term" deployable (TACLAN) area network segments, at various classification levels for SOF entities that are deployed in the objective area.

- Support for network and services enhancements during the preparation for and execution of this planning effort; this will include knowledge management, virtualization, and other areas as specified by SOF personnel.
- Interoperability and interface between internal and external systems to include the deployed communications devices as defined by the Participating Entity.

2.1.5 Other Classified Entities

Support covered under the scope of this contract may also include classified entities that will be named and described in specific task orders pertaining to that Participating Entity.

3.0 Applicable Conditions

The significant conditions that affect the SITEC acquisition are Locations for Work Performance, Contractor Security, Safeguarding Classified Information Materials, Security Management Support, Compliance with DoD / USSOCOM IT Standards, Security and Classification, Equipment, Compliance with USSOCOM Management Tools, and Deployment of Contractors. These conditions are further described below.

3.1 Locations for Work Performance

All support provided in this PWS and the subsequent task orders shall be performed onsite within USSOCOM facilities, or other Participating Entity provided or designated facilities, unless otherwise agreed upon and approved in advance by the Participating Entity. The Specialty Services Contractor(s) shall support specific component USSOCOM enterprise-wide network environments within CONUS and OCONUS, including any combination of any USSOCOM Component and TSOCs facilities as best meets the component's objectives.

Unless otherwise stated in this PWS or a subsequent task order, the Specialty Services Contractor(s) shall provide the Participating Entity with support on a 24 hours a day/7 days a week/365 days a year basis. This includes staffing and manning of local Network Operations Centers (NOC) for monitoring and responding to any and all network-related events that threaten USSOCOM's IT mission ability to reliably provide data, voice, or video telecommunication connectivity and content delivery between any of its globally-located network nodes. This also includes staffing and manning local data centers to monitor and ensure the operations of a Participating Entity's applications, systems, and computing infrastructure.

The Specialty Services Contractor(s) shall support the IT needs of the Participating Entity's user community, including all Participating Entity, civilian, contractor, and consultant personnel employed by, attached to, or working for the requesting entity at any given point in time, as well as any other USSOCOM-authorized personnel.

3.2 Contractor Security

Security will be in accordance with the attached DD254. The majority of Specialty Services Contractor(s) personnel supporting this contract shall require a TS-SCI clearance and authorized Secret level safeguarding to perform onsite project work. Contractor personnel may also be required to pass psychological evaluations and/or undergo Survival, Evasion, Resistance, and Escape (SERE) training and must provide

eligible personnel or personnel that have been previously SERE certified. Requirements for personnel with SERE certifications will be specified in individual task orders. At the start of the task order, the Participating Entity will determine the required security clearance levels that Contractor personnel must hold for performing their specified tasks supporting the specific task order. Hiring of Contractor personnel with the requisite security clearances shall be coordinated with and approved by the Contracting Officer (COR) and Primary COR (PCOR). At the discretion of the Participating Entity, selected individuals supporting this contract will require access to SAP information. Access to SAP information requires the requisite security clearance based on a security investigation with a date less than 5 years old and requires employees to undergo additional personnel security screening meeting the DoD SAP-accessing directives and policies. The Specialty Services Contractor(s) will require access to SCI, SAP, and Focal Point material in performance of this effort. The Specialty Services Contractor(s) will also require access to the Non-Secure Internet Protocol Router Network (NIPRNet), the Secret Internet Protocol Router Network (SIPRNet), and the Joint Worldwide Intelligence Communications System (JWICS) computer systems at Participating Entity facilities and NIPRNET access at Specialty Services Contractor(s) facilities; NIPRNET access from Specialty Services Contractor(s) facilities shall be subject to approval by USSOCOM. Specialty Services Contractor(s) will be authorized to courier classified information up to the TS-SCI level in performance of official duties upon approval of and designation by the COR.

3.3 Safeguarding Classified Information and Materials

The Specialty Services Contractor(s) will ensure requirements are fulfilled for safeguarding classified information and classified materials, obtaining and verifying personnel security clearances, verifying security clearances and indoctrination of visitors, controlling access to restricted areas, protecting Participating Entity property, and the security of automated and non-automated management information systems and data. The Specialty Services Contractor's management system shall prevent unauthorized disclosure of classified and sensitive unclassified information. The Participating Entity shall be immediately notified if any security incident or any indication of a potential unauthorized disclosure or compromise of classified or sensitive unclassified information.

3.4 Security Management Support

The Specialty Services Contractor(s) will provide security management support. Typical efforts include, but are not limited to, performing classified document control functions, classified materials inventories, program access requests, preparing and monitoring personnel indoctrination and debriefing agreements, and maintaining and using security-related databases.

3.5 Compliance with DoD and USSOCOM IT Standards

The Specialty Services Contractor(s) shall perform all service delivery responsibilities in compliance with all DoD and USSOCOM IT standards, direction, and guidance, as well as other applicable service delivery documents.

3.6 Security and Classification

The USSOCOM IT infrastructure uses multiple network and computing platforms for processing, storing, routing, and delivery of data, voice, and video communications. The

data center server and storage infrastructure is interconnected with both non-secure and secure network platforms, including the NIPRNET, SIPRNET, and JWICS. USSOCOM may also use communications platforms not currently identified or defined.

3.7 Equipment

The Participating Entity, as outlined in each specific task order, will furnish office space and equipment (computers, desks, facsimile machines, copy machines, telephones) for Specialty Services Contractor(s) personnel performing work in Participating Entity facilities under this contract.

3.8 Leverage of Existing USSOCOM IT Operations Management Tools

Due to security requirements, the Specialty Services Contractor(s) must use the Participating Entity's suite of service operations management and information assurance management equipment and software tools for performing all day-to-day operations of the SIE. The Specialty Services Contractor(s) shall not install and/or utilize any software or hardware that is not authorized for use by the Participating Entity.

3.9 Deployment of Contractors

Contractor staff may be required to travel to OCONUS locations, including war zones. Such deployment shall be subject to FAR 52.228-3, Workers' Compensation Insurance (Defense Base Act). Any such deployment will be authorized by the designated Contracting Officer, unless otherwise delegated.

4.0 Information Technology Management Office (ITMO)

The USSOCOM ITMO is responsible for all aspects of governing the enterprise-wide strategic, as well as tactical day-to-day, delivery of IT service operations across all IT Service Areas. The primary responsibilities of the ITMO are to define and establish standard enterprise-wide IT service delivery policies, procedures, and associated governance practices for managing, monitoring, coordinating, integrating, prioritizing, performance reporting, and supporting the delivery of all IT services, as well as overseeing and directing the activities of the service delivery of all IT service providers. The ITMO is a division within USSOCOM J6 organization. The ITMO will augment the existing USSOCOM capabilities to establish enterprise-wide IT service management (ITSM) and delivery standards. The ITMO will also support the J6 divisions in translating USSOCOM's strategic IT mission objectives into executable operational actions and managing the day-to-day service integration and performance of all IT service providers to achieve the Command's mission objectives. For the purposes of this contract, the ITMO will manage high-level aspects of the overall contract administration but will generally not be involved in individual task orders or day-to-day operations. The Specialty Services Contractor(s) will be responsible for integrating with all ITMO processes and Specialty Services requirements and activities that may affect the enterprise.

5.0 Requirements

The Specialty Services Contractor(s) may be required to provide the necessary services to support all mission areas of USSOCOM as specified and ordered under individual task orders. The scope of work in this PWS is covered in the five service areas

described below: IT Service Management, Network Services, Data Center Management, Distributed Computing, and Application Management. All specific data/requirements will be delineated in individual Task Orders and referenced as part of the Bidder's Library for this contract. In the situation that classified information is required, a separate classified bidder's library will be developed and made available to Specialty Services Contractors. This separate, classified bidder's library will be developed and made available in response to specific task order requirements.

5.1 Specialty Services Contractor Scope of Support

The Specialty Services Contractor(s) shall perform to the general performance management standards outlined in Section 5.4 in this basic contract PWS as well as the performance management standards outlined within each awarded Task Order. The Specialty Services Contractor(s) shall provide guidance and assistance to ensure all services are provided efficiently and economically, while providing a quality product or quality service to meet customer requirements. The performance metrics utilized under both the basic contract and each task order to ensure all standards are met will be in accordance with the high-level performance metrics (see Section 5.4) and detailed within subsequent task orders.

The Specialty Services Contractor(s) will be expected to provide personnel that have skill sets that cross each of the IT service areas in order to gain efficiencies not realized if personnel were needed to service each of the IT service areas individually. Specifically, the Specialty Services Contractor(s) must provide services for:

- **IT Service Management** – The Specialty Services Contractor(s) will be responsible for providing expert services in developing, documenting, structuring, implementing, coordinating, and monitoring the delivery of the Participating Entity's IT Service Management (ITSM) processes, procedures, performance, and continuous improvement of all of the Participating Entity's IT service areas.
- **Network Services** – The Specialty Services Contractor(s) will be responsible for providing local support for provisioning, operating, administering, troubleshooting, repairing, and managing all of aspects of the Participating Entity's data, voice, and video networks. These networks include the Participating Entity's metropolitan area network(s) (MAN), campus area network(s) (CAN), local area network(s) (LAN), Virtual Private Network (VPN), Voice over Internet Protocol (VoIP) Network, Video Network, Test and Integration network, and network-related Information Assurance activities, as well as other networking technology as may be deployed at a future date in a manner that will meet specific objectives identified below and in future task orders.
- **Data Center Management** – The Specialty Services Contractor(s) will be responsible for the local provisioning, operating, administering, troubleshooting, repairing, and managing all of aspects of the Participating Entity's locally located servers and storage. The Participating Entity's servers and storage at minimum include all development, test, and production application servers, web portal servers, database servers, middleware servers, Internet/intranet servers, email/collaboration servers, DNS servers, proxy servers, file/print servers, SAN storage arrays, and other data storage systems, and all server and storage-

related Information Assurance activities, and all hardware and software tools and utilities used to manage the local data center resources, as well as other data center technology as may be deployed at a future date in a manner that will meet specific objectives identified below and in the future task orders.

- **Distributed Computing** – The Specialty Services Contractor(s) will be responsible for providing the skills and experience in distributed computing support for provisioning, operating, administering, troubleshooting, repairing, and managing all aspects of Participating Entity's centrally and remotely located end user devices. The Participating Entity's end user devices, at a minimum include desktop/laptop software image management, hardware break/fix, software, telephone desk equipment, VTC management, etc.) , and all distributed computing-related Information Assurance activities, and all hardware and software tools and utilities used to manage the distributed computing resources, as well as other distributed computing technology as may be deployed at a future date in a manner that will meet specific objectives identified below.

- **Application Management** – The Specialty Services Contractor(s) will be responsible for providing the skills and experience in Application Maintenance, Database Maintenance, Application Development, Database Development, and Related Planning/Engineering, ITSM, and Information Assurance (IA) Operations. The Participating Entity's applications include any and all applications related to the Participating Entity's mission as included in specific Task Orders under this contract.

These five service areas provide the flexibility and the wide range of technical and/or contracting resources necessary to help with meeting all Information Technology program requirement(s). The functional areas are depicted in greater detail below.

5.1.1 IT Service Management

The Specialty Services Contractor(s) shall provide assistance and support to the Participating Entity in establishing and maintaining an IT Service Management environment that aligns with the ITIL v3 framework as specified in this PWS and specified in subsequent task orders.

5.1.1.1 *IT Service Strategy*

The Specialty Services Contractor(s) will support the Participating Entity by providing strategy and planning services to aid in the prioritization of IT service investments.

5.1.1.2 *IT Service Design*

The Specialty Services Contractor(s) shall support the Participating Entity in all IT service related engineering, design, development, and implementation of IT service management, not only as an organizational capability, but also as a strategic asset for the Participating Entity.

5.1.1.3 IT Service Transition

The Specialty Services Contractor(s) shall support the Participating Entity in the delivery of the required IT services into live/operational use through the use of project and program management activities. These activities include:

- Service Asset and Configuration Management
- Service Validation and Testing
- Evaluation
- Release Management
- Change Management
- Knowledge Management

5.1.1.4 IT Service Operation

The Specialty Services Contractor(s) shall support the Participating Entity in performing the day-to-day operations and the strategic and tactical ITSM tasks and activities essential to optimizing IT operational performance of ITSM services and managing local IT service delivery in accordance with the respective IT service performance metrics, including contracted service level agreements (SLAs), operating level agreements (OLAs), and Associate Contractor Agreements (ACAs). The Specialty Services Contractor(s) will support all IT service-related operational processes including:

- Event Management
- Incident Management
- Problem Management
- Request Fulfillment
- Access Management

5.1.1.5 Configuration Management

The Specialty Services Contractor(s) shall perform all lifecycle Specialty Service Configuration Management activities, which shall be performed in accordance and compliance with Participating Entity's configuration management policies and procedures. The Specialty Services Contractor(s) shall use Participating Entity's configuration management system to record, track, monitor, and update all Specialty Services component configurations, and all subsequent component configuration changes. The Specialty Services Contractor(s) shall monitor its personnel to ensure they comply with the accurate and timely recording of all Specialty Services asset parameters as specified in Configuration Management (CM) requirements. The Specialty Services Contractor(s) shall include a logical model of its Service Areas' devices and their relationships by identifying, controlling, maintaining and verifying installed hardware, software, and documentation (i.e., maintenance contracts, SLA documents, etc.). The Specialty Services Contractor(s) shall use the Configuration Management System to account for all Specialty Services Assets and configurations to provide accurate information on configurations and provide a sound basis for Incident, Problem, Change and Release Management and to verify configuration records against the infrastructure and correct any exceptions.

5.1.1.6 Continual Service Improvement (CSI)

The Specialty Services Contractor(s) shall provide recommendations on the principles underpinning the practice of IT service management to support the Participating Entity in the aligning and realigning IT services to changing business needs. At a minimum, the Specialty Services Contractor(s) shall support the Participating Entity in the following CSI activities:

- Service Level Management
- Service Measurement and Reporting
- Continual Service Improvement

5.1.1.7 Enterprise Architecture

The Specialty Services Contractor(s) shall maintain frequent and close coordination in the progress of all Participating Entity enterprise architecture-related projects and provide functional and technical support to develop and update operational, systems, and technical architectures.

The Specialty Services Contractor(s) shall specify architecture requirements and maintain architectural artifacts for elements such as network bandwidth, systems and data interfaces, interoperability requirements, business process modeling notation and identify compliancy requirements (e.g., DODAF and/or the Federal Enterprise Architecture (FEA) Framework, Business Enterprise Architecture, and Department of Defense Information Technology Standards Register (DISR)).

5.1.1.8 IA Policy and Planning

The Specialty Services Contractor(s) shall implement and integrate with DoD, USSOCOM, and Participating Entity IA policies, procedures, and documentation pertaining to the IT Service Areas for which the Specialty Services Contractor(s) have management responsibility. At a minimum, these policies, procedures and documentation shall address IA operations, administration and governance services, and IT security for the Participating Entity's IT infrastructure as it relates to the Participating Entity. The Specialty Services Contractor(s) shall ensure that appropriate IA controls, reporting, and documentation are in place for all IT service areas within the Participating Entity. The Specialty Services Contractor(s) shall monitor the work performed by Specialty Services Contractor(s) to ensure that ongoing and continuous incorporation of all appropriate IA requirements and implementation of all required safeguards for securing and managing the IA security of all Participating Entity IT systems and IT environments, as well as Specialty Services Contract personnel. This monitoring shall, at a minimum, include the network, data center, service desk (where applicable), distributed computing, and applications management. In support of this monitoring the Specialty Services Contractor(s) shall perform all certification and accreditation documentation as specified in DoD, USSOCOM, and Participating Entity policies and regulations.

5.1.1.9 IT Service Desk

The Specialty Services Contractor(s) will provide Service Desk support as Tier 1, 2 and 3 services for those participating entities requiring this support as part of an individual task order. For devices supported by one of the other SITEC Contract towers that are located at a participating entities geographic location, Tier 1 support will be provided by

the USSOCOM SITEC Service Desk. Tier 2 and 3 support will be provided by the applicable SITEC Unit tower responsible for the devices and/or other provider based on documented Associate Contractor Agreements (ACAs).

5.1.2 Network Services

The Specialty Services Contractor(s) shall provide the Network Services to the Participating Entity in accordance with the requirements specified in this PWS and specified in subsequent Task Orders. This support shall include all related planning and engineering, IT Service Management, and IA Operations activities related to network services including strategic and tactical planning to identify, manage, and direct and translate objectives, requirements, resource constraints, IA risks, and schedule into logical, actionable elements to be implemented to achieve the parameters specified in the strategic plan.

5.1.2.1 *Network Infrastructure*

The Specialty Services Contractor(s) shall provide full lifecycle support for a Participating Entity's installation, tuning, testing, monitoring, upgrading, patching, break/fix, and management of network infrastructure environment, including all network hardware, software, and circuits that interconnect the Participating Entity's LAN, WAN, MAN, or CAN to the enterprise LAN, WAN, MAN, or CAN. The Specialty Services Contractor(s) shall support the Participating Entity's location in generating/receiving NIPR, SIPR, and/or JWICS Participating Entity-sponsored SCAMPI WAN communication and network infrastructure services. The Specialty Services Contractor(s) shall support all transmission facilities including, but not limited to: point-to-point circuits; dedicated Internet connections; broadband (DSL/Cable Modem) Internet connections; Internet based VPNs; wireless communications connections. The Specialty Services Contractor(s) shall work with public carriers and other Participating Entity circuit providers on behalf of Participating Entity to ensure delivery of network and Participating Entity site services. The Specialty Services Contractor(s) shall provide support that is required by the Participating Entity to maintain and manage all elements of the Participating Entity's network environment, including all hardware, software, and circuitry, which is considered within the scope of services. Provision of this service extends up to and ends at the wall jack within Participating Entity facilities and includes provision, installation, maintenance, and management of the intra-facility network wiring, equipment, and software itself within and between the facilities. The Specialty Services Contractor(s) shall follow enterprise-designated network standards for design, installation, maintenance, and retrofit of network infrastructures deployed within Participating Entity facilities.

5.1.2.2 *Voice, Video, and VTC*

The Specialty Services Contractor(s) shall provide full lifecycle support for a Participating Entity's garrison or deployed Voice, Video, and VTC communications networks and services, including the installation, testing, operation, maintenance, and management of designated network voice communications systems and associated equipment (e.g., DSN, VoIP), networks supporting video telecommunications (VTC), full motion video (FMV), and streaming video. The Specialty Services Contractor(s) shall ensure full interoperability and a seamless connection between all internal and external systems to include, but not limited to NIPRNET, SIPRNET, and JWICS. The Specialty Services Contractor(s) shall provide support to the VoIP and digital voice network infrastructure

installations. Specific voice, video, and VTC related requirements shall be delineated in each task order.

5.1.2.3 Deployed Communications Support

The Specialty Services Contractor(s) shall provide onsite network integration for the Participating Entity's CONUS and OCONUS facilities when deploying production-ready products and solutions into any of its facilities. Contractor support shall include IT integration, configuration, release, and testing activities in support of and in response to onsite mission requirements for secure, sustainable, and production-ready IT solutions.

The Specialty Services Contractor(s) shall install, maintain, update, repair, document, and manage all aspects of any such site-specific network integration services needed in support of the Participating Entity's mission.

5.1.3 Data Center Management

The Specialty Services Contractor(s) shall provide data center management support services to manage the Participating Entity's IT computing environment providing coverage for all hardware and software services as specified in this PWS and specified in subsequent task orders. This support shall include all related planning, engineering, integration, and IA operations in the area of Data Center Management including server and storage performance and process management, architecture, design, configuration, and technology management; server and storage security management and protection; standards and quality assurance management; transition management; and such other data center-related subject areas.

5.1.3.1 Hardware Management

The Specialty Services Contractor(s) shall utilize the hardware provided by the Participating Entity to manage delivery of all required data center services, including the Participating Entity's server and storage systems operations monitoring tools. The Participating Entity shall provide, and retain ownership of, all SIE IT hardware assets that are used at the Participating Entity location for supporting the USSOCOM IT mission.

5.1.3.2 Software Management

The Specialty Services Contractor(s) shall utilize, monitor, and manage a software license data repository provided by USSOCOM for enterprise-wide use for recording and tracking information regarding software licensing and support agreements (e.g., vendor name, software name and version, number of authorized users and/or devices covered, licensing fees, commencement and expiration date, etc.).

5.1.4 Distributed Computing

The Specialty Services Contractor(s) shall provide distributed computing management support services to manage the Participating Entity's IT distributed computing environment, to include all services as specified in this PWS and in subsequent task order. The Specialty Services Contractor(s) will support all related planning, engineering, and IA activities related to distributed computing and the Participating Entity's distributed computing environment.

5.1.4.1 Operations

The Specialty Services Contractor(s) shall implement, maintain, update, and manage the distributed computing service operations processes and procedures required in performing the day-to-day delivery and support of all distributed computing infrastructure resources and associated services at the Participating Entity location.

5.1.4.2 Installs, Moves, Adds, and Changes (IMACs)

The Specialty Services Contractor(s) shall perform distributed computing IMACs for all Participating Entity-related distributed computing equipment and software at the Participating Entity location in response to service requests to enable its end users to move in and have full connectivity and usage of all necessary computing services and network enclaves. This shall include installations, relocations, upgrades, changes, modifications, reconfigurations, and secure disposals of any of the distributed computing infrastructure hardware and software, regardless of whether the work was performed via remote reconfiguration or administration (e.g., remote software installation or update push) or the work was performed by an onsite service technician. The Specialty Services Contractor(s) shall also provide support services for situations where the Participating Entity deploys distributed computing equipment into operational theaters in support of SOF personnel.

5.1.4.3 VIP Support

The Specialty Services Contractor(s) shall manage and provide enhanced support for specifically designated senior personnel such as Flag Officers/SES. Support should include, but is not limited to, dispatch to a residence or other location to resolve a distributed computing-related incident, problem, or service request as required by the Participating Entity in subsequent task orders.

5.1.4.4 VTC Site Operations

The Specialty Services Contractor(s) shall manage and support both fixed and portable VTC suites and all system elements (e.g., video cameras, all projection screens, speakers, control consoles, control software, etc.), including initial installation, connection, and configuration, as well as on-going day-to-day setup and operational assistance for conducting video teleconferences as requested by the Participating Entity in subsequent task orders.

5.1.4.5 End-User and Site Devices

The Specialty Services Contractor(s) shall manage and provide day-to-day support for the end-user devices as a specific set of end-user computing equipment, software, peripheral devices, and mobile computing devices designated for either personal or shared usage by Participating Entity-designated personnel. The Specialty Services Contractor(s) shall also manage and provide day-to-day support for the distributed computing equipment, software, and peripheral devices as required in subsequent task orders.

5.1.5 **Application Management**

The Specialty Services Contractor(s) will provide support to the Participating Entity in the area of Application Management for Application Maintenance and Application Development activities as specific in this PWS or detailed in subsequent task orders.

The Specialty Services Contractor(s) will be responsible for application management for the logical databases and applications but not for the application management activities related to management of the physical hardware. The Specialty Services Contractor(s) will also support all related planning, engineering, and ITSM activities for applications management related to application strategy, application architecture, and planning associated with the application.

5.1.5.1 Application and Database Maintenance

The Specialty Services Contractor(s) shall support Participating Entity application and database maintenance activities associated with repairing errors and defects of new or existing GOTS/COTS applications and logical databases. Physical databases and the underlying infrastructure are managed by the SITEC Data Center IT Service Provider Database Administrators. Application Maintenance activities include corrective and emergency maintenance of Participating Entity applications to repair defects to applications in production, preventive maintenance to cover future events that could disable or degrade service of an application, adaptive maintenance to ensure application performance is not affected by changes to interfacing or new applications or changes, and perfective maintenance to ensure that applications operate at peak efficiency. The Specialty Services Contractor(s) is also responsible for providing technical support services to the Participating Entity including expert assistance in tuning applications for optimal system performance.

5.1.5.2 Application and Database Development

The Specialty Services Contractor(s) will support Participating Entity application development activities associated with development of application enhancements, and related modifications, on undeveloped, new, existing or GOTS/COTS applications and logical databases. Physical databases and the underlying infrastructure are managed by the SITEC Data Center IT Service Provider Database Administrators. Application Development activities include program management services associated with new applications, requirements and design services, programming and development services, integration and testing services, code migration services, software configuration management services, and technical change management services. The Specialty Services Contractor(s) is also responsible for providing either classroom style or computer-based training services for new or enhanced applications developed by the Specialty Services Contractor(s) to improve the Participating Entity's specific skills through education and instruction. This requirement for training includes the development of any training related documentation.

5.2 Staff Management

5.2.1 Specialty Services Management Structure

The Specialty Services Contractor(s) shall provide a management team structure that aligns with the Participating Entity's internal IT management requirements. In the event that the Specialty Services Contractor(s) is awarded multiple task orders under this contract, its management team structure shall remain homogeneous across each task order. The Specialty Services Contractor's team shall include senior representatives who will be responsible for performance of the Specialty Services Contractor(s) tasks and activities as specified in this PWS and subsequent task orders.

5.2.2 Subject Matter Expertise Functions

When requested by the Participating Entity, the Specialty Services Contractor(s) shall designate individual(s) to address IT technology and service delivery subject matters related to: IT service performance and process management; enterprise architecture, design, configuration, and technology management; IT security management and protection; standards and quality assurance management; transition management; and such other IT-related subject areas where the Participating Entity deems it lacks appropriate skills and proficiency. The Specialty Services Contractor(s) subject matter expert(s) (SMEs) will meet with the Participating Entity to develop and make recommendations on potential courses of action and develop actionable plans to address Participating Entity-approved course(s) of action.

5.3 Relationship Management

The Specialty Services Contractor(s) shall assist the Participating Entity in maintaining ongoing dialog with relevant other SITEC IT Service Area providers (e.g., Data Center, Enterprise Networks, Application Management, etc.) in areas of intersecting or linked requirements and processes. The Specialty Services Contractor(s) shall perform all of its technology performance management tasks and activities in cooperation, collaboration, and coordination with all other Enterprise IT service providers to ensure ongoing compliance with all Performance Management optimization requirements and objectives. The Specialty Services Contractor(s) shall also maintain close coordination and collaboration with any other Specialty Services Contractors that may have interacting or linked requirements. The Specialty Services Contractor(s) shall remain in constant communication with the COR, the PCOR, and Participating Entity leadership as stipulated in this section and in Section 5.6 Monthly Reporting Requirements.

5.4 Performance Management

The following table establishes a high-level list of possible performance requirements in the execution of this contract and its task orders at the contract level. The Participating Entity will utilize a Performance Management Plan in managing, providing oversight, and assessing performance at both the contract and task order levels. Specific metrics for performance management will be developed and delineated at the task order level. The Specialty Services Contractor(s) shall recommend and adhere to Participating Entity-approved policies, procedures, measurement and evaluation practices, and monitoring and reporting requirements for managing IT infrastructure components and applications to obtain optimal performance. Possible performance parameters may include:

Contract Level Performance Examples			
Category	Objective	Metric – Performance Threshold	Method of Evaluation

Quality of Service	• Are reports/data accurate? • Does the Contractor's work measure up to commonly accepted technical or professional standards? • What degree of Participating Entity technical direction was required to solve problems that arise during performance? • Were there any Organizational Conflict of Interest (OCI) concerns? • Were there any security violations? • Was the Contractor responsive to the PCOR and COR? • Was the Contractor's solution to problems timely and effective? • Is the Contractor's integration and coordination of all activities needed to execute the contract adequate - specifically the timeliness, completeness and quality of problem identification, corrective action plans, and proposal submittals? • Does the Contractor maintain an acceptable request response rate? • Does the Contractor follow change management processes and guidelines depicted in the contract and task order? • Does the Contractor effectively manage interactions and interfaces between enterprise service desk, ITMO, and local service desk personnel?	• No security violations acceptable. 100% Compliance. • No Organizational Conflict of Interest OCI violations acceptable. 100% compliance • Contract level reports and data submitted accurately and on time per Task Order 90% of the time •	• 100% Inspections through End of Day (EOD) checks, and periodic surveillance by CORs
Schedule	• Did the Contractor provide timely response to time-sensitive requirements, including short notice requirements and a large number of requirements in a short period (surge capability)? • Did the Contractor provide accurate, current and complete data and reports that met the required timeline? • Did the Contractor submit task order proposals and modification requests on time?	• No more than 5 late documents per year and no more than 2 working days late unless extension was granted. No more than two sets of corrections/ edits and all corrections must be accomplished within 5 working days for contract level requirements	• PCOR receives feedback from CORs through task order performance reports in accordance with (IAW) Performance Management Plan and other end users feedback, etc. • PCOR also evaluates objectives at the contract level through day to day interaction with the

			prime contractors as well as consideration of Contract Specialist feedback
Cost Control	• Is the Contractor effective in forecasting, managing, and controlling contract cost: • Does the Contractor keep within the total estimated cost? • Recent audit results, maintaining approved accounting and purchasing systems? • Have overhead costs increased substantially? • Did the Contractor do anything innovative that resulted in cost savings? • Were billings current, accurate and complete? • Are the Contractor's budgetary internal controls adequate? • Did the Contractor do anything innovative that resulted in a cost savings?	• The relationship of the negotiated costs and budgeted costs to actuals over awarded tasks remains within proposed ceilings • Maintains approved accounting and purchasing systems • Favorable audit results with only minor corrections necessary • Process improvement or change in providing support saved the Participating Entity time or money	• Results of Audits by Defense Contract Audit Agency (DCAA) • Review of approved Defense Contract Management Agency (DCMA) provisional rates from year to year • Review of cost proposals • Review of savings information provided by contractor in final report
Business Relations	• Is the Contractor's integration and coordination of all activities needed to execute the contract adequate - specifically the timeliness, completeness and quality of problem identification, corrective action plans, proposal submittals, the contractor's history of reasonable and cooperative behavior (to include timely identification of issues in controversy), customer satisfaction, timely award and management? • Include, as applicable, information on the following: o Is the Contractor customer oriented? o Is interaction between the Contractor and the Participating Entity satisfactory or does it need improvement? o Is the Contractor responsive to the PCOR, the COR?	• No more than 5 validated customer complaints from the CORs within a task order period of performance. A subjective assessment by the PCOR based upon if the performance is a systemic concern or just a focus of a small number of task orders.	• PCOR receives feedback from CORs through task order performance reports IAW Performance Management Plan and other end users feedback, etc. • PCOR also evaluates objectives at the contract level through day to day interaction with the prime contractors as well as consideration of Contract Specialist feedback

Management of Personnel	• How effective has the Contractor's performance been in selecting, retaining, supporting, and replacing, when necessary, qualified personnel?	• The Contractor effectively retains personnel with the appropriate levels of education, experience and expertise to accomplish the range of requirements described in the Task Order. The Contractor maintains a stable workforce without disruption of service in order to maintain continuity of services.	• PCOR receives feedback from CORs through task order performance reports IAW Performance Management Plan and other end users feedback, etc. • PCOR also evaluates objectives at the contract level through day to day interaction with the prime Contractors as well as consideration of Contract Specialist feedback
Other, Meeting Small Business Subcontracting Requirements.	• Did the Contractor meet the requirements for subcontracting in Section H? • Were efforts taken to ensure early identification of subcontract problems and the timely application of corporate resources to preclude subcontract problems from impacting overall prime contractor performance • Were the Contractor's demonstrated efforts devoted to developing and managing subcontracts effective? • Were the Subcontractors integrated as part of the prime Contractor's team? • Is the prime Contractor growing its small business partners to become more capable (processes, financial capability, etc)	• Meets requirements in Section H • Any subcontracting issues addressed to the prime by the COR are handled by the prime	• Review of data base submissions • Review of Electronic Subcontracting Reporting System (ESRS) submissions • Review of task order proposals and number of task orders awarded based on competition between all prime contractors

5.5 Task Order Management Methodology

The Specialty Services Contractor(s) shall provide a "Task Order Management Methodology" in response to this PWS. The Specialty Services Contractor(s) shall manage each task order separately while maintaining a common level of management and interaction across each task order. Specific management requirements of individual task orders will be delineated in the subsequent task order information. The Specialty Services Contractor(s) shall manage each task order in accordance with enterprise process, governance, and IT policy and integrate with enterprise service providers to the extent required in each task order. As part of this contract, the Specialty Services Contractor(s) shall possess the capability to manage multiple task orders under this

contract that may span different geographic regions and levels of information/system classification.

5.6 Monthly Report Requirements

As long as the Specialty Services Contractor(s) has active task orders awarded under this contract, the Specialty Services Contractor(s) shall provide a monthly report for each task order awarded to the appropriate task order COR as well as a contract-centric monthly report to the PCOR. In addition, the Specialty Services Contractor(s) shall provide a monthly report with a summary of all contract efforts that rolls up the task order information to include a listing of each task order issued under the basic contract to the COR and PCOR.

Monthly reports shall be submitted via e-mail (possibly a database in the future) to the required parties no later than the 10th day of each month covering the month preceding the submission date. Monthly reports shall include, but not be limited to, the following information:

1. Brief summary of progress and activities.
2. Progress and activities projected.
3. Anticipated difficulties in upcoming tasks and any issues on current tasks.
4. Task order funds expended (by month and to date) to include labor for Cost type task orders.
5. Efforts made towards progress in Small Business Goals and in support of Small business.
6. Recommended improvements or solution options.
7. Manpower Reporting. Until such time that an electronic database has been developed, all prime contractors will include in these monthly reports manpower data depicting all direct labor supporting the SITEC SPECIALTY SERVICES contract broken down by each major participating entity and other information as required IAW DoD and SOCOM policy.
8. Financial Reporting. The Specialty Services Contractor(s) will be responsible to provide financial cost reports and data that allows USSOCOM to understand the costs related to actual usage of IT resources by the Participating Entity. The Specialty Services Contractor(s) shall establish and maintain appropriate cost controls for managing IT projects, as well as network service volume increases and decreases. IAW DOD 7000.14-R and OMB Circular NO. A-136.
9. Additional contract deliverables may be specified for each individual task order.

The Summary Monthly Report shall total up the information provided for the specific task order summaries into one overarching report for the PCO and PCOR to use to evaluate overall contract performance as required in the SDS.

5.7 Transition Processes/Plan

The Specialty Services Contractor(s) shall be required to provide a transition process plan to be implemented following contract award. The following details are provided and shall be considered and used in the Contractors transition process:

5.7.1 Phase-In Periods.

The Specialty Services Contractor(s) shall develop comprehensive procedures for phasing in Contractor performance to the level required within the time allowed under the terms of this contract starting from time of award through task order(s) start date.

5.7.1.1 Phase-In Period – Contract.

The period between contract award and contract commencement will constitute the Contract phase-in period. During the Contract phase-in period, the Specialty Services Contractor(s) shall prepare to assume full responsibility for all areas of operation in accordance with the terms and conditions of this contract. Therefore, the Specialty Services Contractor(s) should be completely established, have all processes/plans in place and ready to propose all efforts issued by this office and other offices with ordering authority. The Specialty Services Contractor(s) shall take all actions required for a smooth transition to support total contract operations as proposed and accepted. During the Contract phase-in period, the Specialty Services Contractor(s) shall at a minimum: obtain all required certifications and clearances, obtain all required personnel security clearances, attend post-award meetings as required, and be postured to propose on all task order Requests for Proposals and Statements of Objectives required to support the Participating Entity under this contract.

5.7.1.2 Phase-In Period – Task Orders.

The period of 1 full year (task order commencement through task order termination) will constitute the Task Order phase-in period. During this time the task orders under the current support service contracts will expire, therefore, all Specialty Services contractor(s) will be required to propose on expiring task orders based on information provided by the Participating Entity – both in writing and orally. The Participating Entity intends to issue statements of objectives, and provide access to Participating Entity Contracting Officer Representatives in order to provide as much information available regarding the services to be provided. It is the Participating Entity's desire and intent to convert award as many task orders under this contract as truly performance based using specific Performance Management measurements and deliverables to assess services provided.

5.7.2 Phase-Out Period.

When ordered by the Participating Entity, the Specialty Services Contractor(s) shall transition services to the Participating Entity or a follow on contractor in accordance with FAR 52.237-3 "Continuity of Services." Within 30 Days of issuing the order for transition services, the Participating Entity will identify the services the Contractor shall perform throughout the Termination Period.