

PERFORMANCE WORK STATEMENT

**A procurement by the
U.S. General Services Administration
Region 5 Contracting Division**

on behalf of

CLIENT AGENCY:

Office of Stakeholder Engagement (OSE), Integrated Award Environment (IAE)

PROJECT TITLE:

Federal Service Desk - Customer Service Team

PROJECT NUMBERS:

Acquisition Number: 47QDCB22K00XX

Solicitation Number: 47QDCB22Q00XX

NAICS: 541519 - Other Computer Related Services

Product Service Code: D321 - IT & Telecommunications Help Desk

ORIGINAL VERSION DATED

18 July 2024

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1. INTRODUCTION

1.1 Requiring Organization Mission

Office of Stakeholder Engagement (OSE), Integrated Award Environment (IAE)

1.1.1 Organizational Mission

The Integrated Award Environment (IAE) mission is to support a common, secure business environment that facilitates and supports cost-effective acquisition of, and payment for, goods and services; effective management of federal acquisition and assistance awards; and consistent transparency into federal acquisition and assistance awards.

The IAE vision is to continue to evolve and integrate the existing shared portfolio of seven (7) electronic systems used for awarding and administering federal financial assistance (i.e., grants, loans) and contracts through Scaled Agile Framework (SAFe) development processes on the FAS Cloud Services (FCS) platform, or other common platform as specified by the government in writing. The largest and most complex of the e-Government initiatives, the IAE works on behalf of the acquisition and financial assistance communities to save money, be more efficient, reduce burdens on the communities we serve, and improve federal award management.

1.1.2 IAE/SAM Program History

The IAE was created as part of the Electronic Government (e-Gov) initiative under the President's Management Agenda. At inception the Office of Management and Budget (OMB) designated GSA as the executive agent of the Integrated Acquisition Environment. In 2013, the Integrated Acquisition Environment was renamed the Integrated Award Environment (IAE) by its governance to reflect its management of procurement, grants, and federal assistance data. The IAE currently resides in the Technology Transformation Services (TTS) under the Federal Acquisition Service (FAS) within the GSA.

The concept behind the IAE is to provide both federal agencies and those wishing to do business with the federal government with a shared IT system to manage the acquisition and grants-making process from solicitation through closeout. The goals of the IAE program are to (1) create a streamlined, common, integrated Information Technology (IT) service that promotes competition, transparency, and integrity; (2) increase data sharing across the Government and with the public to enable better decisions in procurement, logistics, payment, and performance assessment; and (3) take a unified approach to obtaining modern tools to leverage investment costs across the federal government for award-related IT services.

IAE provides data for government and non-government stakeholders including the general public. This enables all phases of the federal awards management lifecycle, manages the common source of entity information for acquisition and financial assistance (grants and loans) communities, provides a market research source for contract administration to the federal acquisition community as well as private and commercial firms that are interested in doing business with the government, and stores information that the public in general seeks on how tax dollars are being spent. IAE provides subcontract reporting opportunities for agency and contractor communities.

1.1.3 IAE/SAM Current Status

IAE currently has visibility into more than one trillion dollars of spend, and 3.3 million transactions in federal assistance and procurement awards across all the IAE systems. With ever growing numbers, IAE currently has more than 3.4 million registered users and more than 1.5 million hits or page views per month.

The current IAE systems were initially developed over several years as free-standing, web-based systems to fulfill different roles throughout the acquisition and grants-making process. The IAE has been consolidating these services, and current IAE system portfolio consists of the following:

1. System for Award Management (SAM)
2. Federal Procurement Data System (FPDS)
3. Electronic Subcontracting Reporting System (eSRS)

4. Federal Funding Accountability and Transparency Act (FFATA) Subaward Reporting System (FSRS)
5. Contractor Performance Assessment Reporting System (CPARS)

1.1.5 Coordination Across IAE

These systems are operated and maintained by different contractors under the direction of the IAE using Agile methodologies. The Contractor for this effort will operate the Federal Service Desk (FSD) with call center help desk functions which cannot be handled by automated systems (AI). This help desk will conduct troubleshooting efforts and collect data that the development teams can use to trace any technical issues. The information collected by the experiences of the help desk will be used to improve both knowledge articles available for the users for self help, and the AI. IAE and its supporting developers will provide the guidance and technical instruction to the contractor to use to train their staff.

The contractor shall work in close coordination with the Government to provide the FSD (and optionally maintain the FSD website) and as needed, work with other supporting contractors within IAE including, but not limited to, participation in a strategic Joint Product Team (JPT), GSA IT Security, data services contractors, platform contractors, security support contractors, and Federal Service Desk (FSD) Platform and Development team contractors.

Any Service Level Agreements (SLA) with the contractors listed above are through and directly with the Government.

For the completion of this task order, IAE will provide access to the following GSA personnel:

- Project Manager (PM): A GSA - IAE manager who will provide day to day guidance for minor technical questions and issues, system outages, and immediate work issues, and coordinate as needed with the Technical Lead, COR, GSA Security Office, GSA Policy Office.
- Contracting Officer's Representative (COR): A GSA representative who will be responsible for approving end deliverables, managing the Quality Assurance

Surveillance Plan (QASP), reviewing invoices, coordinating any required contract modifications, evaluating contractor performance, and managing schedule according to the submitted Performance Work Statement (PWS). The COR will work in close coordination with the CO and PM.

1.1.6 Human Centered Design Support

All designs of the IAE systems are human centered. To support this, the contractor will contribute to meaningful metrics and analysis from the Federal Service Desk (fsd.gov), and participate in usability testing in order to be familiar with the level of support needed, and focus groups where appropriate, and provide meaningful, actionable feedback from the users to the IAE that can be used to improve the overall experience.

1.1.7 Application Development Framework

The IAE program follows the Scaled Agile Framework (SAFe) in addition to other frameworks and standards to facilitate the development of the integrated architecture and will continue to develop, enhance, and refine these standards and practices. The government will provide these standards as Government Furnished Information (GFI) or via a public portal. The defined standards will be applied to the efforts of the contractor in the following ways:

- Use the provided systems and knowledge base to answer help desk questions not already resolved by automated systems.
- The contractor may propose enhancements or refinements for inclusion in the established baseline. These proposed changes may be agreed upon by the Government if there is a compelling business case to support their inclusion.
- Understand the spirit and the intention of the IAE and contribute in the continuous improvement of the standards/frameworks..

1.2 Procurement Objective

The primary aim of this task order is to secure a proficient customer service team that will effectively complement the Machine Learning/Artificial Intelligence (AI) tool set to be implemented by IAE (via another contract action). This team will serve to address inquiries beyond the capabilities of the AI tool and offer support to customers facing intricate issues

requiring troubleshooting, issues not resolvable by the machine learning tool set, or customers who prefer dealing with a person. The objective is that this contract is to scale down in the number of resources in the outyears as Machine Learning/Artificial Intelligence gets better.

The services outlined in this task order will primarily concentrate on providing real-time assistance to customers, addressing complex questions that fall outside the current capability of the Machine Learning tool, or that the tool was unable to identify as part of its existing intents, or by choice from the customer. Once the user is past the AI/ML, then this team will provide additional troubleshooting with the user (via phone, webchat, screenshare) to determine if the issue is one of usability or a technical issue. In the instance of the technical issue, capture screenshots and other artifacts for the development team. The services will not include addressing technical or system driven issues, but may require these to be identified and escalated to the government for resolution.

Business Objectives

The overarching business objectives for this task order are:

- Provide Customers with live in person support via phone, chat, screen sharing, and web-form.
- Providing GSA with meaningful, actionable metrics on call volumes, reasons, categories, resolutions and other data to support business decisions and added development.
- Identifying potential new AI intents that could be created to lower ticket volume on an ongoing basis
- Call Documentation and internal training of agents.
- Continuous Service Improvement
- Surge Support
- Customer Service Team scalability with in the needs of the IAE program objectives
- Transition-in (Includes data ingest from Service Now)
- Transition-out

Customer Service Objectives

The overarching Customer Service Objectives of this Task Orders are:

- Meet IAE customer service goals by providing a seamless support/assistance to customers. (Customer Service Goals to be outlined in SLA's)
 - SLA's may be revisited and potentially updated based on contact volumes. As requested by the government.
- Create a world-class customer experience for users seeking to do business with the government

Technical Objectives

The overarching Technical Objectives for this Task Order are:

- Meet Service Level Agreements (SLA) standards/metrics
- Meet or exceed industry benchmarks for performance
- Demonstrable Continuous Improvement outcomes
- Timely implementation of training on systems, policy, knowledge guidance

Contract-Wide Objectives

The overarching Contract-Wide Objectives for this Task Order are:

- Contract and Project Management
- Subcontract Management (if applicable)
- Business Relations
- Contractor Response
- Team Continuity and Employee Retention
- Professionalism during customer interactions

Meeting Objectives

To accomplish the Meeting Objectives of this contract the contractor shall participate in the following meetings. Nothing discussed in any meetings or discussions between the Government and the contractor shall be construed as adding, deleting, or modifying contractual agreement without written authorization from the Contracting Officer.

- Initial Business / Kick Off Meeting
- Ad hoc Technical / Work Status / Administrative Meetings
- Security Meetings
- Contract Administration Meetings
- Continuous Improvement/data inputs Meetings

Tools Objectives

Provide GSA with Low-code/No-code Application Programming Interface (API) ServiceNow compatible Phone system.

- The system must meet FedRAMP requirements and be able to pass the GSA ATO process.

1.2 Scope

The scope of this effort encompasses the following work and initiatives: Provide live customer focused phone, chat and webform call center services to supplement AI systems, with associated training, tracking, documentation, metrics, reporting, improvement, coordination functions to meet GSA Service goals.

1.3 Background

This project was initiated in 2023

1.4 Applicable Documents, Definitions, Abbreviations & Acronyms

The documents (i.e., certifications, specifications, standards, policies, and procedures), current at time of contract/order award, identified in the list below, are incorporated with the same force and effect as if provided in full text. Succeeding revisions may be substituted or incorporated as required with full notice and disclosure to the contractor. The Government will provide access to available documents and technical information as required and upon contractor request, if not available via a hyperlink within this PWS.

See Attachments as listed below

1. Applicable Documents
 - a. See Security and IAE Attachments under Section 10 of this PWS
2. Definitions, Abbreviations & Acronyms
 - a. **CO** – Government Contracting Officer
 - b. **COR** – Contracting Officer's Representative
 - c. **FCS** – FAS Cloud Services, the platform supporting the application for beta.sam.gov / Modernized SAM
 - d. **FTE** – Full Time Equivalent, the number of labor hours equal to those that would be worked by one employee in a year. For this procurement action 1960 hours is considered an FTE.
 - e. **CPARS – Contractor Performance Assessment Reporting System** – This is a system that generates reports that are created by the government evaluators to document contractor performance.
 - f. **IAE** – Integrated Award Environment
 - g. **Normal Workweek** - A work week is 40 hours, Monday-Friday, excluding government holidays. (Note: This is for individuals. Current FSD helpdesk hours are 8AM-8PM EST.)
 - h. **Overtime** - Time worked by a contractor's employee in excess of the employee's normal workweek. (Note: Premium pay is not authorized under this contract for overtime work.)
 - i. **OSM** – GSA Office of Systems Management
 - j. **OSE** - GSA Office of Outreach and Stakeholder Engagement

- k. **Quality Assurance** - A planned and systematic pattern of all actions necessary to provide confidence to the government that adequate technical requirements are established; products and services conform to established technical requirements; and satisfactory performance is achieved. For the purpose of this document, Quality Assurance refers to actions by the government.
- l. **Quality Assurance Surveillance Plan (QASP)** - A plan detailing the contract surveillance procedures and containing the **Objectives, Measures and Expectations** that will be used to evaluate contractor performance of the PWS objectives.
- m. **Quality Control** - Those actions taken by a contractor to control the production of outputs to ensure that they conform to the contract requirements.

2A ADMINISTRATIVE OBJECTIVES AND REQUIREMENTS

2A.1 General Performance Requirements

2A.1.1 Resources

It is the Government's objective to rely upon Contractor resources to perform this requirement. To meet this objective, the Contractor shall furnish or provide all personnel, personnel management and supervision, all related internal supporting business functions (including background and "overhead" personnel), materials, supplies, equipment, and facilities to perform the full range of services required by this PWS. Exceptions shall include government furnished items or data if so stipulated in Section 7, below.

2A.1.2 General Communication

It is the Government's objective that the Contractor maintain regular and direct interface with the Contracting Officer (CO), the Contracting Officer's Representative (COR), the Program Manager (PM) and other identified Government representatives. The contractor shall not contact nor take direction from unauthorized Government representatives, under any circumstances. If any Government personnel provides direction that the Contractor believes would alter or exceed the established limits of the contract, the Contractor must immediately contact the COR and CO for guidance.

2A.1.3 Identification of Employee Affiliation

In compliance with FAR 37.144(c), contractor employees shall avoid creating an impression in the minds of members of the public or Congress that they are Government officials by taking the following measures.

- All contractor personnel shall be required to wear Government-approved or provided picture identification badges so as to distinguish themselves from Government employees when working at a Government site.
- Additionally, the contractor shall comply with all visitor identification requirements when visiting a Government site.
- When conversing with Government personnel during business meetings, over the telephone or via electronic mail, contractor personnel shall identify themselves as such to avoid situations arising where sensitive topics might be better discussed solely between Government employees.
- Contractors shall identify themselves as such on any attendance sheet or any coordination documents they may review.
- Electronic mail signature blocks shall identify their company affiliation.
- Where practicable and applicable, contractors occupying co-located space with the Government should identify their work space area with their name and company affiliation

2A.1.4 Business Relations

A primary element of project success is the business relationship between the contractor and Government representatives. It is the Government's objective that a successful business relationship be maintained. The Contractor shall contribute to meeting this objective by making every effort to establish and maintain clear and constant communication channels with the Government authorized representatives for the purpose of:

- Promptly identifying PWS and/or business relationship issues of controversy and the bilateral development and implementation of corrective action plans.
- Ensuring the professional and ethical behavior of contractor personnel.
- Maintaining effective and responsive subcontractor management (if applicable).
- Ensuring the contractor support team is fully aware and engaged in strengthening the interdependency that exists between the contractors and their Government counterparts.
- Facilitating contractor–Government collaboration for continuous improvement in performing PWS tasks, reducing risks and costs, and meeting the mission needs.
- Providing timely reports of activities, issues, invoices, metrics, etc.
- Facilitating contractor-associated contractor collaboration for efficient and effective coordination and performance of PWS tasks
- Providing meaningful feedback during discussions about project execution, when required.

2A.1.5 Contractor Response

The contractor shall ensure prompt response to Government inquiries, requests for information or requests for contractual actions.

2A.1.6 Professional Appearance

It is the Government's objective that all personnel involved with this project present a professional appearance. To meet this objective the Contractor personnel shall present a neat and professional appearance appropriate to the work being performed at all times when interacting with Government representatives, working in Government facilities, or representing the Government at meetings or before third parties.

2A.1.7 Team Continuity and Employee Retention

The Government recognizes the benefits in maintaining the continuity of contractor team members. These benefits include but are not limited to retention of corporate knowledge, minimizing contractor familiarization, maintaining/increasing performance levels, schedule adherence and preserving organizational interfaces developed over time. These benefits also accrue to the Contractor. Within the context of effective and efficient personnel management, the Contractor shall take reasonable and appropriate steps to retain the qualified employees staffed against this contract to maintain continuity and performance while effectively reducing costs borne by the Government.

2A.2 General Meeting Requirements

The contractor shall participate in the following meetings. Nothing discussed in any meetings or discussions between the Government and the contractor shall be construed as adding, deleting, or modifying the contractual agreement without written authorization from the Contracting Officer. If there is a perception that unauthorized government personnel (anyone other than the CO) are attempting to add, delete, or modify any contract/order requirement, even if unintentionally, immediately contact the COR or CO.

2A.2.1 Initial Business/Kickoff Meeting

Within 5 business days following the contract/order award (or other time mutually agreed between the parties), the contractor and its key personnel shall meet with the GSA CO, GSA COR, GSA PM, and other identified Government representatives to ensure a common understanding of the requirements, goals, expectations, end products, and objectives of the contract/order. The contractor shall discuss the overall understanding of the project and review the background information and materials provided by the Government. Discussions will also include the scope of work, deliverables to be produced, how the efforts will be organized and project conducted; assumptions made/expected end results. A concerted effort shall be made to gain a thorough understanding of the Government expectations. However, nothing discussed in this or in any subsequent meetings or discussions between the Government and the

contractor shall be construed as adding, deleting, or modifying any contract/order requirements, including deliverable specifications and due dates. The contractor shall also address the status of any issues that will affect contractor start-up/ramp-up toward achieving full service/support capability. The contractor will be responsible for taking minutes of this meeting. This meeting can be held at either the Contractor's or Government's location, or remotely, as appropriate.

2A.2.2 Ad hoc Technical / Work Status

The contractor shall, if requested by the Government, participate in monthly status meetings or ad hoc technical meetings at a mutually agreeable time and place to discuss tasking, work progress, technical problems, performance issues, or other technical matters. During these meetings the contractor shall at least provide accomplishments, problems and issues, and planned actions. The contractor shall take minutes of these meetings and include them in the Monthly Status Report. These meetings will occur at a time and place mutually agreed upon by the parties.

2A.2.3 Contract Administration Meetings

The COR, PM, or CO may require the authorized contractor representative to meet or participate in a teleconference with authorized Government personnel as often as deemed necessary to discuss performance or administrative issues. The contractor may also request a meeting with the COR, PM, or CO when deemed necessary. The content of meetings shall be documented in writing, as agreed between the parties. Minutes shall be approved by both parties and shall be included in the Government contract file.

2A.3 Program / Project Management Requirements

2A.3.1 General Program / Project Management Requirements

The contractor shall be solely responsible for managing the work performed in the execution of the contract/order. This includes the responsibility to:

- Assign appropriate resources to each task.
- Maintain clear organizational lines of authority.
- Ensure effective task management and administration, following the requirements set forth in the PWS.
- Maintain the personnel, organization, and administrative control necessary to ensure that the work delivered meets the specification requirements.
- Establish and use proven policies, processes, analyses, and best practices.
- The contractor shall be fully responsible for management, control, and performance of any subcontractor used in support of the contract/order. Use of a subcontractor on the

contractor's team shall not relieve the prime contractor of responsibility or accountability in the execution of the contract/order.

Additionally, the contractor shall:

- Bring problems or potential problems affecting performance to the attention of the PM and COR, and if needed to the CO as soon as possible.
- Notify the COR, PM, CO, and other identified Government representatives immediately of any projected, anticipated, or known delays or conditions that may impede contractor performance.
- When requested, deliver written reports to the COR, PM, and CO to memorialize all verbal reports.
- Provide, in writing, the results of all meetings in which proposals are put forth that have the potential for affecting and/or changing contract agreements, requirements or conditions, and these shall be brought to the attention of the COR, PM, and CO.

2A.3.2 Phase-In Support

The contractor shall provide phase-in support in accordance with the phase-in plan as required per PWS paragraph 4.5.9 .

2A.3.3 Phase-Out Support

The contractor shall provide phase-out support in accordance with the phase-out plan as required per PWS paragraph 4.5.10 .

2A.3.4 Subcontract Management

The Contractor shall be fully responsible for management, control, and performance of any Subcontractor used on this contract. If a Subcontractor is being used, the Prime Contractor must inform the Government. Use of a Subcontractor on the Contractor's team shall not relieve the Prime Contractor of responsibility or accountability in the execution of this contract/order.

2B Technical Objectives

2B.1 Federal Service Desk - Customer Service Team

The Customer Service team is a contractor Program support professionals and Customer Support Representatives of key Knowledge experts within the IAE program to maximize the customer support experience. The Team addresses program-wide challenges including

customers, processes, and notarized letter processing. The team will work with IAE and its contractors to provide a quality customer service experience.

3. QUALITY

Both the Contractor and the Government have responsibilities for providing and ensuring quality services, respectively.

3.1 Contractor Quality Management

The contractor shall identify and implement its approach for providing and ensuring quality throughout its solution to meet the requirements of the PWS via the contractor's Quality Control Plan (QCP). The QCP shall describe the application of the appropriate methodology (i.e., quality control and/or quality assurance) for accomplishing performance requirements. The QCP shall describe how the appropriate methodology integrates with the Government's requirements. The contractor shall make the QCP available to the Government for review upon request and shall obtain acceptance of the QCP by the CO as required. The contractor shall make appropriate modifications to the QCP (at no additional cost to the Government). The Government has the right to require revisions of the QCP (at no cost to the Government) should the QCP fail to deliver the quality of the services required at any time during performance.

3.2 Performance Based Requirements - Service Level Agreement (SLA)

Please see attachment

3.3 Government Quality Assurance Surveillance Plan (QASP)

The Government will periodically evaluate Contractor performance under this contract / order in accordance with the attached Quality Assurance Surveillance Plan (QASP). The purpose of this evaluation is to ensure that Contractor performance meets Government requirements. The Government reserves the unilateral right to change the QASP at any time during contract performance provided the changes are communicated to the Contractor by the effective date of the change. The QASP along with the included "Surveillance Objectives, Measures, and Expectations" describes the evaluation procedures, PWS items to be evaluated, and the measures against which performance will be evaluated. The Government reserves the right to review services to be provided, including those developed or performed at the contractor's facilities, to determine conformity with performance and technical requirements as prescribed in the applicable inspection clause (see Paragraph 9.14, below). The evaluation results will be

documented in the Contractor's CPARS (Contractor Performance Assessment Reporting System) report. The QASP is provided as an attachment to this PWS.

4. DELIVERABLES

4.1 Contractor Submission

Deliverables are to be transmitted with a cover letter on the prime contractor's letterhead. Each deliverable shall include an introductory summary describing the contents. Deliverables shall be provided electronically through GSA's web-based procurement system, as required, and to any other destination(s) as required per the Government's request. The contractor shall provide hard copy or soft copy deliverables as required per the Government's request. All deliverables shall be produced using software tools/versions as approved by the Government.

The Contractor must ensure the accuracy, functionality, completeness, professional quality, and overall compliance with Government guidelines and requirements of all deliverables.

All deliverables are the property of the Government and must not be used by the Contractor for any other purpose. All project-related information or documentation, with no exceptions, must be treated as confidential and government proprietary during and after the completion of this effort and submitted to the project lead. Additional supplemental restrictions or qualifications or acceptance criteria may be provided at each sprint.

4.2 Government Review

Government personnel will have 10 business days to review deliverables (to include resubmissions) and provide written acceptance/rejection. Authorized Government representatives will notify the contractor of deliverable acceptance or provide comments in writing. The contractor shall incorporate Government comments, or provide rationale for not doing so within 5 business days of receipt of comments. Government acceptance of the final deliverable will be based on resolution of Government comments or acceptance of rationale for non-inclusion. Additional changes volunteered by the contractor will be considered a resubmission of the deliverable.

4.3 Government Delays in Reviewing Deliverables or Furnishing Items

If contractor performance or submission of deliverables is contingent upon receipt of Government furnished items (data, equipment, materials, facilities, system access, and support) or input, or upon Government review and approval of interim items or draft documents

(collectively referred to as Government Performance), the Government shall specify, if not already specified within this PWS, when it will provide such items or input, or the time it will need to perform reviews or give approvals. If the Government fails to meet item, input, review, or approval deadlines, contractor performance or submission of deliverables shall automatically be extended one business day for each day of government delay. The contractor shall promptly advise the Contracting Officer of any delays in receipt of Government furnished items, input, reviews, or approvals.

4.4 Deliverable Table

The contractor shall perform or deliver the items listed in the following table on the dates and to the locations specified.

PWS Ref.	Event or Item Title	Delivery Time	Delivery Place
	Project Start	Date of Award	
Sec 4.5.1.	Contractor Employee Non-disclosure Agreement (one for each employee assigned to work on this order)	After award but prior to commencement of performance by each Contractor or Subcontractor employee	Electronically to the GSA provided System & email to the IAE COR
Sec 2A.2.1	Kick-off Meeting	within 5 business days after award or as agreed by the parties	TBD, expect remote
Sec 2A.2.1	Kick-off Meeting Minutes	within 5 business days after the kick-off meeting	Electronically to the GSA provided System & email to the COR

Section 3.1 and 5.3	Quality Control Plan-Draft	10 Business Days after award.	Electronically to the GSA provided System & email to the COR
Section 3.1 and 5.3	Quality Control Plan-Final	30 Business Days after Government review (The Government shall review and provide comments within 7 business days after receipt of the draft QCP.)	Electronically to the GSA provided System & email to the COR
Section 4.5.4	Staff Plan (Draft) A complete and current list of Key Contractor employees and the task/office/function they are supporting	Furnished with Proposal	Electronically to the GSA provided System
Section 4.5.4	Staff Plan (Draft) A complete and current list of Key Contractor employees and the task/office/function they are supporting	Furnished at the kick-off meeting with an update furnished on or before the date of any personnel change.	
Section 4.5.5	Funds and Man-Hour Expenditure Report	NLT 10 business days after the end of the reporting period.	Electronically to the GSA provided System & email to the COR
Section 4.5.6	Monthly Status Report – Final	NLT 10 business days after the end of the reporting period.	Electronically to the GSA provided

			System & email to the COR
Section 4.5.7 and 9.9	Technical Reports / Studies - Draft	As required by Technical Directive.	Electronically to the GSA provided System & email to the COR
Section 4.5.7 and 9.9	Technical Reports / Studies - Final	10 Business Days after Government review. (The Government shall review and provide comments within 7 business days after receipt of the draft report/study.)	Electronically to the GSA provided System & email to the COR
Section 4.5.7 and 9.9	Presentation Material	As required by Technical Directive.	Electronically to the GSA provided System & email to the COR
Section 4.5.9	Phase In Plan (Draft)	Furnished with Proposal	Electronically to the GSA provided System
Section 4.5.9	Phase In Plan (Final)	Furnished at kick-off meeting	Electronically to the GSA provided System & email to the COR
Section 4.5.10	Phase Out Plan (Draft)	Furnished 180 calendar days after award	Electronically to the GSA provided System & email to the COR

Section 4.5.10	Phase Out Plan (Final)	Furnished 180 calendars from final contract term.	Electronically to the GSA provided System & email to the COR
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4.5 Data Requirements / Descriptions

Documentation provided in response to the objectives will be in the Government's template format. If no format is prescribed, documents may be in the Contractor's preferred format using standard Microsoft Office products.

The content of all data items, if not self-explanatory from the template format, shall be agreed upon between the parties.

4.5.1 Contractor Employee Non-Disclosure Agreement

The Contractor shall furnish a signed Contractor Employee Non-Disclosure Agreement for each Contractor and Subcontractor employee assigned to work under this contract / order, prior to their starting work.

4.5.2 Kick-off Meeting Minutes

The Contractor shall take minutes of the kick-off meeting which shall capture the names of the attendees, the key points of the discussion, questions raised and answered, and action items.

4.5.3 Quality Control Plan

The Contractor shall deliver a QCP as defined in Paragraph 3.1, above.

4.5.4 Staff Plan

The Contractor shall furnish a complete and current list of Contractor and Subcontractor employees who are assigned to work under this contract / order as key personnel. The plan shall include the staffing chart showing the name of each employee, his or her position in the staffing plan, job title, and the Government's task/office/function they are supporting. The lines of authority and responsibility of each staff member shall also be made clear to the Government. The plan shall be updated with each change in personnel, job title, position in the staffing plan, or assignment of area of responsibility.

Key personnel:

- Program Manager
- Personnel Security Specialist
- Junior Technical Trainer

4.5.5 Funds and Expenditure Report

The contractor shall provide a Funds and Expenditure Report that provides the current task order accounting information indicated below in support of the monthly invoice. The Contractor can determine the format of the report provided it includes, at a minimum, the following information:

- Expenditures for labor, material, travel, and any other charges.
- Matrix of Actual hours expended vs. planned and/or funded hours, and an explanation of significant variances between planned and expended hours. The report shall include amounts for the current monthly reporting period and the cumulative actual vs. planned hours and amounts for the entire contract/order up to the report date.
- Burn rates for the current period and the cumulative amount for the entire contract/order up to the report date. The information shall be presented in numerical and chart format for each CLIN.
- Crosswalk of costs incurred for work performed to amounts billed.
- Current and cumulative task funding status (direct labor, travel, and other direct cost funding status to be reported separately, if required)

Charges shall not exceed the authorized cost limits established for labor and support items. The government will not pay any unauthorized charges. Original or copies of receipts, travel vouchers, etc. shall be maintained by the contractor to support charges other than labor hours and made available to government auditors upon request. Travel documents shall be furnished in accordance with government Travel Regulations

4.5.6 Monthly Status Report (MSR)

The contractor shall provide a MSR that briefly summarizes, by task, the management and technical work conducted during the month. The contractor shall provide the following information, plus any other information that the contractor determines to be germane to the tasks.

- Status of tasks, schedules, deliverables. Status of tasks shall include a summary description and updated milestone schedule noting changes, issues and/or variances, concerning –
 - all tasks completed and deliverables made during the reporting period,

- all tasks currently on-going during the reporting period, and
- all known tasks assigned for future reporting periods.
- Staffing (if a separate staffing matrix is not a required deliverable)
- Status of funding and expenditures (if a separate Funds and Expenditure Report is not a required deliverable)
- Problems or issues and proposed resolutions
- Government action requested or required

4.5.7 Technical Reports

Content and format of technical reports shall be agreed upon between the parties.

4.5.8 Trip Reports

Not Applicable

4.5.9 Phase-In Plan

The contractor may or may not propose a separately priced transition period, for a duration to be determined and proposed by the contractor of 30-90 calendar days. The transition period is defined as the period of time (during the phase-in) when the new contractor and the incumbent contractor will both be providing support to the client as required to support the transition to the newly awarded contract/order. If the contractor chooses to propose a transition period, such period shall be included and addressed within the below identified phase-in plan.

The contractor shall develop a phase-in plan. Such phase-in plan shall present a clear understanding of the phase-in tasks required, the issues likely to result from non-incumbent contractor performance, and the contractor's proposal to resolve such issues. The phase-in plan shall include a clear and feasible strategy for delivering services required within the periods specified by the plan and shall include a detailed plan-of-action and milestones to transition the functions identified in this PWS in a well-planned, orderly, and efficient manner. The phase-in plan shall include, at a minimum:

- Staffing plan, see Section 4.5.4 of this PWS.
- Development and submission of required deliverables.
- Interface with the Government and incumbent contractor (if applicable) during phase-in, to include meetings or status reports, as required.
- Approach to maintaining quality and minimizing disruption during phase-in.
- Development and dissemination of operating instructions, procedures, and control directives.

4.5.10 Phase-Out Plan

During phase-out of the contract/order, which is determined to be a period of 90 calendar days prior to the lifecycle end date of the contract/order, a smooth and orderly transition between the incumbent contractor and the successor contractor is necessary to ensure a minimum disruption to vital Government business. The contractor shall cooperate to the extent required to permit an orderly changeover to the successor contractor. The phase-out will be deemed completed by the COR and/or other identified Government representatives when it is determined by the Government that the transition of property, data, and information developed as a part of the contract/order have been successfully changed over from the outgoing contractor to the Government and the successor contractor as required. Phase-out activities include, but are not limited to, the tasks below.

- Submission of official comprehensive phase-out plan.
- Daily communication of staffing status (i.e. projection of when incumbent contractor employees will off-board from the incumbent contract/order and identification of additional incumbent resources, such as a transition team, that may be needed to support the transition efforts) and overall phase out status, in accordance with the accepted phase-out plan.
- Maintain the phase out schedule included within the phase-out plan.
- Transition of property.
- Transition of supporting documentation.
- Transition of accounts (e.g. user accounts and user access).
- Knowledge transfer on the established installation, operation, and maintenance procedures of the technologies supported. The phase out plan shall clearly describe the proposed methodologies to be utilized for such transfer (e.g., written documentation, manuals, formal classroom type training, one-on-one training sessions, etc.).
- Execution and submission of phase out checklist, to include Government acceptance.

If the Government exercises its option to invoke the provisions of the clauses entitled, "Continuity of Services" (FAR 52.237-3), the Contractor shall prepare and execute contract/order Phase-Out as prescribed by this clause.

4.5.11 Monthly Invoice

The contractor shall provide a monthly invoice, no later than the 15th calendar day of the month following the monthly reporting period, to be submitted simultaneously with the MSR. As applicable, the invoice shall include but is not limited to:

- Labor hours expended (for labor hours tasks). The labor hours expenditure information shall include the identification of the employee name, labor category, hourly labor rate, and total number of labor hours expended.

- Timecards. As required, the contractor shall provide a copy of each employee's timecard/sheet. The timesheet shall identify the contractor employee name and number of hours claimed per day

As required, the contractor shall comply with line item (i.e., per individual positions, different programs, program areas, etc.) invoicing requests

4.5.12 Other Reports

Content of other reports is self-explanatory or should be agreed upon between the parties.

5. PERFORMANCE PLACE, TIME, AND RESTRICTIONS

5.1 Period of Performance

The anticipated period of performance(s) is/are identified below.

	Start Date	End Date
Base	11/1/2025	10/31/2026
Option Year 1	11/1/2026	10/31/2027
Option Year 2	11/1/2027	10/31/2028
Option Year 3	11/1/2028	10/31/2029
Option Year 4	11/1/2029	10/31/2030

5.2 Place of Performance

5.2.1 Performance at the Contractor's Facility

The primary place of performance for this task order will be at the contractor facilities in the United States of America, with in-person meetings occurring as needed at the Government's discretion.

In person meetings shall be in the U.S. General Services Administration, 1800 F Street, NW, Washington, DC 20405 unless an alternate location is agreed to by the Task Order Contracting Officer Representative.

5.2.2 Performance at the Government's Facility

The Contractor may be required to perform work at both central and regional GSA offices to attend meetings, enable the Contractor to work with GSA to understand the business needs in order to effectively use Agile principles in the continuous delivery of functionality, conduct training sessions, troubleshoot, etc.

5.2.3 Applicability of Telework

All work performed at locations other than those identified as Government and/or contractor facilities shall be approved prior to performing the work. Federal contractors are not governed by Office of Personnel Management (OPM), GSA, or the individual agency policies; however, this does not prohibit contractor personnel from actually working at an alternate site, when/as appropriate and specifically authorized by the Government. The contractor shall develop telework policies to comply with the following requirements and address such requirements at a generic level within their QMP. Alternate work arrangements for contractors shall be negotiated with the contractor's own employer and the appropriate agency official, to ensure policies and procedures are in close alignment and there is a clear and concise arrangement documenting the agreement. It remains the contractor's responsibility to ensure the services are performed in accordance with the terms and conditions of the contract/order.

The contractor shall address the pertinent facts impacting performance and ensure all affected contractor resumes and other related documentation reflects the applicable work site. The contractor shall provide justification to the Government when identifying and submitting an individual as a telecommuter and address implementation processes and procedures within the QMP. The contractor shall be responsible for ensuring the Government has the required access/details necessary for the Government to perform quality assurance responsibilities.

The contractor shall comply with all agency security telework policies. The contractor shall ensure all services provided from an alternate site comply with the Federal Information Security Management Act of 2002 (FISMA) and address the following, as a minimum:

- Controlling access to agency information and information systems;
- Protecting agency information (including personally identifiable information) and information systems;
- Limiting the introduction of vulnerabilities;
- Protecting information systems not under the control of the agency that are used for teleworking;
- Safeguarding wireless and other telecommunications capabilities that are used for teleworking; and

- Preventing inappropriate use of official time or resources that violates subpart G of the Standards of Ethical Conduct for Employees of the Executive Branch by viewing, downloading, or exchanging pornography, including child pornography.
- Performing Government work outside the United States of America from either a contractor's facility or other remote location and using either a contractor owned or personal device or piece of equipment is prohibited. If provided, (per section 13, below) Government furnished equipment is not to be taken outside the United States of America.

5.2.4 Unplanned Government Facility Closures

In the event of unplanned closure of the Government facility for any reason (e.g. natural disasters, Government shut-down, or severe weather) the Contractor shall make its best effort to mitigate loss of work time. If Contractor employees are working on the Government facility, this may be done by moving employees to an off-site location. If performance under this contract/order is not possible, the Contractor shall take steps to assign employees to other projects on a temporary basis or place them in leave status to minimize non-productive costs to the Government under this contract/order. Additional instructions may be provided by the Contracting Officer on a case-by-case basis. Disagreements between the parties resulting from closures shall be settled through negotiations to the maximum extent possible or shall otherwise be settled pursuant to the provisions of the Disputes provisions of this contract/order.

All services to be performed under this contract/order have been determined to be non-essential for performance during a closure. Should the Government facility be closed, the Contractor shall be notified by either the Contracting Officer, COR, or a local television or radio station. The Contractor is responsible for notifying its employees about Government closures. Contractor employees are not to report to the Government facility if it is closed and will adhere to delays, unless otherwise specifically instructed otherwise by the CO or COR.

5.3 Time of Performance - Hours of Work

5.3.1 Normal Hours

For any Contractor employees working on Government facilities, their normal business day must include core duty hours between 9 AM through 3 PM local time, Monday through Friday, excluding holidays, to coordinate with Government operations. Actual start and end times shall be at the contractor's discretion. The Contractor shall be responsible for managing the work hours of its employees who work at Contractor facilities, provided that those employees are available when necessary to interact with Government employees.

FSD live agent assistance is must be available from 8:00 a.m. EST to 8:00 p.m. EST five days a week (excluding Federal holidays)

5.3.2 Holidays

Date	Holiday
Monday, January 02 *	New Year's Day
Monday, January 16	Birthday of Martin Luther King, Jr.
Monday, February 20 **	Washington's Birthday
Monday, May 29	Memorial Day
Monday, June 19	Juneteenth National Independence Day
Tuesday, July 04	Independence Day
Monday, September 04	Labor Day
Monday, October 09	Columbus Day
Friday, November 10 *	Veterans Day
Thursday, November 23	Thanksgiving Day

Monday, December 25	Christmas Day
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5.3.3 Expedited Performance

In the event that individual tasks or subtasks require expedited performance or extended work days to meet schedule constraints or work volume, the Government shall communicate that need to the Contractor's Project Manager or Team Lead who, in turn, is responsible for managing the Contractor's labor resources to meet the schedule constraints. Communications regarding expedited performance shall be documented in writing, by email or otherwise, and included in the contract administration file. If Contractor employees are working at Government facilities and task completion deadlines require extended hours, the Government will provide authorization to occupy and use Government facilities beyond normal duty hours.

5.4 Travel

Travel is not included as a part of this contract/order.

However if travel is included at a later date, be advised that local travel to the contractor's company work location or local government facility is not reimbursable. Extended travel (more than 50 miles from the local commuting area) is reimbursable and shall be approved prior to travel and performed and reimbursed according to the Joint Travel Regulations (JTR).

5.5 Limitations on Contractor Performance

In compliance with FAR 37.102(c), this task order does not require the contractor to perform any inherently governmental functions. Accordingly, the contractor shall NOT perform any of the inherently governmental functions listed in FAR 7.503. Those inherently governmental functions most applicable to this procurement action are as follows:

- Determine Government policy. [7.503(c)(5)]
- Determine Federal program priorities. [7.503(c)(6)]
- Direct or control Federal employees; [7.503(c)(7)]
- Determine acquisition, disposition, or disposal of Government property; [7.503(c)(11)]
- Determining what supplies or services are to be acquired by the Government [7.503(c)(12)(i)]
- Vote on a source selection board; [7.503(c)(12)(ii)]
- Approve any contractual document on behalf of the Government; [7.503(c)(12)(iii)]

- Award Government contracts; [7.503(c)(12)(iv)]
- Administer Government contracts; [7.503(c)(12)(v)]
- Accept or reject supplies or services; [7.503(c)(12)(v)]
- Terminate Government contracts; [7.503(c)(12)(vi)]
- Determine cost reasonableness, allowability, or allocability; [7.503(c)(12)(vii)]
- Participating as a voting member on performance evaluation boards; [7.503(c)(12)(viii)]
- Determine budget policy, guidance, and strategy [7.503(c)(16)]

6. PERSONNEL

6.1 General Requirements

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NOTE: The Government, at its sole discretion, may consider substitutions and/or requests for deviation from any of the following personnel qualifications (e.g., experience in lieu of education), if to do so would be in the best interest of the Government.

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All contractor personnel shall meet the minimum general requirements listed below.

- All personnel shall be capable of working independently.
- All personnel shall have training and experience that is appropriate for the tasks to which they will be assigned.
- The contractor shall provide personnel that are capable of conducting themselves in a professional manner and have proper telephone and e-mail etiquette, customer service techniques, and organizational skills.
- Contractor personnel performing in a leadership capacity shall be capable of directing contractor personnel and interfacing with the Government and customers.
- Ability to communicate applicable technical subject matter expertise to management and others.
- Strong written and oral communication skills in the English language. All contractor personnel must be able to read, write, speak and understand English.
- Exceptional customer service skills.
- Strong time-management and prioritization skills.
- If applicable, all personnel shall meet the minimum requirements set for in the Federal Supply Schedule (FSS) contract or Government-wide Acquisition Contract (GWAC) upon which this task order is based.

The Contractor shall furnish adequate documentation to substantiate compliance with this requirement for each assigned staff member. The Contractor shall certify as to the accuracy and completeness of the supporting documentation.

6.2 Training

6.2.1 Contractor Staff Training

The contractor shall provide fully trained and experienced staff. Contractor personnel are required to possess the skills necessary to support the minimum requirements of the labor category under which they are performing. Training of contractor personnel shall be performed at the contractor's expense, except when the Government changes the requirements during performance of an on-going task and it is determined to be in the best interest of the Government. This will be negotiated on a case-by-case basis. Training at Government expense will not be authorized for replacement personnel or for the purpose of keeping contractor personnel abreast of advances in the state-of-the-art, or for training contractor personnel on equipment, computer languages, and computer operating systems that are available in the commercial market.

NOTE: Unless Contractor employee training is specifically identified and authorized by the Government, in writing, the Contractor shall not bill the Government for employee time spent in training or for any costs related to or associated with Contractor employee acquired training. This applies to training of any type or for any purpose, including training that is either necessary for job or employment eligibility or a prerequisite to performance of work under this contract/order, whether general in nature or specialized and unique to this requirement.

6.2.2 Mandatory Government Training

During the course of this contract / order the Government may require Contractor employees to receive specialized training in areas necessary to allow the Contractor to fulfill the requirements of this contract / order (e.g., LAN Information Assurance Training, Government unique software or software tools, Security Training). In such cases Government mandated training shall be considered part of this contract and charged against the task(s) to which the individual Contractor employee is assigned.

Mandatory Government training shall be tracked and monitored by the contractor. All required courses must be completed by the required dates by all contractor personnel. Mandatory Government training classes may be completed during work hours. It is the intent of the Government to provide 30 calendar days written notice of annual training requirements to the designated contractor representative. The designated contractor representative will be responsible for notifying subordinate contractor personnel. Failure of Contractor employees to take mandatory Government training may impair the Contractor's ability to perform but will not excuse the Contractor from performing.

6.3 Key Positions / Key Personnel

6.3.1 Definition & List of Key Personnel

Key Personnel are defined as those individuals who are so essential to the work being performed that the contractor shall not divert them to other projects or replace them without receiving prior approval from the Contracting Officer. This includes substitution of those originally proposed at the time of contract/task order award*. Substituted personnel must have equal or better qualifications than the person they replace, subject to the Government's discretion.

*Note: Failure of the Contractor to furnish proposed key personnel shall be viewed as a breach of contract and may be grounds for a default determination by the Government.

**Note: Should the Contractor propose additional key personnel this provision will be modified to include those additional personnel.

Key Personnel shall positions & qualifications shall be determined prior to issuance of solicitation.

6.3.3 Key Personnel Substitution

The Contractor shall not remove or replace any personnel designated as key personnel without making a written request to and receiving written concurrence from the Contracting Officer. The Contractor's request for a change to key personnel shall be made no later than ten (10) calendar days in advance of any proposed substitution and shall include a justification for the change. The request shall (1) indicate the labor category or labor categories affected by the proposed change, (2) include resume(s) of the proposed substitute in sufficient detail to allow the Government to assess their qualifications and experience, and (3) include a statement addressing the impact of the change on the Contractor performance. Requests for substitution will not be unreasonably withheld by the Government. The Government will approve initial contractor key personnel at time of award. Replacement key personnel will be approved via modification to the contract/task order. If the Government CO and the COR determine that the proposed substitution, or non-employee initiated removal of personnel without substitution or replacement, is unacceptable or would impair the successful performance of the work, the Contracting Officer will request corrective action. Should the Contractor fail to take necessary and timely corrective action, the Government may exercise its rights under the Disputes provisions of this contract or take other action as authorized under the provisions of this task order, the Prime contract upon which this order is based, or pursue other legal remedies allowable by law.

6.4 Reserved

6.5 Non-Key Personnel Substitutions

Although Government approval is not required prior to replacing any of its non-key personnel staff, the Contractor shall provide resumes or other adequate documentation to verify to the Government that all proposed replacements (temporary or permanent) meet the security and minimum educational and experience requirements of this contract/order. Additionally, the Government requests the courtesy of being immediately informed of any potential vacancy or prior to any staff member being removed, rotated, reassigned, diverted or replaced.

6.6 Staff Maintenance

The contractor shall make every effort to retain personnel in order to ensure work continuity until contract/order completion. During any periods of turnover or temporary absence of personnel, the Contractor shall ensure continuity of operations and make every effort to maintain manning without loss of service days to the Government. This may necessitate the use of temporarily assigned employees to fill short term gaps between permanently assigned employees or prolonged (more than one week) absences of current employees.

The Contractor is required to use and/or replace all personnel with those who meet the minimum qualifications as stipulated above, in this section of the PWS, and should strive to replace departing personnel with those having appropriate and/or equal qualifications. Failure on the part of the Contractor to employ an adequate number of qualified personnel to perform this work will not excuse the Contractor from failure to perform required tasks within the cost, performance, and delivery parameters of this contract / order.

6.7 Contractor Employee Work Credentials.

Contractors shall ensure their employees and those of their Subcontractors have the proper credentials allowing them to work in the United States. Persons later found to be undocumented or illegal aliens will be remanded to the proper authorities.

7. GOVERNMENT FURNISHED PROPERTY/INFORMATION/ACCESS

7.1 General

The Government shall provide, without cost to the Contractor, the data, facilities, equipment, materials and services listed below. The Government furnished property and services provided as part of the contract/order shall be used only by the contractor and only to perform under this contract/order. No expectation of personal privacy or ownership using any Government electronic information or communication equipment shall be expected. All property at Government work sites, except for contractor personal items, will be assumed to be Government property unless an inventory of contractor property is submitted and approved by the CO/COR. Contractor personal items do not include government owned computers, external drives, software, printers, and/or other office equipment (e.g., chairs, desks, file cabinets). The contractor shall maintain an accurate inventory of Government furnished property.

7.2 Government Furnished items (Property)

7.2.1 Facilities

The Government will provide facilities at the authorized work locations as specified in PWS paragraph 5.2. Use of the facilities by contractor personnel will include all utilities, janitorial services and furniture for contractor personnel performing tasks. The Government will provide the contractor access to buildings as required, subject to the contractor personnel obtaining the required clearances and approvals.

7.2.2 Equipment

The Government will provide the following at authorized on-site Government work locations:

- A suitable work environment (i.e. office space and furniture). Office space may include a private or shared cubicle, hoteling space (space reserved for temporary use), or other such space suitable for the work required.

- Network connectivity required to perform work assignments. Network and computer access rights commensurate with work assignments.

7.2.3 Materials

Not applicable

7.2.4 Data

The Government will provide access to available documents and technical information, as required and upon contractor request, if not available via a hyperlink within this PWS.

The Government will provide documents, reports, database access, data, and other information as available and as required to facilitate accomplishment of work, as stated within this PWS.

The contractor is responsible for obtaining data necessary to perform each task if that data is in the public domain and is not otherwise furnished by the government.

The Government will furnish basic reference manuals, and any revisions, updates, and changes thereto for use by the contractor necessary to perform work assignments under the contract/order. The government will provide its process maps, requirements, user stories, and acceptance criteria to assist the Contractor's understanding of requirements.

7.3 Use of Government Property

7.3.1 Soft Phones

Not applicable

7.3.2 Mobile/Wireless Telephones and Smart Devices

Not applicable

7.3.3 Electronic Mail (E-mail)

All Government e-mail access and use by contractor personnel shall be in support of the individual's official duties and contract/order responsibilities. All information that is created, transmitted, received, obtained, or accessed in any way or captured electronically using Government e-mail systems is the property of the Government. Contractor personnel are prohibited from forwarding e-mail generated from a Government provided e-mail account to personal devices.

7.3.4 Copiers and Fax Machines

Not applicable

7.3.5 Computer and Internet Software applications?

Not applicable

7.3.6 Canvassing, Soliciting, or Selling

Contractor personnel shall not engage in private activities for personal gain or any other unauthorized purpose while on Government-owned or leased property, nor may Government time or equipment be utilized for these purposes.

7.3.7 Security Violations Using Government Equipment or Systems

Any contractor violating Government security policies, guidelines, procedures, or requirements while using Government equipment or while accessing the Government network may, without notice, have their computer and network access terminated, be escorted from their work location, and have their physical access to their work location removed at the discretion of the

CO/COR. The CO/COR will notify the contractor of the security violation and request immediate removal of the contractor employee.

NOTE: All Government-provided items remain the property of the Government and shall be returned upon completion of the support services. Contractor personnel supporting this requirement shall return all items issued to them when their performance on this contract/task order is ended.

7.4 Validation of Government Furnished Items (GFI) and Equipment Inventory

The contractor shall develop and maintain a complete GFI inventory that shall be made available to the Government upon request. Within three (3) business days of receipt of any GFI, the contractor shall validate the accuracy of the materials and notify the COR and/or other identified Government representatives, in writing, of any discrepancies, and update the GFI inventory list.

NOTE: Validation shall consist of the contractor checking for physical and logical completeness and accuracy. Physical completeness and accuracy shall be determined when all materials defined as Government furnished are provided. Logical completeness and accuracy shall be determined when all materials defined and associated with a program, system, or work package are provided.

8. SECURITY

8.1 Non-Disclosure Statement.

Due to the potentially sensitive nature of the data and information associated with this requirement, each Contractor employee (including temporary employees) assigned to work under this contract / order shall complete the attached "Contractor Employee Non-Disclosure Agreement" [PWS Attachment A](#). A copy of each signed and witnessed Non-Disclosure agreement shall be submitted to the COR prior to performing any work under this contract.

The Contractor shall not release, publish, or disclose sensitive information to unauthorized personnel, and shall protect such information in accordance with provisions of the following laws and any other pertinent laws and regulations governing the confidentiality of sensitive information:

18 U.S.C. 641 (Criminal Code: Public Money, Property or Records)

18 U.S.C. 1905 (Criminal Code: Disclosure of Confidential Information)

Public Law 96-511 (Paperwork Reduction Act)

All information that is (1) obtained related to or derived from this contract, and (2) results from or derived from any actual tasks assigned to Contractor employees while participating on this contract is considered proprietary.

8.2 Compliance with Security Requirements

The contractor is required to comply with all security regulations and directives as identified herein and other security requirements as are shown elsewhere in this contract. Please refer to the below referenced Security policy documents.

GSA Information Technology (IT) Security Requirements are included in the below Security Policy Documents

- CIO 09-48, IT Security Procedural Guide: Security and Privacy IT Acquisition Requirements, PWS Attachment B

<https://www.gsa.gov/about-us/organization/office-of-the-chief-information-officer/chief-information-security-officer-ciso/it-security-procedural-guides>

- CIO 12-2018, IT Policy Requirements Guide, PWS Attachment C

[https://www.gsa.gov/cdnstatic/CIO%2012-2018 %20IT%20Policy%20Requirements%20Guide 0.pdf](https://www.gsa.gov/cdnstatic/CIO%2012-2018%20IT%20Policy%20Requirements%20Guide%200.pdf)

- CIO IT Security 06-30, Managing Enterprise Risk

<https://www.gsa.gov/about-us/organization/office-of-the-chief-information-officer/chief-information-security-officer-ciso/it-security-procedural-guides>

- DevSecOps OCISO Program [CIO-IT_Security_19-102] [PDF - 806 KB] - 09/13/2019

<https://www.gsa.gov/about-us/organization/office-of-the-chief-information-officer/chief-information-security-officer-ciso/it-security-procedural-guides>

All data should be encrypted in transmission and at rest.

The Contractor shall be responsible for ensuring all employees supporting this contract comply with all security requirements imposed by the Government Security Officer at all times while in Government facilities and shall follow the instructions of the local organization pertaining to security.

The Federal Information Security Modernization Act (FISMA) of 2014 provides a comprehensive framework for ensuring the effectiveness of information security controls across Federal agencies. FISMA focuses on the program management, implementation, and evaluation aspects of the security of federal information systems. It codifies existing security policies, including Office of Management and Budget (OMB) Circular A-130, Revised, and reiterates security responsibilities provided for in the Computer Security Act of 1987, the Paperwork Reduction Act (PRA) of 1995, and the Clinger-Cohen Act (CCA) of 1996.

In order to protect against cybersecurity threats and manage GSA information systems, the Vendor shall ensure that the contract is compliant with Federal security standards and GSA requirements. The Vendor must provide security and protection for information systems that support the operations and assets of the agency, including the support activities provided or managed by a contractor. Relevant areas that GSA's policies address include:

- Security Requirements

- Cloud information system
- Mobile application
- Privacy Protection
- Controlled Unclassified Information
- Incident Reporting Requirements
- Software License Management
- Telecommunications Policy
- Social Media Policy

8.2.3 Recurring Security Deliverables

Deliverables to be provided to the GSA COR/ISSO/ISSM Quarterly

8.2.3.1. Vulnerability Scanning

Reference: NIST 800-53 control RA-5

Provide the most recent Web Application and Operating System vulnerability scan reports.

8.2.3.2. Plan of Action & Milestones (POA&M) Update

Reference: NIST 800-53 control CA-5

Provide POA&M updates in accordance with requirements and the schedule set forth in GSA CIO IT Security Procedural Guide 09-44, "*Plan of Action and Milestones (POA&M)*."

Deliverables to be provided to the GSA COR/ISSO/ISSM Annually

8.2.4 Updated A&A documentation including the System Security Plan and Contingency Plan

8.2.4.1 System Security Plan

Reference: NIST 800-53 control PL-2

Review and update the System Security Plan annually to ensure the plan is current and accurately describes implemented system controls and reflects changes to the contractor system and its environment of operation. The System Security Plan must be in accordance with NIST 800-18, Revision 1, *“Guide for Developing Security Plans.”*

8.2.4.2 Contingency Plan

Reference: NIST 800-53 control CP-2

Provide an annual update to the contingency plan completed in accordance with NIST 800-34, *“Contingency Planning Guide.”*

8.2.5. User Certification/Authorization Review Documents

Reference: NIST 800-53 control AC-2

Provide the results of the annual review and validation of system users' accounts to ensure the continued need for system access. The user certification and authorization documents will illustrate the organization establishes, activates, modifies, reviews, disables, and removes information system accounts in accordance with documented account management procedures.

8.2.6 Separation of Duties Matrix

Reference: NIST 800-53 control AC-5

Develop and furnish a separation of duties matrix reflecting proper segregation of duties for IT system maintenance, management, and development processes. The separation of duties matrix will be updated or reviewed on an annual basis.

8.2.7 Information Security Awareness and Training Records

Reference: NIST 800-53 control AT-4

Provide the results of security awareness (AT-2) and role-based information security technical training (AT-3). AT-2 requires basic security awareness training for employees and contractors that support the operation of the contractor system. AT-3 requires information security technical training to information system security roles. Training shall be consistent with the requirements contained in C.F.R. Part 5 Subpart C (5 C.F.R 930.301) and conducted at least annually.

8.2.8 Annual FISMA Self-Assessment

Reference: NIST 800-53 control CA-2

Deliver the results of the annual FISMA self-assessment conducted per GSA IT Security Procedural Guide 04-26, "*Federal Information Security Modernization Act (FISMA) Implementation*." Based on the controls selected for self-assessment, the GSA OCISO will provide the appropriate test cases for completion.

8.2.9 System(s) Baseline Configuration Standard Document

Reference: NIST 800-53 control CM-2/CM-2(1)

Provide a well-defined, documented, and up-to-date specification to which the information system is built.

8.2.10 System Configuration Settings Verification

Reference: NIST 800-53 control CM-6/CM-6(1)

Establish and document mandatory configuration settings for information technology products employed within the information system that reflect the most restrictive mode consistent with operational requirements. Configuration settings are the configurable security-related parameters of information technology products that compose the information system. Systems should be configured in agreement with GSA technical guidelines, NIST guidelines, Center for Internet Security guidelines (Level 1), or industry best practice guidelines in hardening their systems, as deemed appropriate by the Authorizing Official.

Provide the most recent operating system Configuration Settings Compliance scan report.

8.2.11 Configuration Management Plan

Reference: NIST 800-53 control CM-9

Provide an annual update to the Configuration Management Plan for the information system.

8.2.12 Contingency Plan Test Report

Reference: NIST 800-53 control CP-4

Provide a contingency plan test report completed in accordance with GSA IT Security Procedural Guide 06-29, *"Contingency Planning."* A continuity test shall be conducted annually prior to mid-July of each year. The continuity test can be a table top test while the system is at the FIPS PUB 199 Low Impact level. The table top test must include Federal and hosting Contractor representatives. Functional exercises must be completed once every three years for FIPS PUB 199 Moderate impact systems and annually for FIPS PUB 199 High impact systems.

8.2.13 Incident Response Test Report

Reference: NIST 800-53 control IR-3

Provide an incident response plan test report documenting results of incident reporting process per GSA IT Security Procedural Guide 01-02, *"Incident Response."*

8.2.14 Information System Interconnection Agreements

Reference: NIST 800-53 control CA-3

Provide Interconnection Security Agreements (ISA) and supporting Memoranda of Agreement/Understanding (MOA/U), completed in accordance with NIST 800-47, *"Security Guide for Connecting Information Technology Systems,"* for existing and new interconnections. Per NIST 800-47, an interconnection is the direct connection of two or more IT systems for the purpose of sharing data and other information resources through a pipe, such as ISDN, T1, T3, DS3, VPN, etc. ISAs shall be submitted as appendices as part of the annual System Security

Plan submission. ISAs shall include, if applicable, any changes since the last submission; updated ISAs are required at least every three years.

8.2.15 Rules of Behavior

Reference: NIST 800-53 control PL-4

Define and establish Rules of Behavior for information system users. Rules of Behavior shall be submitted as an appendix to the System Security Plan.

8.2.16 Penetration Testing Report

Reference: NIST 800-53 control CA-8

All Internet accessible systems, and all FIPS PUB 199 High impact systems are required to complete an independent penetration test and provide a Penetration Test Report documenting the results of the exercise as part of their A&A package. Annual penetration tests are required for these same systems in accordance with GSA Order CIO 2100.1 and CIO-IT Security-11-51, *“Conducting Penetration Test Exercises.”*

8.2.17 Personnel Screening and Security

Reference: NIST 800-53 control PS-3, NIST 800-53 control PS-7

Furnish documentation reflecting favorable adjudication of background investigations for all personnel (including subcontractors) supporting the system. Contractors shall comply with GSA Order CIO 2100.1, *“GSA Information Technology (IT) Security Policy”* and GSA Order, CIO P 2181.1, *“Homeland Security Presidential Directive-12 (HSPD-12) Personal Identity Verification and Credentialing Handbook.”* GSA separates the risk levels for personnel working on Federal computer systems into three categories: Low Risk, Moderate Risk, and High Risk.

- Those contract personnel (hereafter known as “Applicant”) determined to be in a Low Risk position will require a National Agency Check with Written Inquiries (NACI) investigation.
- Those Applicants determined to be in a Moderate Risk position will require either a Limited Background Investigation (LBI) or a Minimum Background Investigation (MBI) based on the Contracting Officer’s (CO) determination.

- Those Applicants determined to be in a High Risk position will require a Background Investigation (BI).

Applicants will not be reinvestigated if a prior favorable adjudication is on file with FPS or GSA, there has been less than a one year break in service, and the position is identified at the same or lower risk level.

Once a favorable FBI Criminal History Check (Fingerprint Check) has been returned, Applicants may receive a GSA identity credential (if required) and initial access to GSA information systems. The HSPD-12 Handbook contains procedures for obtaining identity credentials and access to GSA information systems as well as procedures to be followed in case of unfavorable adjudications.

Deliverables to be provided to the GSA COR/ISSO/ISSM Biennially

8.2.18 Policies and Procedures

Develop and maintain current the following policies and procedures:

- a. Access Control Policy and Procedures (NIST 800-53 AC-1)
- b. Security Awareness and Training Policy and Procedures (NIST 800-53 AT-1)
- c. Audit and Accountability Policy and Procedures (NIST 800-53 AU-1)
- d. Identification and Authentication Policy and Procedures (NIST 800-53 IA-1)
- e. Incident Response Policy and Procedures (NIST 800-53 IR-1, reporting timeframes are documented in GSA IT Security Procedural Guide 01-02, "Incident Response")
- f. System Maintenance Policy and Procedures (NIST 800-53 MA-1)
- g. Media Protection Policy and Procedures (NIST 800-53 MP-1)
- h. Physical and Environmental Policy and Procedures (NIST 800-53 PE-1)
- i. Personnel Security Policy and Procedures (NIST 800-53 PS-1)
- j. System and Information Integrity Policy and Procedures (NIST 800-53 SI-1)
- k. System and Communication Protection Policy and Procedures (NIST 800-53 SC-1)

I. Key Management Policy (NIST 800-53 SC-12)

8.3 Employee Security Requirements

The contractor shall provide personnel who already have or are capable of attaining and maintaining a Tier 2S security fitness determination. No access will be given to the Government computer information systems and Government sensitive information before the background investigation is completed.

8.3.1 New Contractor Personnel

The full names of all contractor personnel proposed to work under this contract must be submitted to the COR and GSA Security for initiation and/or verification of an individual's security clearance investigation status no later than two (2) weeks after award. No work shall commence under the contract until GSA has received either an initial Enter on Duty Date (EoDD) or a final favorable adjudication and have been approved to work on the contract.

8.3.2 Departing Contractor Personnel

The Contractor shall notify the COR, Contracting Officer and the GSA Personnel Security Officer when Contractor personnel will no longer be working on the contract. The Contractor must then turn in all badges; Government furnished equipment, and deliverables and provide an updated listing of GFE.

8.4 Common Access Card & ID Badges

When Government facilities are utilized in performance of this contract, the Government will provide photo identification, such as Common Access Card (CAC) and Restricted Area Badge (as required). The Contractor shall comply with all requirements necessary to obtain a CAC and Restricted Area Badge. Once issued, these credentials will allow Contractor employees unescorted entry into Government facilities.

8.5 Facility Security Requirements

Not Applicable.

8.6 Personal Identity Verification

The Contractor shall comply with the following Personal Identity Verification clause.

52.204-9, Personal Identity Verification of Contractor Personnel. (Jan 2006)

(a) The Contractor shall comply with agency personal identity verification procedures identified in the contract that implement Homeland Security Presidential Directive-12 (HSPD-12), Office of Management and Budget (OMB) guidance M-05-24, and Federal Information Processing Standards Publication (FIPS PUB) Number 201.

(b) The Contractor shall insert this clause in all subcontracts when the subcontractor is required to have physical access to a federally-controlled facility or access to a Federal information system.

End of Clause

9. SPECIAL INSTRUCTIONS

9.1 Personal Services

This is not a "Personal Services" contract as defined by FAR 37.104. The government has taken the following steps and precautions to ensure that "Personal Services" employer-employee relationships are not created between government and contractor employees during performance of this task order. Although Contractor employees who furnish services under this contract are subject to Government technical oversight, neither the Government nor a Government authorized third party contractor or representative shall oversee Contractor employees but shall provide all direction through the Contractor's designated representative(s) who is/are solely responsible for supervising and managing Contractor employees. In further compliance with this regulation –

- All tasks will be initiated using approved Task Directive Forms or other approved form of documentation.
- All government direction or approval of contractor initiated suggestions shall be documented using approved Task Directive Forms or other approved form of documentation
- All government contract monitors shall communicate with the contractor through the approved contractor management representative.
- All government representatives responsible for managing this task order shall be briefed on the avoidance of personal services and those actions that represent personal services, prior to assuming their contract responsibilities.

9.2 Privacy Act

Work on this project may require that contractor personnel have access to information which is subject to the Privacy Act of 1974. Personnel shall adhere to the Privacy act, Title 5 of the U.S. Code, Section 552a and applicable agency rules and regulations when handling this information. Privacy Act information is considered sensitive and appropriate safeguards shall be implemented by the contractor. The contractor is responsible for ensuring all contractor personnel are briefed on privacy Act requirements.

9.3 Rehabilitation Act Compliance (Section 508)

Unless otherwise exempt, all services and/or products provided in response to this requirement shall comply with Section 508 of the Rehabilitation Act of 1973, as amended (29 U.S.C. 794d), and the Architectural and Transportation Barriers Compliance Board Electronic and Information Technology (EIT) Accessibility Standards (36 CFR part 1194).

The Contractor shall support the Government in its compliance with Section 508 throughout the development and implementation of the work to be performed. Section 508 of the Rehabilitation Act of 1973, as amended (29 U.S.C. 794d) requires that when Federal agencies develop, procure, maintain, or use electronic information technology, Federal employees with disabilities have access to and use of information and data that is comparable to the access and use by Federal employees who do not have disabilities, unless an undue burden would be imposed on the agency. Section 508 also requires that individuals with disabilities, who are members of the

public seeking information or services from a Federal agency, have access to and use of information and data that is comparable to that provided to the public who are not individuals with disabilities, unless an undue burden would be imposed on the agency.

Additional information regarding Section 508 can be obtained from the following web sites.

<http://www.section508.gov/index.cfm?FuseAction=Content&ID=12>

<http://www.access-board.gov/508.htm>

<http://www.w3.org/WAI/Resources>

9.4 Final Invoice and Release of Claims

The contractor is encouraged to provide a final invoice no later than 30 calendar days after the end of the period of performance. Additionally, the contractor is encouraged to provide a Release of Claims no later than 90 calendar days after the end of the period of performance. The contract/order will be modified for closeout.

9.5 Other Direct Costs (ODCs)

Not applicable

9.6 Avoidance and/or Mitigation of Actual or Potential Organizational Conflicts of Interest

Contractor employees may have access to sensitive government information while performing this work, may be involved in reviewing and assessing the work of other contractors, and may be involved in developing specifications and work statements for subsequent or complementary work. There is a potential for organizational conflicts of interest if the Contractor has ties with firms whose work it will review or if the Contractor is subsequently awarded a contract that uses a specification or work statement that it prepared. To avoid actual or potential organizational conflicts of interest the Contractor, in conjunction with Government scheduling and oversight

controls, must be able to mitigate its relationship with a firm whose work it might review during performance of this Task Order. No specific firm is currently identified but firm may be identified during the course of contract/task order performance. Additionally, the Contractor shall refrain from seeking contracts that incorporate Contractor generated specifications or work statements until it first demonstrates, to the satisfaction of the Contracting Officer, that obtaining such other contracts will not create an actual or potential organizational conflict of interest with work performed on this task order. The Contractor shall comply with the provisions of the task order clauses entitled "Organizational Conflicts of Interest," "Notification of Conflicts of Interest Regarding Personnel," "Limitation of Future Contracting," and "Annual Conflict of Interest Certification" to meet this requirement, which shall be incorporated into the Task Order.

9.7 Task Order Management

9.7.1 Contracting Officer's Representative (COR)

The Government Contracting Officer is primarily responsible for managing this contract / order. Additionally, the work to be performed under this contract / order is subject to monitoring by an assigned Contracting Officer's Representative (COR). The COR appointment letter, outlining the COR responsibilities under this contract/order, will be provided to the contractor under separate cover upon request. Questions concerning COR appointments should be addressed to the Contracting Officer.

9.7.2 Government Technical Representative

In addition to the COR, the Government may assign one or more Technical Representatives to monitor the technical aspects of this contract / order. The Government Technical Representative will participate in project meetings and review task order deliverables and will provide technical assistance and clarification required for contract / order performance. Refer to the attached QASP for specific information on project monitoring.

9.8 Technical Direction

All work shall be performed within the scope of this PWS and the Government will not ask or require the Contractor to perform work that is outside of the scope of this Contract/Task Order. Clarification to the work may be provided to the Contractor in writing by the Contracting Officer's Representative (COR) using a Technical Directive form or other agreed upon written

documentation. The Contractor's representative shall acknowledge receipt of such technical direction in writing. If specific tasks that fall within the scope of the performance objectives of this PWS are requested, amplified, or clarified by written technical direction, the Contractor shall comply with that direction, which shall become a part of this task order. Technical direction shall be provided at the management level and Contractor employees shall perform work as specified in this Contract/Task Order as directed by the Contractor's designated project manager, who shall have full responsibility for the assignment and monitoring of Contractor employee activities.

Task directives may include deliverables that are not initially identified in this task order. If so, task directives shall include specific delivery dates and places for reports and studies or a specific completion date for support services. As an alternative, the task directives may require the Contractor to establish time lines and milestones for completion of tasks. Government specified delivery or completion dates and Government approval of Contractor proposed time lines or milestones shall be binding on the Contractor.

Technical direction does not change the total dollar value of the contract or order; however, the dollar value of specific work identified in the technical directive may be obtained from the contractor for administrative purposes (e.g. proper allocation of funds, payment of invoices).

If the Contractor believes that any technical direction requires performance of work that is outside the scope of this contract / order, the Contractor shall immediately contact the Contracting Officer.

9.9 Data Ownership/Release/Availability/Rights - RESERVED

9.10 Data Rights

The Government shall have unlimited royalty free rights to all data originally developed, generated and delivered under this contract or order as prescribed by the clause entitled **Rights in Data—General** (FAR 52.227-14) which is incorporated into this task order or into the indefinite quantity contract upon which this order is based. The Contractor shall retain all rights to data used to meet the requirements of this task order if developed solely at the Contractor's expense for their commercial applications and sales.

The Government shall have the right to use all commercially developed and privately funded data delivered under this contract or order in accordance with, and subject to, the published agreements and restrictions that accompany that data.

9.11 Limited Use of Data

All data delivered or made available to the Contractor as Government Furnished Data shall remain the property of the Government and shall only be used by the Contractor in the performance of this contract or order. The Government retains all rights to Government Furnished Data.

At the conclusion of this contract/order all Government Furnished Data shall be dealt with according to the disposition instruction provided by the Contracting Office. If the Contracting Officer fails to provide disposition instruction for Government Furnished Data within thirty days of contract/task order end, the Contractor shall return all hard copy data and delete or otherwise destroy all electronic data.

9.12 Proprietary Data

The Contractor shall not employ the use of any proprietary data or software in the performance of this contract without the advanced written consent of the Contracting Officer.

9.13 Inspection and Acceptance

Inspection and acceptance will occur in accordance with the clause entitled Inspection of Services – Time and Material and Labor Hour (FAR 52.246-6) or Inspection of Services – Fixed Price (FAR 52.246-4), or) Inspection-Supplies - Fixed Price FAR 52-246-2(l), as applicable.

Payment for the correction of defective or deficient work will be handled as follow:

The Contractor will not be paid profit associated with re-performance of any defective or deficient time and material or labor hour work per the clause FAR 52-246-6 (f) Inspection-T&M.

In the absence of other agreements negotiated with respect to time provided for government review or specifically stated in other parts of this PWS, deliverables will be inspected and the contractor notified of the Government's Technical Representative's findings within five (5) work days of normally scheduled review. Unacceptable or unsatisfactory work will be handled as outlined in the QASP. Acceptance of invoices shall constitute acceptance of performance.

Inspection and acceptance shall be at destination.

9.14 Contract Type

This contract / order will be awarded using a combination firm fixed price and labor hour.

9.16 Ceiling Price Notification

Per clause 52.323-7, Payments under Time-and-Materials and Labor-Hour Contracts, the contractor is reminded – “If at any time the Contractor has reason to believe that the hourly rate payments and travel costs that will accrue in performing this contract in the next succeeding 30 days, if added to all other payments and costs previously accrued, will exceed 85 percent of the ceiling price in the Schedule, the Contractor shall notify the Contracting Officer giving a revised estimate of the total price to the Government for performing this contract with supporting reasons and documentation.”

9.17 Task Order Funding

It is anticipated that the task order will be fully funded. However, if incrementally funded, the following provision applies.

9.17.1 Incremental Funding

(GSA 5QZA AOD Memo, Subject: Incremental Funding-3 2009 01 (revised 07-23-09)

This project may be incrementally funded. If incrementally funded, funds will be added to this task via a unilateral modification as they become available. Contractor shall not perform work resulting in charges to the government that exceed obligated funds.

The Contractor shall notify the Contracting Officer in writing, whenever it has reason to believe that in the next 60 days, when added to all costs previously incurred, will exceed 75% of the total amount so far allotted to the contract/order by the Government. The notice shall state the estimated amount of additional funds required to complete performance of the contract/order for the specified period of performance or completion of that task.

Sixty days before the end of the period specified in the Schedule, the Contractor shall notify the Contracting Officer in writing of the estimated amount of additional funds, if any, required to continue timely performance under the contract/order or for any further period specified in the Schedule or otherwise agreed upon, and when the funds will be required.

The government is not obligated to reimburse the Contractor for charges in excess of the obligated funds and the Contractor is not obligated to continue performance or otherwise incur costs that would result in charges to the government in excess of the amount obligated under this order.

End of clause

9.18 Material and Material Handling Costs

Not applicable

9.19 Productive Direct Labor Hours

The Contractor shall only charge for labor hours when work is actually being performed in connection with this Task Order and not for employees in a “ready” status only. For this task order 1 FTE (full time equivalent) = 1960 labor hours.

9.20 Invoicing and Payment

Payments will be made in accordance with the clause entitled Payments (FAR 52.232-1) or Payments under Time-and-Materials and Labor-Hour Contracts (FAR 52.232-7), as applicable to each task order.

The Contractor may invoice for items upon their delivery or services when rendered. Billing and payment shall be accomplished in accordance with contract terms and GSA payment procedures. Invoice submission instructions shall be provided at the time of award.

9.21 Payment for Unauthorized Work

The Contractor will not be paid for the performance of work that is not authorized under this Task Order. No payments will be made for any unauthorized supplies and/or services or for any unauthorized changes to the work specified herein. This includes any services performed by the Contractor on their own volition or at the request of an individual other than a duly appointed CO, COTR, or Government Technical Representative. Only a duly appointed CO is authorized to change the specifications, terms, or conditions under this effort.