

**STATEMENT OF WORK
TO PROVIDE ADMINISTRATIVE, PROFESSIONAL, AND TECHNICAL SUPPORT
FOR**

**The Center for Civil-Military Relations at
Naval Postgraduate School, Monterey, CA**

C.1.0 INTRODUCTION

C.1.1 Supported Activity: The Center for Civil-Military Relations (CCMR), located at the Naval Postgraduate School in Monterey, California, has been tasked by the Departments of Defense and State to strengthen democratic civil-military relationships and build capacity of U.S. allies and partners. CCMR, supported by a faculty of prominent scholars, government officials, and military officers, accomplishes this goal by assisting those nations in making integrated defense decisions. CCMR's conducts twelve lines of activity that include, but not limited to, International Mobile Education Teams and Civil-Military Relations courses, Professional Military Exercises, International Defense Acquisition Resource Management, Combating Terrorism, Stabilization and Reconstruction, Curriculum Development, Defense Institution Building, Defense Institution Reform, Global Peacekeeping Operations Initiatives, Leader Development and Education, Operational Training, Concept Development and Joint Operations. CCMR programs have emerged in these prominent lines of activity as CCMR moves into the future. The contract type will be IDIQ with work directed through individual cost plus fixed fee task orders issued by the government Contract Officer. The work effort is for non-personal personnel services to be provided for conducting state-of-the-art education and programs.

C.2.0 BACKGROUND AND PROGRAM DESCRIPTION

C.2.1 CCMR's principal lines of activity are outlined below in sections 2.1.1 to 2.1.12. The programs in each activity build upon each other in content and delivery. Significant synergies exist between each and all of these programs; put together they create more than the sum of the parts. Many of the same educators, technicians and trainers are habitually used in these programs. The integration of academic content in presentations and products is critical to the expansive offerings of the Center. As each of these areas of Defense Reform requires collaboration with each other, CCMR considers these twelve areas as part of one large program which cannot be effectively split for educational and training delivery purposes. In addition to Professional and Technical support for delivery of these topical programs. Administrative support is required to include but not limited to necessary coordination of individual travel and security requirements for events, preparation of country clearances for release, and assistance in the preparation of anti-terrorism plans, to include ISOPREPs, that requires Secret Access on the SIPRNET. Common tasks in meeting educational and training needs include academic activity and curriculum development, student support services, education and training programs, implementation and support of exercises, provision of multimedia, operations, and logistical support. Support includes, but is not limited to, design, development, preparation, and refinement of curriculum and content material for education programs; coordination of faculty participation in agendas or matrixes, arrangement of host country logistical support; execution of personnel

and student operational support; assistance in the scheduling, tracking and phasing of events, to include classroom utilization; and provision of student support services through the relay of recommendations, needs, and goals for future education events.

C.2.1.1 International Mobile Education Team and Civil-Military Relations course activities typically involve, but are not restricted to, duties and locations, and durations of the following: A series of one to two-week long seminars from the following course offerings, tailored to individual country requirements and developing needs over time to include: Civil-Military Relations Pre-Survey, Civilian Control of the Armed Forces in a Democracy, The Media and the Military, Building Linkages between the Legislature and the Military, Domestic Support Operations, Enhancing Border Security through National Means and International Cooperation, Establishing Democratic Civil-Military Relations and the Rule of Law, Executive Program in Defense Decision Making, Capability Development, Intelligence and Democracy, Distinguished Visitor Orientation Tour, Civil-Military Relations CONUS Planning, International Defense Transformation, Global Commons Security, Defense Institution Reform, Defense Institution Building, Developing Effective Defense Personnel Management Policies, Enhancing Security Sector Reform through Civil-Military Relations, Civil-Military Relations for Junior Military Leaders, Disarmament, Demobilization and Reintegration, Security Forces and the Electoral Process, Democratic Control of Security Forces, Human Rights Education, Implementation Review, Local Focus Program on Civil-Military Relations, Local Focus Programs, National Security Planning, National Security Strategy Development Practicum, Strategic Leadership, Threat Assessment, Preparing for Peacekeeping Deployments, Leader Development for Deployment Operations, Implementing Strategic Planning, Domestic and International Defense Challenges, Transnational Threats, Exploring the DDR-SSR Nexus, and other courses. These tailored course series offerings are conducted to all levels of partner nation military officers and civilian leaders and are held in-residence in Monterey or abroad as necessary. These series occur in a wide variety of countries including, but not limited to, Algeria, Argentina, Belize, Bolivia, Botswana, Bulgaria, Cameroon, Chad, Chile, Colombia, Comoros, Czech Republic, DRC, Egypt, El Salvador, Equatorial Guinea, Estonia, Ethiopia, Gambia, Ghana, Guinea, Honduras, Indonesia, Iraq, Jordan, Kosovo, Latvia, Libya, Lithuania, Macedonia, Maldives, Mexico, Mozambique, Nepal, Palestine, Panama, Paraguay, Peru, Romania, Serbia, Slovenia, South Africa, Southern Sudan, Sri Lanka, Tanzania, Tunisia, Uganda, and others.

C.2.1.2 Professional Military Exercises activities typically last five to seventeen days and involve, but are not restricted to, duties and locations including the following: Conduct an annual Yudh Abyas Command Post exercise series to include a Concept Development Conference, an Initial Planning Conference, a Final Planning Conference, and a STAFFEX/Academics/CPX final event all to be held in India; Conduct an annual Keris Strike Command Post exercise series to include a Concept Development Conference, an Initial Planning Conference, a Final Planning Conference, and a STAFFEX/Academics/CPX final event all to be held in Malaysia; Conduct an annual Garuda Shield Command Post exercise series to include a Concept Development

Conference, an Initial Planning Conference, a Final Planning Conference, and a STAFFEX/Academics/CPX final event all to be held in Indonesia; Conduct an annual Khaan Quest Command Post exercise series to include a Concept Development Conference, an Initial Planning Conference, a Final Planning Conference, and a STAFFEX/Academics/CPX final event all to be held in Mongolia; Conduct an annual Angor Sentinel Command Post exercise series to include a Concept Development Conference, an Initial Planning Conference, a Final Planning Conference, and a STAFFEX/Academics/CPX final event all to be held in Cambodia; and Conduct an annual exercise series to provide MSEL Manager services and additional duties to support the G357 Training and Exercise Program for the conduct of Ulchi Freedom Guardian and Key Resolve in South Korea. Similar exercise series schedules will also occur annually in countries such as Singapore, Japan, Korea, the Philippines, and Thailand, among others.

C.2.1.3 International Defense Acquisition Resource Management activities typically involve, but are not restricted to, duties, locations, and durations of the following: A series of one to two-week long seminars from the following course offerings, tailored to individual country requirements and developing needs over time to include: Pre-Surveys, Contracting for Pre-Deployment and Deployment Operations, Managing Complex Defense Projects, Managing Complex Armaments Projects, Life Cycle Management of Armament Projects, Principles of Defense Acquisition Management, Principles of Defense Acquisition Procurement and Contracting, Principles of International Defense Acquisition Negotiations, Capabilities Based Requirements and Test and Evaluation Exercise and an Acquisition Planning Exercise, Phased Approach, Defense Program Management, Selected Topics in Procurement and Contracting, Defense Contract/Procurement Management, Defense Logistics Management, Project Management, Contracting for Pre-Deployment/Deployment Operations, Strategies for Building and Sustaining Accountability in Defense Resource Management Systems, Transparency and Defense Acquisition, and other courses as needed. These tailored course series offerings are conducted to all levels of partner nation military officers and civilian leaders and are held in-residence in Monterey or abroad as necessary. These series occur in a wide variety of countries including, but not limited to, Angola, Argentina, Czech Republic, Egypt, Georgia, Lebanon, Jordan, Kazakhstan, Morocco, Poland, Russia, Slovenia, and many other countries.

C.2.1.4 Combating Terrorism activities typically involve, but are not restricted to, duties, locations, and durations of the following: A series of one to two-week long seminars or workshops from the following course offerings, tailored to individual country requirements and developing needs over time including, 'Civil-Military Responses to Terrorism,' Managing the Consequences of Terrorism, Defusing Terrorist Ideology, Intelligence and Combating Terrorism, Maritime Terrorism (includes Piracy and Port Security), International Homeland Defense, Border Security and Terrorism, Cyber Terrorism, Combating Terrorism Assessment, Media Dynamic and Terrorism, as well as Ethics and Combating Terrorism. These tailored course offerings are targeted at mid-senior levels of partner nation military officers and civilian leaders, conducted in

Monterey or abroad as necessary. These events are executed in a wide variety of countries including Chad, Estonia, Democratic Republic of Congo, Sri Lanka, Panama, El Salvador, Bangladesh, Yemen, South Sudan, Romania, Cambodia, Slovakia, Lebanon, Colombia, Jordan, Iraq, Slovenia, Ukraine, Mexico, and other countries.

C.2.1.5 Stabilization and Reconstruction Studies program series events typically last three to five days and occur in Monterey, CA or Washington, D.C. and involve, but are not restricted to, duties and topics of the following: Conduct a workshop on Building Capacities for Cross-Cultural Communication with emphasis on peace and conflict issues with the purpose of creating an interactive forum in which practitioners of diverse backgrounds jointly explore how to work with cultural differences in volatile social contexts; Conduct an annual Agriculture Recovery course for representatives from government agencies, non-governmental organizations with the goal of promoting livelihoods in conflict-affected environments; Conduct a series of courses on the challenges associated with Disarmament, Demobilization, and Reintegration and a nation's Security Sector Reform in a post-conflict environment for global representatives; Conduct a series of seminars on Joint Humanitarian Operations to provide a forum for U.S. military personnel to discuss the relationship between themselves and USAID to enhance their ability to work collaboratively during humanitarian assistance and disaster response operations; Conduct a workshop on Approaching Societies in Conflict to discuss the personal and organizational challenges inherent in working in conflict and post-conflict environments; Conduct annual Working in the Same Space courses focusing on cross-community understanding and communication skills that focus on ways in which government civilian agencies, non-governmental organizations, inter-governmental organizations, and the armed forces can work more effectively alongside each other in insecure environments; Conduct a workshop on Rebuilding Livelihoods in Post-Conflict Environments to explore the topic of creating jobs and sustainable livelihoods in fragile states around the world; and Conduct a series of working groups on the topic of Security Sector Reform to examine ways of improving assessment design and implementation and enhancing local ownership and the sustainability of assessments and reform-driven programs.

C.2.1.6 Curriculum Development activities typically involve, but are not restricted to, activities and geographical areas including the following: Produce and edit book chapters; develop or refine Operational Doctrine; design and conduct Concept Development and Experimentation activities, produce baseline documents which will define and identify functional areas of the program; conduct MET scenario development activities; create, refine and update course presentations; and produce reports or handbooks on subject matter areas and countries.

C.2.1.7 Defense Institution Building activities historically involve, but are not restricted to, duties, locations, and durations of the following: Conduct a series of one-week seminar events and working groups in Kiev for the Ukraine Armed Force on topics including the development of the Joint Operations and Special Operations commands, Public Affairs Officer and National Liaison Officer structure, Staff Officer Professional Development, and helping the Program Manager in designing a Strategic Defense Review. Conduct an

ongoing series of practical problem-solving workshops in Sofia for the Bulgaria Armed Forces on topics including Armed Forces Deployment Support, Force Structure Review, Joint Operations Center, Air Force Strategic Planning Support and Redevelopment Program, Air Force structure, Army Deployment Support, and media training for Armed Forces officials and the Ministry of Defense; Design various Operational Planning Staff Exercises and Human Resources Management Seminars for Moldovan officials in Chisinau; Conduct a series of General Officer Courses for Bosnian officials in Sarajevo; Conduct a series of assessment team visits to T'bilisi for Georgia Defense Transformation Initiatives; and Lead a series of working groups on Serbian Armed Forces Defense Planning and Logistics Reform in Belgrade. In addition to these countries, Defense Institution Building programs have a mission to focus on NATO Partnership for Peace and other countries and therefore frequently include a similar series of courses, seminars, and working groups in Afghanistan, Albania, Algeria, Armenia, Azerbaijan, Bahrain, Belarus, Bosnia and Herzegovina, Croatia, Cyprus, Czech Republic, Egypt, Estonia, Hungary, Iran, Iraq, Ireland, Israel, Jordan, Kazakhstan, Kosovo, Kuwait, Kyrgyzstan, Latvia, Lebanon, Lithuania, Malta, Mauritania, Montenegro, Morocco, Oman, Pakistan, Republic of Macedonia, Romania, Russia, Qatar, Poland, Saudi Arabia, Slovakia, Slovenia, Syria, Tajikistan, Tunisia, Turkey, Turkmenistan, United Arab Emirates, Uzbekistan, and Yemen. In addition, activities may occur in contact countries such as Australia, Japan, South Korea, and others.

C.2.1.8 Defense Institution Reform activities promote the following objectives: Well-developed, capable partner defense institutions; Stronger defense ministry-to-ministry relationships; Enhanced DoD expertise in defense institution capacity building; Improved coordination and efficiency in U.S. defense institution building; and Safeguarded USG security cooperation gains through support to partner defense institution capabilities. In order to fulfill these objectives, Defense Institution Reform initiatives carry out sustained bilateral engagement with partner nations, assessing individual partner nation needs focusing on any or all of the following six focus areas: Defense Policy and Strategy; Human Resource Management; Defense Planning, Budgeting, and Resource Management; Logistics and Infrastructure; Civil-Military Relations and Interagency Coordination; and Professional Defense and Military Education. The methodology of this work entails four phases: Partner Nation Needs Determination through initial site visits and ongoing research, Program Development, Program Implementation and Execution, and Program Assessment. In addition to engaging with partner nation personnel, Defense Institution Reform initiatives work to build DoD expertise in defense institution building by capturing lessons learned in official reports and disseminating these in various ways to OSD, the COCOMs, and the broader security cooperation community. Recent Defense Institution Reform engagements with partner nations historically consist of a series of 1-2 week long visits conducted over an 18-24 month period, and involve, but are not restricted to, duties and locations including the following: Conduct a lengthy and ongoing series of working groups and seminars to develop and implement the Master Ministerial Defense Plan for the Afghan Ministry of Defense in Kabul; Engage in a site survey and scoping visit to Tirana, Albania, followed by subsequent meetings with members of the Albania Ministry of Defense to plan an engagement concept and strategy for Ministerial

reform initiatives, which will ultimately lead to a series of working groups to lead implementation of a Support for Strategic Defense Review project; Gather information from European-based U.S. units to develop a framework for Defense Capabilities Based Planning for the Romanian Ministry of Defense in Bucharest, leading to a follow-on workshop with the Romanian MoD to continue work on a capabilities based planning initiative, which will subsequently lead to an ongoing series of seminars and working groups with Romanian officials; Conduct workshops with Mongolian officials to produce doctrine development courses for the military services and general staff in Ulaanbaatar, leading to a long-term series of engagement seminars covering a wide variety of Reform topics as required; Lead an HRM and PME reform effort in Colombia which will consist of the development of a Lessons Learned Management Information System for Colombian Public Forces in Bogota, followed by a rapid summary assessment in Colombia of 4 basic HRM functions (Manpower, Recruiting, Compensation, and Distribution) at each of these levels: MoD, Joint Staff (CG), and each service/police, and other events; Conduct workshops with the members of the Maldives MoD aimed at establishing a NS Framework which focuses on Ministry Roles and Missions, Intelligence apparatus and National Security Council Objectives; Aide the Peruvian MoD with the request for additional support in the areas of "doctrine" development, civil-military relations (including interagency processes), and outreach; Conduct a series of workshops and events in Amman, Jordan with the goal of completing a Support for Strategic Defense Review project; Conduct a needs assessment in Brazil and Chile, followed by an ongoing series of working groups to determine individual country specifications, ultimately leading to a Plan for Developing Civilian Defense Cadre and Development of Defense Capability Planning Processes in those countries; Conduct workshops with Liberian officials, followed by needs determination to support a Restructuring of MoD Process and Cadre Development; Conduct a needs determination in the Democratic Republic of the Congo, followed by a series of informational seminars, leading to a variety of ongoing working groups with the ultimate goal of conducting a Reform of the Logistics System in that country; and Plan, design, analyze, integrate, document, and present all aspects of Defense Institution Reform events in Bangladesh, Cambodia, Maldives, Nepal, Peru, Russia, and many other countries.

C.2.1.9 Global Peace Operations Initiative activities historically involve, but are not restricted to, duties, locations, and durations of the following: A series of one or two-week seminars or short courses to include United Nations (UN) Civil-Military Coordination, Program Design and Development Visits, UN Staff Officers Course, UN Military Observer Training, UN Logistics Officer Training, UN Peace Support Operations Instructors' Course, Senior Mission Leaders Course, Peace Support Operations Commanders Course, Civil-Military Liaison Officer Course, Peacekeeping Contingent Commanders' Course, Unit-Level Pre-Deployment Training, Negotiating Effective Support Agreements with International Organizations, Reviewing Inter-Ministerial Peacekeeping Roles and Missions, Review Ministry of Defense and Defense HQ's Peacekeeping Roles and Missions, Train the Trainer events, Adopting Task Lists and Standing Operating Procedures, among others. These tailored course series offerings are conducted to tactical, operational, and strategic levels of partner nation military officers and civilian

leaders and are held in a wide variety of countries including, but not limited to Argentina, Bangladesh, Bolivia, Brazil, Cambodia, Ghana, Guatemala, Indonesia, Kazakhstan, Kenya, Kyrgyzstan, Lebanon, Malaysia, Mongolia, Nepal, Paraguay, Philippines, South Africa, Tajikistan, Thailand, Ukraine, Uruguay, Vietnam, and many other countries.

C.2.1.10 Leader Development and Education programs are well-established lines of activity for CCMR. The mission of these programs is to provide graduate level education for military and civilian leaders to establish a regional, geopolitical, and cultural framework for understanding the challenges of conducting full spectrum operations in unique and rapidly changing environments. These collaborative educational programs are designed and facilitated by scholars from leading educational institutes, the military, government agencies and international organizations to support DoD and professional military educational requirements. These initiatives execute distance learning courses and graduate-level educational seminars for military and civilian leaders deploying to Stability Operations. Such programs are critical to educating senior leaders in two interrelated competencies:

PMESII-PT (Cultural) Awareness: Prepare Brigades, Divisions, Corps and ISAF partners deploying to Afghanistan and US formations deploying to Iraq, Kosovo, and other regions, by establishing a frame of reference for PMESII-PT awareness in their AOR.

Regional Expertise: Sustain and set the foundation for developing culture and regional competencies and supports the educational requirements of Regionally Aligned Brigades (which is a priority for resetting the force to implement the ARFORGEN cycle) and build competencies that Soldiers must acquire by focusing on the same region throughout their careers. Conduct programs for USARPAC and USARAF and will be conducting programs for USARPAC and UAREUR starting in 2011 and USARSO and USARNORTH starting 2012. Conduct special regional seminars for the AFPAK Hands in conjunction with the DLI language training.

Leader Development and Education programs usually last about 3 to 4 days and involve establishing a broad socio-cultural and political framework that will help Brigade, Division and Corps Command Teams understand the impact of historical trends, assess political, socio-cultural and economic conditions, security threats and the challenges of establishing rule of law and governance, conduct human terrain analyses, adapt the mission to cultural differences, promote U.S. objectives and effectively engage in building partnerships in country/region of interest. The goal of these presentations is to facilitate discussion, lead seminar group activities and provide regional expertise to each U.S. military unit pre-deployment. The pace of this activity is approximately one training program per week throughout the calendar year. These activities historically last three to ten days and involve, but are not restricted to, locations including the following: Fort Hood, Texas; Central City, Kentucky; Fort Drum, New York; SOUTHCOM headquarters planning conference in Miami, Florida; Felker Army Air Field, Virginia; Nashua, New Hampshire; Fort Lewis, Washington; Washington, D.C.; Monterey, California; Fort Carson, Colorado; Fort Sam Houston and Austin, Texas; Fort Riley, Kansas; Fort Shafter,

Hawaii; Grafenwoehr, Germany; Vincenza, Italy, Camp Eggers, Afghanistan; Brigade locations in Poland and Romania; Camp Atterbury, Indiana; SOUTHCOM offices in Panama City, Panama; and Boise, Idaho.

Table C2.1 Notional Courses for Countries		
Program	Courses	Countries
CM Courses	Civil-Military Relations Pre-Survey	Algeria, Argentina, Belize, Bolivia, Botswana, Bulgaria, Cameroon, Chad, Chile, Colombia, Comoros, Czech Republic, Democratic Republic of the Congo, Egypt, El Salvador, Equatorial Guinea, Estonia, Ethiopia, Gambia, Ghana, Guinea, Honduras, Indonesia, Iraq, Jordan, Kosovo, Latvia, Libya, Lithuania, Macedonia, Maldives, Mexico, Mozambique, Nepal, Palestine, Panama, Paraguay, Peru, Romania, Serbia, Slovenia, South Africa, Southern Sudan, Sri Lanka, Tanzania, Tunisia, Uganda.
	Civilian Control of the Armed Forces in a Democracy	
	The Media and the Military	
	Building Linkages between the Legislature and the Military	
	Enhancing Border Security	
	Establishing Democratic Civil-Military Relations and the Rule of Law	
	Executive Program in Defense Decision-Making	
	Capability Development	
	Intelligence and Democracy	
	International Defense Transformation	
	Global Commons Security	
	Security Forces and the Electoral Process	
	Democratic Control of Security Forces	
	National Security Planning and Strategy Development	
	Strategic Leadership	
	Threat Assessment	
	Implementing Strategic Planning	
	Domestic and International Defense Challenges	
	Transnational Threats	
	Exercises	
Initial and Final Planning Conference		
Staff Exercise		
Command Post Exercise		
IDARM	Pre-Surveys	Angola, Argentina, Czech Republic, Egypt, Georgia, Lebanon, Jordan, Kazakhstan, Morocco, Poland, Russia, Slovenia
	Contracting for Pre-Deployment and Deployment Operations	
	Managing Complex Defense Projects	
	Managing Complex Armaments Projects	
	Life Cycle Management of Armaments Projects	
	Principles of Defense Acquisition Management	
	Principles of Defense Acquisition Procurement and Contracting	
	Principles of International Defense Acquisition Negotiations	
	Capabilities Based Requirements and Test and Evaluation Exercise	
	Phased Approach	
	Defense Program Management	
	Selected Topics in Procurement and Contracting	
	Defense Contract/Procurement Management	
	Defense Logistics Management	
	Project Management	
	Strategies for Building and Sustaining Accountability	
	Transparency and Defense Acquisition	
	Combating Terrorism	
Civil-Military Responses to Terrorism		
Managing the Consequences of Terrorism		
Defusing Terrorist Ideology		
Intelligence and Combating Terrorism		
Maritime Terrorism		
International Homeland Defense		
Border Security and Terrorism		
Cyber Terrorism		
Combating Terrorism Assessment		
Media Dynamic and Terrorism		
Ethics and Combating Terrorism		
Stabilization and Reconstruction Studies		U.S. based
	Building Capacities for Cross-Cultural Communication	
	Agricultural Recovery	
	Disarmament, Demobilization, and Reintegration	
	Joint Humanitarian Operations	
	Approaching Societies in Conflict	
	Working in the Same Space	
	Rebuilding Livelihoods in Post-Conflict Environments	
Security Sector Reform		
Defense Institution Building		Ukraine, Serbia, Montenegro, Bulgaria, Moldova, Bosnia-Herzegovina, Georgia, Afghanistan, Albania, Algeria, Armenia, Azerbaijan, Bahrain, Belarus, Croatia, Cyprus, Czech Republic, Egypt, Estonia, Hungary, Iran, Iraq, Ireland, Israel, Jordan, Kazakhstan, Kosovo, Kuwait, Kyrgyzstan, Latvia, Lebanon, Lithuania, Malta, Mauritania, Morocco, Oman, Pakistan, Republic of Macedonia, Romania, Russia, Qatar, Poland, Saudi Arabia, Slovakia, Slovenia, Syria, Tajikistan, Turkey, Turkmenistan, United Arab Emirates, Uzbekistan, Yemen.
	Joint Operations and Special Operations Commands	
	Public Affairs and National Liaison Officer Structure	
	Staff Officer Professional Development	
	Strategic Defense Review	
	Force Structure Review	
	Armed Forces Deployment Support	
	Joint Operations Centers	
	Operational Planning Staff Exercises	
	Human Resources Management	
	General Officer Courses	
	Defense Planning and Logistics Reform	
Defense Institution Reform	Program Activity	Afghanistan, Albania, Romania, Colombia, Peru, Jordan, Indonesia, Brazil, Chile, Democratic Republic of the Congo, Liberia, Bangladesh, Cambodia, Maldives, Nepal, Russia
Global Peacekeeping Operations		Argentina, Bangladesh, Bolivia, Brazil, Cambodia, Ghana, Guatemala, Indonesia, Kazakhstan, Kenya, Kyrgyzstan, Lebanon, Malaysia, Mongolia, Nepal, Paraguay, Philippines, South Africa, Tajikistan, Thailand, Ukraine, Uruguay, Vietnam
	UN Civil-Military Coordination	
	UN Staff Officers Course	
	UN Military Observer Training	
	UN Logistics Officer Training	
	UN Peace Support Operations Instructors' Course	
	Senior Mission Leaders Course	
	Peace Support Operations Commanders' Course	
	Civil-Military Liaison Officer Course	
	Peacekeeping Contingent Commanders' Course	
	Unit-Level Pre-Deployment Training	
	Negotiating Effective Support Agreements with International Organizations	
	Reviewing Inter-Ministerial Peacekeeping Roles and Missions	
	Review of Ministry of Defense Peacekeeping Roles and Missions	
Train the Trainer Course Events		
Leader Development and Education	Seminar Events	Throughout the United States and Europe

C.2.1.11 Operational Training programs conduct activities which develop, maintain, or improve the operational readiness of individuals or units. Specifically, such training utilizes previously acquired functional knowledge and system employment (operational) skills to enhance proficiency and identify deficiencies within a systematic training structure in the operational or simulated environment. This training includes activities such as, but not limited to, joint planning of U.S. and NATO operations, logistics, communications, civil emergency planning, or civil-military cooperation. In addition, military exercises cover the full range of military operations, from combat to humanitarian relief to stabilization and reconstruction and require units to respond to fictional scenarios that approximate real life situations. This allows them to employ their previous training and experience in a practical way, and increases their level of readiness should they deploy in a crisis. Operational training also includes experimentation and development which allows forces to focus on the development of new concepts and capabilities to ensure that future units are trained and equipped to the highest standard. The goal of such initiatives is to motivate commanders to constantly try to improve the way their units operate. In line with future developments, this work may require additional activities under specific topical areas to promote similar goals.

C.2.1.12 Concept Development and Joint Operations programs provide mission-ready joint-capable forces and support the development and integration of joint, interagency, and multinational capabilities to meet the present and future operational needs of the joint force. Such programs coordinate with component commands to respond to combatant commanders' operational requirements by providing timely and mission-ready joint capabilities. The overall goal of such activities is to train U.S. and partner nation forces to become harmonized forces made up of active duty military and civilian personnel who excel at joint warfighting. Together with the service headquarters and interagency and multi-national partners, these initiatives will achieve unity of effort to maximize joint strengths of participants. This unity will promote the U.S. National Security and Defense Strategy and security cooperation and defense reform goals. Such activities include, but are not limited to, Operational Exercises, Joint Operations, Joint PME, Joint Force Training and Enabling, Irregular Warfare, Low Intensity Conflict, Joint Warfighting, Joint Analysis and Support, Mission Rehearsal, Joint Communications and Interoperability, Joint Public Affairs, Joint Systems Integration, Operational Lessons Learned, Doctrine Development, Joint Concept Development and Experimentation, Joint Capability Development, Joint Deployment and Targeting, Joint Readiness, Innovation, Senior Leader Training for Peace Support Operations, and other courses as required.

C.3.0 COMMON TASKS

The following tasks (3.1-3.6) represent activities which will occur for any and all events covered under this statement of work. The contractor will produce task-oriented deliverables in accordance with requirements in this statement of work and subsequent task orders. Each task order will define further the scope of the work effort required for that end user.

C.3.1 Conduct Academic Activity and Curriculum Development

C.3.1.1 Conduct academic activity and curriculum development to support CCMR education and training programs for Defense Reform subject matter including, but not limited to, International Mobile Education Teams and Civil-Military Relations courses, Professional Military Exercises, International Defense Acquisition Resource Management, Combating Terrorism, Stabilization and Reconstruction, Research and Education, Defense Institution Building, Defense Institution Reform, Global Peacekeeping Operations Initiatives, and Leader Development and Education, Operational Training, Concept Development and Joint Operations. Deliver presentations, products and curriculum material to the government Program Manager for resident courses, mobile education and training events, and other course events. Recommend program accreditation and validation standards consistent with DoD and international requirements. Identify and develop program standards and best practices. Develop and contribute content to CCMR sponsored academic book and journal print or electronic publications, U.S. and international doctrinal reviews, and academic studies.

C.3.2 Support Students

C.3.2.1 Identify and assess students' and participants' needs for providing recommendations which can be incorporated into improving the operational capacities and requirements of CCMR education and training programs. This information will also be used in identifying and defining training goals and objectives so as to ensure student needs are met. Conduct student surveys as appropriate. Once the government Program Manager identifies education and training events, produce agendas, matrixes, presentations and products as needed. Ensure that the events reflect the proper caliber of expertise and knowledge so as to meet the content and scope of each training and educational program objective. Create, update and maintain the curriculum and course materials based on the needs of existing and emerging customer requirements.

C.3.3 Present Education and Training Programs

C.3.3.1 Provide subject matter expertise to CCMR training and education events. Develop and deliver learning scenarios, practical exercises, and course presentations. Provide subject matter expertise to workshops, panel discussions, and seminars. Assess student learning and evaluate student performance for certification programs. Meet reporting requirements following program implementation by: report event outcomes, assess program effectiveness, record participant feedback, and ensure programs meet educational goals and objectives. Develop, disseminate, and archive event deliverables and related reports. Provide long-term training and education programs, as directed. Contribute to bi-lateral, regional, and international training and education planning; maintain program continuity; modify and expand programs to meet extended education and training requirements.

C.3.4 Implement and Support Exercises

C.3.4.1 Plan, coordinate, deliver and provide educational and training presentations, products or expertise for exercise implementation, including logistical support. Participate in planning events and execute tabletop exercises and training simulations. Deliver products for or role play in field activities such as war games, multilateral command post and staff exercises, training simulations, field training exercises, and lanes training. Draft inputs to post-event deliverables, including after-action reports, and lessons learned.

C.3.5 Provide Multi-media Support

C.3.5.1 Provide multi-media support to CCMR programs. Design multimedia presentations and materials for use in workshops, mobile education events, training exercises, and marketing forums. Standardize and edit presentations and course materials. Create graphics for presentations, online posts, scenarios, and practical exercises. Create student handbooks, CDs, and other exportable course materials. Provide all IT support to implement multimedia presentations.

C.3.6 Provide Operations and Logistical Support

C.3.6.1 Provide general operational, logistical and administrative support under direction of the government Program Manager for CCMR events. Sustain the coordination and continuity of operational exercises and education and training teams, for both CONUS and OCONUS residents. Coordinate, schedule, and administer travel arrangements for education and training events. Translate presentations and academic materials into foreign languages, as needed. Develop and maintain special reports, project archives, and records for CCMR review. These duties also include preparation of country clearances for release, and assistance in the preparation of anti-terrorism plans, to include ISOPREPS requiring Secret Access on the SIPRNET.

C.4.0 SAMPLE TASK ORDERS

C.4.1.1 International Mobile Education Team and Civil-Military Relations

<p>Nepal Coordination Visit #2 Contractor will conduct a one-week course workshop on security and justice sector legal reform with Nepalese officials in Kathmandu. The goal of these event is to determine reforms needed to address specific issues arising during times of peace and war. This will involve recommendations to the Nepalese Ministry of Defense, National Security Council, Central District Officer, Nepalese Army, Armed Police Force, Nepal Police, Ministry of Home, Criminal Justice System, and Parliamentary Oversight Bodies for overall coordination of this reform process based on current needs and gaps. The final deliverable will be recommendations to country leaders as this reform process continues in Nepal. This visit is the most recent iteration in a series of similar visits as part of a long-term project to implement defense reform in this country.</p>
<p>Indonesian Resident Course Contractor will conduct an Executive Course in Defense Decision-Making for Indonesian participants in Monterey. This work will include designing, updating, preparing course material and content and delivering presentations on the topics of Net Assessment, Comparative Analysis, and Strategic Threats. Contractor will also lead and participate in discussion on these and other topics with the goal of guiding development of defense reform initiatives for these participants upon return to their country. Contractor will provide course venue arrangements for this two-week course.</p>
<p>CCMR Executive Seminar Contractor will deliver a two-week in-residence CCMR Executive Course in Defense Decision Making in Monterey, CA. Specific duties and deliverables include organize and present lectures on the topics of Strategic Leadership and Decision Making, Cyber Security, Joint Concept Development and Experimentation Campaign Plan, and Counter Improvised Explosive Devices Strategy. In addition to this preparation and presentation, the contractor will lead and facilitate discussion on these topical areas with the goal of enhancing participant comprehension and facilitating the incorporation of this material into defense reform in their respective home countries.</p>
<p>APRI Indonesia Dev. Cap. Wks. Contractor will participate in a Developing Capabilities workshop for Indonesia officials in Monterey, CA. The course centers on formal presentations and collective discussions on Developing Capabilities and Concepts to Meet Emerging Threats with specific focus on Defense Strategy Development, Roles and Missions, and Full Spectrum Operations. The contractor will develop templates for facilitation of workshop discussions on Defense Objectives, Roles and Missions, Task Analysis and Capabilities Identification. Contractor will also provide execution support for operational course details including course venue arrangements.</p>
<p>Nepal SME Exchange Execution Contractor shall coordinate the execution of arrangements for the Nepal Subject Matter Exchange for Social Network Analysis event. The objective of this event is to optimize a process to collect, aggregate, and disseminate field data from smart phones, i.e. pictures/video of infrastructure both social and physical. The process will include routing the data to an analysis center to enable better understanding of the environment for security, development and response to disaster incidents.</p>
<p>Chile IMET Conduct a Mobile Education Team course with Chilean officials in Santiago. Contractor shall deliver Defense Reform presentations, facilitate discussion, lead or participate in seminar group activities, and deliver content tailored to individual country needs and goals. Contractor will specifically deliver presentations and guide participant discussion on border security, relations with its immediate neighbor countries, energy security, international drug trafficking and terrorism, and UN peacekeeping roles for this country.</p>
<p>S. Africa Media and PA MET Conduct a CT MET on media and public affairs for South African officials in Johannesburg, South Africa. Contractor will create and deliver presentations and course material on the use of public affairs and the media for effective national security planning in this country. Contractor will also guide participant discussions in this area with the goal of allowing participants to craft effective strategies for use.</p>
<p>APAC Sri Lanka CAO Conduct an Asia Pacific Civil Affairs Officer course for Sri Lankan officials in Colombo. This course will engage a broad civil-military audience with a civil affairs seminar for advanced participants. The event will use civil affairs subject matter experts (SMEs) and Sri Lankan participants to lead designated blocks of discussion and exchange. The use of Sri Lankan civil affairs experts will constitute the initial step in a 'SME exchange' approach for further civil affairs programs. The ultimate deliverable will be capstone Civil Affairs doctrine and application type course that engages a Civil-Military audience that can be executed rapidly using a Subject Matter Expert exchange methodology.</p>
<p>Honduras IMET Conduct a Mobile Education Team course with Honduran officials in Tegucigalpa. Contractor shall deliver Defense Reform presentations, facilitate discussion, lead or participate in seminar group activities, and deliver content tailored to individual country needs and goals. Specific deliverables to the government will consist of the preparation and delivery of presentations on drug trafficking, transnational gangs and their impact on Honduran security, international relations and security assistance, and prison reform in the country. Contractor will also guide participant discussion and exploration of appropriate solutions to these and other challenges facing the country.</p>
<p>Uzbekistan Trans. Workshop Contractor will conduct a Defense Transformation Workshop for Uzbek officials in Tashkent. This event will develop executional details for the long-term Transformation project that is occurring as part of national Defense Reform goals. Contractor will deliver lectures on defense reform in general and the topic of 'Transition in Post-Soviet Era States' for Defense Transformation.</p>

C.4.1.2 Professional Military Exercises

GS 12 CDW	Garuda Shield 2012 Concept Development Workshop in Jakarta, Indonesia. Prepare Peace Operations presentations, develop exercise course goals and objectives, draft academic requirements and timelines, develop draft scenario story board, develop and coordinate course Concept Map, and coordinate operational event preparation for the GS 12 Exercise.
YA 12 SDW	Contractor will deliver the successful execution of the Yudh Abhyas 2012 Scenario Development Workshop in Monterey and Camp Parks, CA. Specific duties will include developing SDW agenda and subject matter expert attendance requirements, finalizing the exercise concept briefing, finalizing exercise goals and objectives, conducting the training objectives workshop, finalizing exercise training requirements and timeline, and completing the scenario story board and concept map.
GS 12 IPC	Contractor shall design, update, prepare, and deliver Garuda Shield 12 Initial Planning Conference agenda, concept briefing, objectives and training audiences, and refine academic goals and requirements. In addition, contractor will develop and deliver STAFEX requirements and CPX scenario and timelines to include scenario storyboard and concept map. Also, contractor will design, update, prepare, and deliver initial Master Scenario Event Lists, draft the after action report of IPC, prepare In Progress Reviews, draft Final Planning Conference agenda, and prepare modifications for FPC as a result of IPC. Work on this requirement will occur in Jakarta, Indonesia.
GS 12 FPC	Contractor will deliver and ensure successful execution of the Garuda Shield 2012 Final Planning Conference in Malang, Malaysia. Specific duties will include developing FPC agenda and subject matter expert attendance requirements, finalizing the exercise concept briefing, finalizing exercise goals and objectives, conducting the training objectives workshop, finalizing exercise training requirements and timeline, and completing the scenario story board and concept map
AS 12 CPX	Angkor Sentinel 2012 Command Post Exercise in Phnom Penh, Cambodia. Conduct Exercise pre-deployment training, provide input to exercise briefings, lead exercise meetings, support conduct of staff exercise and mini-exercise, execute exercise control plan, provide publishing and media support, after action report creation, and provide exercise result feedback to Exercise Director for the AS 12 Exercise program event.
USARPAC Disaster Response	Contractor will deliver a two-week long Exercise and Exchange event in Kathmandu, Nepal and Dhaka, Bangladesh on the topic of disaster response. Contractor will provide professional presentations in the areas of humanitarian affairs and disaster relief (HA/DR) that illustrate the importance of civil-military interoperability in disaster response. Presentations will illustrate instances of real-world disaster situations and will illuminate the consequences of civil-military friction versus the benefits of civil-military cohesion. Presentations will address the evaluation of crisis response to earthquake and cholera outbreak. In addition, the contractor will conduct group round table discussion on HA/DR issues and critical decisions and provide subject matter expertise on HA/DR and facilitate participants' tabletop exercises. Contractor will prepare and present this material and will also lead group discussion and exercise to refine comprehension enhance individual country plans.

C.4.1.3 International Defense Acquisition Resource Management

IDARM Prin. Def. Acq. Manage.	
<p>The contractor shall conduct a one-week course event on Principles of Defense Acquisition Management for global participants in Monterey, CA. This course provides a theoretical and practical examination of defense acquisition and logistics, combined with practical application of topics discussed during the course. International best practices will be discussed along with the challenges of implementation. Participants will examine the defense acquisition cycle from capabilities based planning through the contract formation stage. Contractor will develop content and create and deliver presentations on this topical matter and will lead discussion of these issues so that participants can develop appropriate strategies for adoption in their countries upon return. The ultimate deliverable to the government will be the successful execution of this course event so that attendees can improve such initiatives in their country.</p>	
IDARM Prin. Def. Procure. Contr.	
<p>The contractor shall conduct a one-week course event on Principles of Defense Procurement and Contracting for participants in Monterey, CA. This course provides participants with an understanding of the fundamental concepts and challenges associated with national and global defense contracting. Participants will examine all phases of the contracting process with an emphasis on the pre-award phase. Participants will work in small groups to apply the concepts discussed in the classroom and will work on real-world situations to gain and share knowledge in class. Contractor will prepare and deliver presentations on this topical matter and will lead discussion of these issues so that participants can develop appropriate strategies for adoption in their countries upon return. The ultimate deliverable to the government will be the successful execution of this course event so that attendees can improve such initiatives in their country.</p>	
IDARM Life Cycle Cost Manage.	
<p>The contractor shall conduct a workshop event on Life Cycle Cost Management to Serbian officials in Belgrade. This workshop is designed to examine the complexities, tools and techniques for developing and managing complex major weapon system projects. The workshop topics include life cycle/ownership cost assessment methodology and management as well as risk management. Members of academia and practitioners who have recent relevant experience in each selected area will prepare and present the material. Presentations are augmented by the use of an integrated case study to illustrate topics examined throughout the course. The ultimate deliverable to the government will be the successful execution of this course event so that attendees can improve such initiatives in their country.</p>	
IDARM Man. Compl. Armaments	
<p>Contractor will conduct a Managing Complex Armaments Projects course with Polish officials in Warsaw. This one-week course is designed to examine the complexities, tools, and techniques for developing and managing complex major weapon system projects. The course will be presented by academia and practitioners who have recent relevant experience in each selected area. Contractor will design, update, prepare, and deliver presentations on the policy and framework necessary for successful management of complex defense projects. Real world scenarios are examined throughout the course. The US model of F-16 program management is examined during the course.</p>	
IDARM Lebanon Selected Topics	
<p>The contractor will conduct a course on Selected Topics in Defense Acquisition for Lebanese officials in Beirut. This course provides participants with an understanding of the fundamental concepts and challenges associated with national and global defense acquisition. Participants will examine aspects of the selected topics of legal aspects of contracting, acquisition planning, competition and sourcing, outsourcing for logistical support, contract management, offsets, pricing strategies, technology transfer, and defining contract deliverables. Participants will work in small groups to apply the concepts discussed in the classroom.</p>	
IDARM Def. Acq. Kosovo MOD	
<p>The contractor will conduct a course on Selected Topic in Defense Acquisition for Kosovo Ministry of Defense officials in Pristina. This course provides participants with an understanding of the fundamental concepts and challenges associated with national and global defense acquisition. Participants will examine aspects of the selected topics of resource management and decision making, capabilities-based requirements, the link between requirements and statement of work, a procurement contracting overview, life cycle management, defense procurement and contracting to include legal aspects of contracting, acquisition planning, contracting for services, outsourcing and foreign military sales.</p>	

C.4.1.4 Combating Terrorism

<p>CT Global Course</p> <p>Contractor will deliver a two-week Combating Terrorism (CT) Global in-residence course in Monterey, CA. Specific duties and deliverables include organize and present lectures on the topics of Irregular Threats and Challenges, Risk Assessment, Cyber Threat Spectrum, Interagency Decision Making, Leader Development, Border Security, Building Effective CT Institutions, Critical Infrastructure Protection, and the Tokyo Subway case study. Lecture preparation and presentation will lead to the facilitation of discussion on these topical areas. This discussion will allow exploration of individual participant country specific conditions, situations, and needs regarding combating terrorism.</p>
<p>CT Maritime Course</p> <p>Contractor will deliver a two-week Combating Terrorism (CT) Maritime in-residence course in Monterey, CA. Specific duties and deliverables include organize and present lectures on the topics of Terrorist Networks and Financing, Ideological Support for Terrorism, Intelligence and Combating Terrorism, How Terrorism Ends, Terrorist Rehabilitation, Consequence Management, Media Issues, and the Incident Command System. Lecture preparation and presentation will lead to the facilitation of discussion on these topical areas. This discussion will allow exploration of individual participant country specific conditions, situations, and needs regarding combating terrorism.</p>
<p>Mauritius CT MET</p> <p>Contractor will deliver a one-week regional seminar on Responses to Maritime Violence in Port Luis, Mauritius. Specific topics covered during this event will include Maritime Terrorism and Piracy, Maritime Law, Piracy in HOR, Exclusive Economic Zone Enforcement, Case Study: Super Ferry 14, Tools and Strategies (w/ Measures of Effectiveness), and Collective Measures Against Maritime Violence. Deliverables will include the preparation and delivery of presentations on this topical matter and the leading of discussion so that participants can develop ideas on effective approaches to combating terrorism for use in their individual countries upon return.</p>
<p>Southern Sudan CT MET</p> <p>Contractor will deliver a one-week Combating Terrorism seminar in Juba, Southern Sudan. Continuing with the past strategy development arc, CCMR will send a mobile education team into South Sudan with the expressed intent of providing a paradigmatic heuristic rubric that examines and implements, when and where necessary, threat assessment, multi-threat and trans-dimensional border control, internal security strategies and effective institution building. Each of these topics will also have a comprehensive facilitated workshop during which contractors will deliver prepared presentations and lead discussion with participants. The goal of this event is to facilitate participant development of appropriate strategies to implement these aspects of defense reform in this country upon completion of this course event.</p>
<p>Mexico CT MET</p> <p>Contractor will deliver a one-week workshop on institutional coordination and integrated decision-making for key officials from government institutions with responsibility for national security in Mexico City, Mexico. This workshop is envisioned as a small-group effort for Colonel-level individuals (and civilian equivalents) from a variety of national agencies using a Consequence Management scenario. Deliverables will include prepare and deliver of presentations on this topical matter and also lead discussion so that participants can develop ideas on effective approaches to combating terrorism for use in their country. Contractor will also ensure the overall successful delivery of organizational details for this event.</p>
<p>Bangladesh CT MET</p> <p>Contractor will deliver a one-week regional Conference on Counter Radicalization through Strategic Communications in Dhaka, Bangladesh. Specific topics covered during this event will include the role of strategic communications in combating terrorism, media dynamics, defusing terrorist ideology, terrorist use of the internet, and the application of a U.S. military case study to combating terrorism. Specific deliverables will include the preparation and delivery of presentations on this topical matter and the leading of discussion so that participants can develop ideas on effective approaches to combating terrorism for use in their individual countries upon return.</p>
<p>Cameroon CT MET</p> <p>Contractor will deliver a one-week course on Border Security in Combating Terrorism, to be held in Limbe/Yaounde, Cameroon. Specific topics covered during this event will include the Explication of Dangerous Spaces, Reducing Ideological Support to Extremists, Intelligence and Border Security, Interagency Coordination, and Networks and Borders Case studies on Lord's Resistance Army and Pakistan. Contractor will prepare and deliver presentations on this topical matter and also lead discussion so that participants can develop ideas on effective approaches to combating terrorism for use in their country. Contractor will also lead on small group exercise (tabletop) on strategy and Border Security, Specific deliverable to the government will be these presentations and discussion, in addition to the overall successful execution of this event.</p>
<p>Lebanon CT MET</p> <p>Contractor will deliver a five-day course workshop on Intelligence in Combatting Terrorism for Lebanese officials in Beirut. Specific duties will include creating and delivering course content presentations on the topics of Intelligence and Combatting Terrorism, Maritime Intelligence, Terrorists' Intelligence Collection and Counterintelligence, Cyber Espionage, Measuring Combatting Terrorism Intelligence Capacity, and Improving Analysis. Contractor will also present case studies on U.S. INTEL Restructuring and Canadian Security INTEL and will facilitate a workshop and panel discussion on these topical matters. The ultimate deliverable will be the successful execution of this course event.</p>
<p>Slovenia CT MET</p> <p>Contractor will attend a regional conference on Combating Terrorism issues with regional participants in Ljubljana. Specifically, this regional conference will result in the publication of a journal edition focused on traditional and virtual threats to critical infrastructure. Contractors will serve as panelists at this conference and will each deliver a lecture and an article for publication. Specific deliverables will be these articles associated presentations as well as the facilitation of discussion which will enhance participants CT strategies in their countries.</p>

C.4.1.6 Curriculum Development

CT Terrorism Finance Case Study

Contractor will design and deliver a case study, lectures, and presentations on the historic and contemporary context of European/Global relationship to terrorism and a heuristic paradigmatic explanation of the shift in the Global War on Terrorism to contemporary meta-understanding of non-root cause analysis regarding nexus of insurgency, criminality, and terrorism. The CCMR Combating Terrorism program will use this material for delivery to senior level military officers and officials in a variety of upcoming course events worldwide.

Copy Editing

Contractor will provide copy editing and preparation for final submission to Routledge Publishers of a thirty (30) chapter Handbook of Civil-Military relations. Each of the thirty chapters contain approximately 6,000 words and the contractor must edit the entire handbook to meet extensive and specific publisher requirements. This task requires a copy editor with extensive experience. Based on this requirement, the contractor must possess extensive experience conducting similar work in order to produce the high quality final deliverable to the government for use on future courses and research on Civil-Military Relations.

CTFP Course Development

Contractor will conduct ongoing course development on the topics of:

Sri Lanka Case Study: Compare and contrast Counter Insurgency and Combating Terrorism strategies for past Tamil Tiger military actions and way forward for Sri Lanka Public affairs strategies.

Norway Case Study: Detail the role and challenges of new immigrant populations in Northern Europe. Explicate the necessary and sufficient conditions for the rise of extremist anti-immigrant ideology and the countervailing response from those affected populations.

DRC Case Study: Provide an extensive but concise 'lessons learned' from recent DRC MET. One curricula submission should detail and focus on emergent border (ethnic, virtual and geographic) security trends, and the other submitted curricula should detail and focus lessens learned in DRC security sector capability/capacity and professional military /govt. civilian sector development.

CCC Book Copy Chapters and Editor

Contractor shall produce a chapter on Cyber Intrusion for the Conflict and Cooperation in the Commons book and present or vet findings to NS3021 residence course graduate students at NPS in Monterey. Contractor shall produce a chapter on Joint Operational Access for the Conflict and Cooperation in the Commons book. Contractor will finalize post-peer review copy editing services to the 'Conflict and Cooperation in the Commons' manuscript in Monterey, CA.

CCMR Capabilities Publication

Design, create, produce, and publish 400 copies of a informational brochure of 20-25 pages length to highlight key program areas of The Center for Civil-Military Relations. This strategic communications oriented brochure will contain information on CCMR courses which sponsors, senior military and Department of Defense officials, and partner nation Ministry of Defense officials and military officers can use to tailor course and program events to their individual country defense reform needs and national security cooperation goals.

FAO Essay Editor

Contractor shall provide copy editing services for a large collection of essays written by Foreign Area Officers who complete the Joint Foreign Affairs Officer Skill Sustainment Pilot Program in-residence course. Editing will include copy editing, prose review, and the addition of pertinent features such as maps, charts, graphs, and pictures as required by the subject matter.

CT Course Development

Conduct Combatting Terrorism course development in order to update course material and presentations on the topics of Maritime Intelligence, Terrorism and the Protection of Citizens, Critical Infrastructure, Cyber Terrorism, Leader Development in Combatting Terrorism, American Violent Extremism, Border Security and Terrorism, Indonesia's Role in Countering Terrorism, Ethics and Combating Terrorism, Interagency Cooperation, and Intelligence and Combatting Terrorism for use in ongoing course offerings.

DIB Baseline Paper

Conduct research for a Defense Institution Building baseline document which will define and identify functional areas of the DIB program in Monterey, CA and worldwide. The DIB subject matter area is an emerging field and little formal baseline information exists to guide these defense reform activities. Upon delivery to the government, this paper will be used by CCMR for guidance and content for future DIB activities in appropriate countries.

IDARM Literature Review

The contractor shall provide research support for a comprehensive literature review for a handbook on Transparency and Defense Acquisition. Contractor will deliver this handbook to the government in electronic format so that the IDARM program can use this content to guide its course activities moving into the future. This handbook can also be used by current and past course participants as a reference for use during implementation of like defense reform initiatives in their countries.

PKO Curriculum Update

Contractor shall conduct a United Nations Peacekeeping Officers Contingent Commanders Course curriculum update to incorporate the most recent world developments in this topical area. The deliverable to the government will be this updated material, including presentations and handbooks, to be used in worldwide iterations of this course.

C.4.1.7 Defense Institution Building

Ukraine Logistics Reform

Contractor will assist the U.S. country team determine the extent and scope of logistics regression and develop a detailed plan of action outlining how U.S. and Western reform efforts can mitigate these actions so as to enable the Ukrainian armed forces to continue to deploy forces in peacekeeping and stability operations. Specific deliverables will include a detailed after action report that employs rigorous mission analysis to determine the extent to which reform regression has impeded the ability of the Ukrainian armed forces to support expeditionary operations, and how U.S. and Western technical assistance can enable continued logistics support to deployments. This work will occur in Kiev, Ukraine.

Serbia Multi-Year Budget Planning

Contractor will assist senior Serbian defense officials to ascertain the most effective and efficient method to introduce a more streamlined multi-year defense planning and budgeting methodology. Specific deliverables will include a detailed after action report that outlines the course of discussions and suggested solutions for optimizing a method that is best suited to Serbian conditions and requirements for the transition to multi-year defense planning and budgeting. Work on this requirement will occur in Belgrade, Serbia.

Georgia Fresh Look PME Visit

The contractor shall attend a planning event at Tblisi, Georgia in order to facilitate discussions with U.S. and Georgian officials and officers on doctrine development and management capabilities and plans in the Georgian Armed Forces (GAF). These scoping workshops will provide subject matter expertise on doctrine development capacity in the area of professional military education to explore the proper relationship between education/training and doctrine for this country given the current conditions of defense reform. This event is part of an ongoing series which seeks to guide the implementation of continuing defense reform in this country.

DIB Framework RM Project

The contractor will perform all technical and related support in the evaluation, design, and development of assigned Defense Institution Building (DIB) Project functional areas as required and directed by the U.S. government program manager. The DIB Project, a companion to the Defense Institution Reform Initiative (DIRI) program, seeks to further develop the Department of Defense's understanding and definition of DIB, and support related programs through development of theory, best practices, and supporting materials. The contractor will develop, review, and support establishment of the DIB Project and its specific functional areas. Specifically, this task requires contractor services to provide timely support, an integral role in the development and roll-out of a comprehensive DIB Project.

Ukraine SOCOM Development

Contractor will assist the Ukrainian defense organization continue its development of a national-level special operations command oversight and management structure. Specific deliverables will include an after action report that provides a detailed account of the status of development of national-level command, control, and management capabilities of the Ukrainian SOCOM and a judgment as to whether this body will be prepared to support full operational capability as scheduled. Work on this event will occur in Kiev, Ukraine.

Serbia CONOP and SOR Devel.

Contractor will assist the Serbian defense organization to continue its national-level operational re-orientation from territorial defense to expeditionary operations using NATO doctrine to create a policy and capacity to use host-national support in an upcoming peacekeeping operations deployment to Lebanon. Specific deliverables for this event will include a detailed after action/staff action report that outlines the deltas in the JOC's operations and logistics planning capabilities to support the spring 2012 deployment of an infantry company to Lebanon on a PKO mission. Work on this requirement will occur in Belgrade, Serbia.

Serbia Nat. Def. Planning Process

Contractor will lead discussions with the Serbian defense organization to engage the directorate of strategic planning of the Ministry of Defense and assist them in developing a systematic methodology to review and vet their current national-level defense planning system with the objective of seeking ways to streamline it and add in efficiencies. Specific deliverable will be a detailed after action/staff action report that outlines how greater efficiencies and effectiveness can be realized by simplifying and rationalizing the current national-level defense planning process. Work on this requirement will occur in Belgrade, Serbia.

Bulgaria Army Nat. Support Dev.

Contractor will assist the Bulgarian Army HQs, JFC HQ, and Defense Staff develop the concept and structure of a national support element to be used by the government of Bulgaria when its forces are on deployment. Work for this requirement will occur in Sofia, Bulgaria. Specific deliverable will be a post-event document which provides analysis of situational needs and outlines guidance for the host country.

Bulgaria Army Training Method.

Contractor will coordinate the Bulgarian Army HQs development of a training methodology that is in conceptual conformance with that used by the U.S. Army in the training management of its battalion battle group. Work for this requirement will occur in Sofia, Bulgaria. Specific deliverable to the government program manager will be a structural methodology for this activity to be used by the Bulgarian Army.

Bulgaria Army Nat. Command

Contractor will lead program execution for delivery of a plan and content for the development of a basic national command element to be employed to command forces on deployment. Specific deliverable will include an analysis and recommended course of action as part of this overall plan, for review and approval by the government program manager.

C.4.1.10 Leader Development and Education

LDESP Events
218 MEB, KFOR 16 in Charleston, South Carolina. Contractor will deliver a one-week course event to deploying U.S. brigades at this location. Specific duties include planning and preparation of history, culture/language, political, religious, economic, military and governmental organization presentations and course material on Kosovo, Afghanistan, and Pakistan. The contractor will conduct presentations, facilitate discussion, lead seminar group activities, and provide regional expertise to students during each event with the goal of refining their comprehension of the prepared and presented material. The contractor will provide logistical and transportation support to students and conduct administrative work where required. Specific desired outcomes of these course events are to provide contextual information on the environment into which these units will be deployed to allow more efficient and safe conduct of operations in these areas and environments.
LDESP AFPAK Hands
Contractor will deliver a one-week course event to deploying U.S. brigades in Washington, D.C. Specific duties include planning and preparation of history, culture/language, political, religious, economic, military and governmental organization presentations and course material on Kosovo, Iraq, Afghanistan, and Pakistan. The contractor will then conduct these presentations, facilitate discussion, lead seminar group activities, and provide regional expertise to students during each event with the goal of refining their comprehension of the prepared and presented material. The contractor will provide logistical and transportation support to students and conduct administrative work where required.
LDESP Yudh Abhyas Alaska
Contractor will deliver a one-week course event as part of the Yudh Abhyas event for Special Operations Command Pacific (SOCPAC) India Program. The SOCPAC will conduct this event with the Indian Army's Para/SF forces to strengthen the U.S.-India special operations force partnership contributing to both nations' security goals. This includes the execution of a bilateral brigade level command post exercise stimulating a battalion controlled company and a field training exercise that integrates CIED, Sapper and SOF capabilities. In addition, expert academic exchanges in the areas of medical, legal, civil-military operations, information operations, intelligence, logistics and engineer (counter-mobility) will occur as part of this event. This exercise will occur in Anchorage, Alaska and the specific deliverable is the successful execution of this event.
LDESP PRT Events
Contractor will deliver a one-week course event to deploying U.S. brigades at Edinburgh, Indiana on the topic of Afghanistan Provincial Reconstruction Teams (PRT) and their goal in Afghanistan operations of extending the reach of the central government into the provinces. The contractor will prepare and deliver presentations on this topical matter, facilitate discussion, lead seminar group activities, and provide regional expertise to students during each event with the goal of refining their comprehension of the prepared and presented material. The contractor will also provide logistical and transportation support to students and conduct administrative work where required. The specific deliverable to the government is the successful execution of the course event to prepare these troops to operate in this context.
LDESP Medical Unit
Contractor will conduct and participate in a teleconference event in order to plan and prepare details for an upcoming training event for U.S. medical units deploying to Afghanistan. This teleconference will allow course instructors to finalize content and curriculum, coordinate planning and logistical details of the event, and determine the final sequence of teaching modules to be conducted during the event. The deliverable to the government associated with this event will be a well-planned and efficiently delivered final course event which will allow for the maximum utilization of the few days available for this course.

C.5.0 LABOR CATEGORIES AND RATES

The contractor shall provide administrative, professional, and technical support to the CCMR for implementing the work efforts in the statement of work. A clear chain of command between the staffing structure and the government Program Manager will be provided. **The following labor categories represent the historic knowledge and skills used to successfully complete the work.**

Key Personnel

C.5.1 Training Manager III

- Should have high-level knowledge combined with proven training management capacity for senior level work described in the program/task.

- Should have advanced skill and knowledge to support analysis of training applications within a complex multi-national, multi-dimensional operational environment at the strategic level, develop functional systems, and integrating appropriate support and documentation.
- Participates in all phases of program development with emphasis on the planning, analysis, integration, documentation, and presentation aspects.
- Education level required for success is a Ph.D and/or 12 years of leadership and management experience.

C.5.2 Training Manager II

- Should have knowledge combined with proven training management capacity for senior level work described in the program/task.
- He/she Should have solutions to complex training issues and problems that require a detailed knowledge of the subject matter for effective implementation.
- Designs and prepares reports, studies, and related documentation for training applications, develops assessment criteria for achieving program results and prepares and delivers presentations and briefings to support program development.
- Education level required for success is a Ph.D and/or 10 years of leadership and management experience to ensure they are qualified to execute SOW tasks.

C.5.3 Training Manager I

- Directs program/technical support operations involving multiple tasks/projects and personnel at diverse locations.
- Responsibilities include ensuring that all program schedule, performance obligations, and deliverables are met, and that the completed task or project meets all client expectations, is provided on time and within budget.
- Meets and confers with client management officials regarding the status of specific contractor program/technical activities and progress.
- Education level required for success is a Master degree and/or 8 years of experience in the area of expertise to ensure they are qualified to execute these tasks.

C.5.4 Program Manager

- Manages program/technical support operations involving multiple tasks/projects. Manages personnel at diverse locations to ensure training requirements are met and all programs are adequately staffed. Serves as the counterpart to the client program/technical manager for a complex program.
- He/She will organize, direct and coordinate planning and execution of all program/technical support activities, resolve problems and conflicts and offer recommendations to the client, which requires an intimate knowledge of the related program.
- Meets and confers with client management officials regarding the status of specific contractor program/technical activities and progress.
- Education level required for success is a Master degree and/or 6 years of experience in the management of large programs to ensure they are qualified to execute these tasks.

C.5.5 Project Manager

- Should have project management for mid-sized, multiple, or complex tasks.
- Should have competent leadership and responsible project direction through successful performance of a variety of detailed, diverse elements of project management tasks.
- Reports in writing and orally to Program Manager on project progress/status and various issues or problems. After action reports are usually submitted 90 days post event.
- Education level required for success is a Bachelor degree and/or 4 years of experience in the management of programs to ensure they are qualified to execute these tasks.

Non-key Personnel

C.5.6 Instructor/Facilitator II

- Provide high level subject matter expertise combined with proven training management capacity for work described in the program/task.
- He/She Should have advice on complex training issues and problems that require a detailed knowledge of the subject matter for effective implementation.
- Designs and prepares reports, studies, and related documentation for training applications, develops assessment criteria for achieving program results and prepares and delivers presentations and briefings to support program development.
- Education level required for success is a Bachelor degree and/or 8 years of experience in the conduct of training to ensure they are qualified to execute these tasks.

C.5.7 Instructor/Facilitator I

- Provide subject matter expertise and knowledge for teaching students on the program specific tasks. Assist the Government Program Manager in the analysis, design, development, integration, documentation and implementation for aspects within their area of expertise.
- Participates as needed in program development with emphasis on the planning, documentation, training and presentation phases.
- The individual must have sound understanding of multiple training systems and be proficient in the use of modern education and training graphics tools.
- Education level required for success is a Bachelor degree and/or 6 years of experience in the conduct of training to ensure they are qualified to execute these tasks.

C.5.8 Business Management Specialist IA

- Should have a variety of support services for senior executives and program managers. Duties include providing professional administrative services, traditional secretarial services and tracking appointments and calendar events. Duties include typing reports and memos, maintaining files (both computer and paper based), answering office inquiries, and performing administrative task.
- Comprise and finalize complex documentation, including support material, users manuals and after action reports, in the style and format required by the TDL.

- Works on complex projects independently and has thorough knowledge of graphics systems and graphics applications packages including: desktop publishing, CAD, GIS, design packages, HTML, multimedia and other graphics applications.
- Education level required for success is a Bachelor degree and/or 4 years of related employment experience to ensure they are qualified to execute these tasks.

C.5.9 Operations Specialist II

- Should have a variety of administrative duties to program managers or other management personnel, such as typing reports and memos, maintaining files (both computer and paper based), answers office inquiries, and performs administrative tasks.
- Comprise part of the overall team at the location of the course, workshop, and seminar events.
- Supports the preparation and/or maintenance of program and operations documentation, procedures and methods, including reference manuals and after action reports.
- Assists with graphics projects and the coordination of graphic/imaging production, coordinates production support as needed.
- Education level required for success is a High School graduate and/or 2 years of related employment experience to ensure they are qualified to execute these tasks.

C.5.10 Administrative Specialist I

- Should have basic administrative support in the form of the coordination and planning of meetings, special events and visits.
- Comprise part of the overall team at the location of the course, workshop, and seminar events.
- Performs a variety of secretarial duties for a program manager or other management, such as typing reports and memos, maintaining computer based and paper files, answers office inquiries, and performs administrative tasks.
- Must be familiar with the use of a personal computer and have good typing skills.
- Education level required for success is a High School graduate and/or 1 year of related employment experience to ensure they are qualified to execute these tasks.

C.6.0 PERFORMANCE STANDARDS AND QUALITY MEASUREMENT

C.6.1 Performance Requirements Summary

This table specifies the standard for satisfactory performance of the common tasks specified in this statement of work.

Common Task	Performance Standard
Reports and Materials	1. All reports and materials provided must contain the information specified and are understandable, legible, and accurate. 2. All reports and materials must be submitted

	<p>in a timely fashion in accordance with the schedule of deliverables.</p>
<p>C.3.1 Conduct Academic Activity and Curriculum Development</p>	<p>Academic Activity and Curriculum Development must be conducted to internationally recognized professional standards.</p> <p>Deliverables will have international and/or operational value and reflect professional expertise in the discipline.</p> <p>Deliverables will be measured according to the impact of the work on the discipline, through explicit indicators such as invited participation in panels and events, publication in international journals or with leading publishers, and in award of continued sponsor funding.</p> <p>Academic Activity and Curriculum Development will be of high strategic value, for example it will contribute to knowledge principally in national, regional, or international security contexts or will provide important support to the work of other agencies conducting international security research and policy development.</p>
<p>C.3.2 Student Support Services</p>	<p>Customer site surveys and assessments will completely identify needs, capacities and weakness of CCMR programs. Recommended solutions will reflect an integrated approach to security challenges, and incorporate both national and international goals. Recommendations will include analysis of security initiatives for both Military and Civilian government organizations, as well as private sector entities.</p> <p>Strategy and security information obtained will be used to support recommendations regarding CCMR performance goals, improvements to security, cooperative efforts, vulnerability reduction, and responsiveness to crisis and conflict. Information will emanate from all</p>

	<p>levels of government and inter-government agencies.</p> <p>Develop curriculum consisting of the most current and relevant reference information available at the time supplied.</p>
<p>C.3.3 Present Education and Training Programs</p>	<p>This work effort will span the entire spectrum of CCMR education and training programs. Contractor recommendations will adhere to high academic standards, and reflect the ideas, skills, and knowledge in each discipline that are considered essential to achieving CCMR program goals.</p> <p>Presentations, scenarios and products will be supplied in accordance with the task order delivery schedule and contractor will ensure that final materials are ready for scheduled education and training courses and/or seminars. Presentations, both in-person and via distributed learning venues, shall contain the most current and relevant references available at the time of delivery.</p> <p>Contractor recommendations will be provided to the Program Manager for review, and revision as needed. Recommendations will include improvements to practical exercises and group activities that reflect program objectives and encourage participation and feedback from customers.</p> <p>Education and training deliverables will recommend performance indicators, which define achievements and establish performance baselines, especially in certification programs. Where applicable, individuals with subject matter expertise will evaluate outputs and assign proficiency status for incremental, continuing, and long-term learning in individual or organizational education and training activities. Contractor will assess, analyze and report on these proficiency levels.</p>

	<p>Train-the-trainer certification training will be provided in accordance with recognized DoD, UN, and international organizational standards.</p> <p>Certification standards will be derived from: recognized national and international education and training policies; program directives; postgraduate and professional level education and training expectations; and established accreditation requirements where applicable.</p> <p>Reports and materials provided will contain all task order requested information in the appropriate format. Reports and materials will be submitted within stated deadlines and will be understandable, legible, and accurate.</p>
<p>C.3.4 Implement and Support Exercises</p>	<p>Training facilitators will thoroughly review the organization, mission, and training tasks. Facilitators will also analyze previous exercise scenario outcomes and After Action Reports.</p> <p>One-up operations orders and OPFOR missions and concepts will be designed to achieve commander's training objectives. The Master Scenario Events List (MSEL) must incorporate the commander's essential training tasks into a challenging situational context while reflecting realistic conditions and standards. Task hierarchies will build sequentially in the MSEL, with carefully orchestrated dependent events.</p> <p>Individuals with expertise in the subject matters will possess skills and experience appropriate to the training tasks and individuals being trained. Wherever possible, observers and trainers will be matched to rank/position appropriate trainees, and will, at a minimum, possess the experience and professional expertise to provide quality command and staff training. They will operate in a manner that does not disrupt or degrade training conditions for the unit or organization being trained.</p>

	<p>Field training exercises and skills training lanes will reflect task/conditions/standards directed in the mission training plan and prescribed doctrine and training publications. Standards are established as the minimum acceptable proficiency required in the performance of a particular task, according to the supported commander's training objectives, organizational directives, and pre-defined metrics from the unit mission-essential task list.</p> <p>Essential training tasks will be evaluated in terms of measures and criterion. The measure describes the level of task performance. The criteria are clearly defined metrics, often expressed in terms of time, degree of completion, ability to attain desired effects, or other command directed performance measurement.</p> <p>Simulations will provide realistic and challenging training venues that create conditions appropriate to the commander's training task parameters. Simulation support will ensure transparent and seamless scenario delivery that enhances rather than disrupts participant training. Digital and FM networks will have sufficient redundancy and contingency provisions to minimize training disruptions due to technical shortfalls.</p> <p>The After Action Report will at a minimum: review, analyze and evaluate the command's essential training tasks, exercise milestones, degree of proficiency, and weaknesses. The AAR will recommend an action plan for remedial, sustained, or enrichment training.</p>
C.3.5 Provide Multi-media Support	<p>Promotional graphics (logos, banners, flyers, handouts) will inform on program goals, advertise significant events and milestones, and encourage sustained sponsorship. All design elements and products must be approved by the Program Manager for which</p>

	<p>they were created.</p> <p>All multimedia support for simulations and virtual exercise scenarios will be supplied in a timely manner that allows for their usage in educational and training events and exercises. Virtual environments and simulations should use realistic source material that allows for easy identification and for related simulations to be integrated into the training objectives.</p> <p>All interactive software produced must be supplied per the task order schedule which allows for their usage in the education, training, or exercise event for which they were produced.</p> <p>On-site requirements will be fulfilled in a manner that allows for the event to be executed within the agreed upon schedule. All materials produced will be in the format requested. Education, training and exercise materials will meet the needs, context and objectives of the event for which they are produced.</p>
<p>C.3.6 Provide Operations and Logistical Support</p>	<p>Provide timely support to professional staff and personnel participating in CCMR Programs. This includes:</p> <ol style="list-style-type: none"> 1. Providing faculty and program arrangements two weeks before the event in question, or in a timely manner that allows for enough lead time to adequately plan, prepare and attend events. 2. Process travel clearance messages, visa requests, and other travel-related documents in accordance with the instructions in the DoD electronic foreign clearance guide and applicable documents. 3. Translate and deliver materials for program events as directed in task orders, accurately citing to the original document. 4. Provide administrative support services for course residents, including assistance with

	<p>securing facilities, lodging and transportation arrangements.</p> <p>5. Provide calendar updates in a timely manner. Archives, databases and special reports will reflect the accuracy and consistency of the source documents.</p>
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C.6.2 Quality Assurance Methodology

Inspections of the Schedule of Deliverables will be based on the standards in the Performance Requirements Summary.

Task	What will be inspected	Who will inspect it	When will it be inspected	Where will it be inspected	How will it be inspected
3.1-3.6	Quarterly Report	COR	Quarterly upon submission	At the CCMR	Review for scope, content and quality
3.1-3.6	Monthly Report	COR	Monthly upon submission of task order invoice	At the CCMR	Review for accuracy, content and quality
3.1	Conduct Academic Activity and Technical Research	COR	Upon completion of projects, or major deliverable sections in ongoing initiatives	At the CCMR, or educational/training site	Review for relevance, value and impact
3.2	Support Students	COR	Before educational or training program commencement	Online/at CCMR, or educational/training site	Review customer site surveys and assessments
3.3	Present Education and Training Programs	COR	During and after educational or training programs	At CCMR, or in host nation educational/training sites	Review student surveys and sponsor reports
3.4	Implement and Support Exercises	COR	During and after exercises are conducted	At conferences or host nation exercise site	Review participant surveys and sponsor after action reports
3.5	Provide Multimedia Support	COR	Upon completion of deliverables and before associated events occur	At CCMR, or in host nation educational/training sites	Examine graphics, logos, banners, software
3.6	Provide Operations and Logistical Support	COR	Upon submission or completion of deliverables	E-mail/online/at host nations, CCMR attended conferences and meetings, or on educational/training site	Review for timeliness, accuracy and completeness

C.7.0 RISKS AND CONSTRAINTS

C.7.1 There are no known risks or constraints that may impact or adversely affect the performance of this Statement of Work.

C.8.0 KEY PERSONNEL REPLACEMENT AND SUBSTITUTION

C.8.1 In the event personnel replacement becomes necessary, the Government reserves the right to screen any and all candidate replacements. It is expected that any offered replacement will meet the education and experience levels of the individual replaced.

C.9.0 SUBCONTRACTORS/CONSULTANTS

C.9.1 The use of subcontractors as identified in the task cost proposals will be authorized by issuance of the task order; however, use of any other subcontractors require contracting officer approval.

C.10.0 PERIOD OF PERFORMANCE

C.10.1 The contract will commence on, or about, 25 October 2012, with a period of performance of three years, and with a completion date of 24 October 2015. The government intends to award a 'best value' competed 'full and open' award for an IDIQ contract with cost plus fixed-fee task orders with a base and two option periods.

C.11.0 CONFIDENTIALITY

C.11.1 This project and all materials provided to the Contractor by the Government and results, conclusions and recommendations obtained thereof should be considered confidential in nature and treated with the same level of care that the Contractor treats its own confidential business information. The information shall not be disclosed, copied, modified, used (except in the completion of this project) or otherwise disseminated to any other person or entity at any time to include, but not limited to inclusion in any database external to the Government without the Government's express consent.

C.12.0 GOVERNMENT FURNISHED ITEMS

C.12.1 Facility workspace and other equipment as determined and approved by the Center for Civil-Military Relations for their respective workspaces.

C.13.0 TRAVEL AND OTHER DIRECT COSTS

C.13.1 All travel shall be in accordance with the Government's Joint Travel Regulations (JTR) or Federal Travel Regulation (FTR). All travel will be at the request of the government. Travel

vouchers and supporting documents must be presented for payment within 45 days after completion of the travel.

C.13.2 Travel will be required as a condition of contractor performance and will only be performed at the request of the government. The contract may require travel/deployment to hostile areas.

C.13.3 Trip Report. A trip report shall be submitted 30 days following the completion of required travel. Report shall include as a minimum, the purpose of the trip, date of travel, labor category and significant outcome of the trip.

C.13.4 International travel not identified in the cost proposal is not authorized without prior approval.

C.14.0 NON-PERSONAL SERVICE STATEMENT

C.14.1 Contractor employees performing services under this order will be controlled, directed, and supervised at all times by management personnel of the contractor. Contractor management will ensure that employees properly comply with the performance work standards outline in the statement of work. Contractor employees will perform their duties independent of, and without the supervision of, any Government official. The tasks, duties, and responsibilities set forth in the task order may not be interpreted or implemented in any manner that results in any contractor employee creating or modifying Federal policy, obligating the appropriated funds of the United States Government, overseeing the work of Federal employees, providing direct personal services to any Federal employee, or otherwise violating the prohibitions set forth in Parts 7.5 and 37.1 of the Federal Acquisitions Regulation (FAR). The Government will control access to the facility and will perform the inspection and acceptance of the completed work.

C.15.0 PERSONNEL QUALIFICATIONS

C.15.1 The contractor shall be responsible for employing technically qualified personnel to perform the work specified in this statement of work. The contractor shall maintain the personnel, organization, and administrative control necessary to ensure that the work delivered meets contract specifications and requirements. The work history of each contractor employee must contain experience directly related to the task and functions he/she is intended to perform under this contract.

The government reserves the right, during the life of the resulting contract, to request work histories on any contractor employee for the purposes of verifying compliance with the above requirements; additionally, the government reserves the right to review resumes of contractor personnel proposed to be assigned. Personnel assigned to, or utilized by, the contractor in performance of work shall be fully capable of performing the contemplated functions of the respective labor categories in an efficient, reliable, and professional manner.

C.16.0 ORGANIZATIONAL CONFLICTS OF INTEREST

C.16.1 The Contractor acknowledges that it is familiar with FAR Subpart 9.5, Organizational and Consultant Conflicts of Interest, and agrees to avoid, neutralize or mitigate such conflicts of interest in accordance with the principles set forth in the FAR.

C.16.2 If performance of any SOW requires the contractor (to include subcontractors) to supply technical support related to systems or projects with which the contractor is already directly concerned, either prime or subcontract, the contractor shall so immediately inform the Contracting Officer. The SOW may be withdrawn if a conflict is found. The Contractor shall not undertake performance of any SOW which requires it to supply technical support regarding such systems until the notice is given, and written consent to proceed is issued by the Contracting Officer.

C.17.0 PAYMENT SCHEDULE AND INVOICING INSTRUCTIONS

Contractor may invoice monthly in arrears. Invoices shall be submitted once a month for services rendered, travel performed, and supplies and materials purchased during the previous month. All invoices need to be submitted electronically via WAWF. Hard copy invoices cannot be accepted. Only one invoice may be submitted per month.

Invoices must identify the invoicing period. If charges against more than one line item have occurred during the invoicing period, all charges must be combined into one invoice. If invoicing against travel or equipment or supplies line items, invoices must contain a summary detailing the charges as well as an attachment of supporting documentation. The contractor's failure to include the necessary information or a more frequent invoice submission than authorized will result in invoices being rejected.

Invoices for services rendered and travel performed under this Contract shall be submitted electronically through Wide Area Work Flow – Receipt and Acceptance (WAWF):

The vendor shall self-register at the web site <https://wawf.eb.mil>. Vendor training is available on the Internet at <https://wawftraining.eb.mil>. Additional support can be accessed by calling the DISA Ogden Help Desk at 1-866-618-5988.

Select the 2-in-1 Invoice within WAWF as the invoice type. The 2-in-1 Invoice prepares the Material Inspection and Receiving Report, DD Form 250, and invoice in one document. Back up documentation (such as timesheets, etc.) can be included and attached to the invoice in WAWF.

Attachments created in any Microsoft Office product are attachable to the invoice in WAWF.

The following information regarding the Naval Postgraduate School is provided for completion of the invoice in WAWF:

Contract Number	
Delivery Code	
CAGE Code	
Pay DoDAAC:	N68566
WAWF Invoice Type	<u>2-in-1 (Services Only)</u>
Issue by DoDAAC:	N00244
Admin DoDAAC:	N00244
Inspect By DoDAAC (if applicable)	N/A
Service Acceptor DoDAAC:	N62271.91
Ship From Code (if applicable)	N/A
LPO DoDAAC:	N62271.91
Additional Instructions	At Completion of Invoice: <u>Send More Email</u> Notifications to contracts@nps.edu

C.18.0 POINTS OF CONTACT

Contracting Officer:

NPS Contracting Officer Representative:

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C.19.0 CONTRACTING OFFICER: Only the Contracting Officer has the authority to represent the Government in cases where the technical direction letters requires a change in the terms and conditions, delivery schedule, scope of work, and/or price of the products and/or services acquired under this contract.

C.20.0 CLASSIFIED SERVICES: Proper performance of this contract will require classified work to take place on government facilities. This on-site work requires contractors to have access to classified information. Attendance at classified mission related meetings or conferences conducted at government sites and access to classified briefings, reports, plans and orders is required to fulfill proper performance of tasks assigned under this contract. All classified material needed for contractors to perform the functions under this contract will be provided from government sources and retained on government property. Retention of classified material at contractor owned or operated facility is not required and is not allowed. Designated contractor employees involved in this contract will be required to have a Top Secret, SCI or Secret Security Clearance, as appropriate. For certain projects or exercises, the contractor will require Top Secret Clearance for coordination of sponsor requirements and SCI for access over the JWICS system. For example, to meet USARPAC requirements, TOP SECRET Clearance is required in order to conduct TS Exercise Scenario Development and Execution. KEY RESOLVE and ULCHI FREEDOM GUARDIAN Korea Exercises are conducted at the TOP SECRET, SECRET, and SECRET-Releasable levels. These exercises exercise OPLANs of which portions are TS. As the US Army Pacific Command (USARPAC) lead planner for Korea Exercises and Master Scenario Event List (MSEL) Manager, duties require TOP SECRET access. As MSEL Manager, duties require TOP SECRET Clearance and access in order to coordinate USARPAC requirements with US Pacific Command (USPACOM) in preparation for and during Korea Exercises. During Korea exercises, high-level scripting, Battle Rhythm and Mission Command events are distributed by PACOM over the JWICS system which requires a TS clearance for access. Counter-Improvised Explosive Devices (C-IED) Scenario Development, Scripting and coordination with Irregular Warfare and Asymmetric Warfare Groups also requires a TOP SECRET Clearance in order to attain USARPAC's C-IED Training Objectives.

In addition to contractor content work with classified information, administrative duties include the preparation of country clearances for release and assistance in the preparation of anti-terrorism plans, to include ISOPREPS that require Secret Access on the SIPRNET. Contractor duties will also include access to NATO information as needed for preparation for attendance at select NATO-sponsored events and meetings.

Contractors are required to have as a minimum, Joint Personnel Adjudication System (JPAS) visible interim SECRET clearances, complete and sign OPNAV 5239/14 (Jul 2008) "System Authorization Access Request Navy (SAAR-N)" and (UVF04) "User Validation Form" for Information Assurance compliance to obtain SIPRNet accounts.

