

1.0 Introduction. The Wounded Warrior Regiment (WWR) provides assistance services for Wounded, Ill, and Injured (WII) Marines, Naval personnel supporting Marine units, and their family members, throughout all phases of the recovery process. The core mission requirement of the WWR is to assist in the rehabilitation and transition of active duty WII Marines by executing a comprehensive program of support and assistance, including, case management and coordination with adjacent government agencies (e.g., Department of the Navy, Veteran's Administration, Medical Boards, etc.); liaison with non-profit organizations and vocational rehabilitation concerns; and daily outreach and active communications with political and social alliances. Integral to the execution of this function is the vital outreach and support role executed through the WWR's Resource/Call and Contact Centers. This requirement will provide support to that mission with expert execution of a comprehensive outreach and assistance program for WII Marines through central operations at Quantico, VA, and satellite operations on each coast.

2.0 Background. Currently, the WWR supports over 30,000 WII Marines requiring assistance, and employs a call center staffed by non-medical professionals to facilitate that support. The Wounded Warrior Resource and Call Center (WWRCC) extends support to WII Marines through advocacy, resource identification, referral, information distribution and care coordination. The intent of the Wounded Warrior Resource and Call Center (WWRCC), located near Quantico, Virginia, is to provide a toll-free contact resource operating 24-hours a day, seven days a week (24/7) for Marines and family members requiring situational advice and referrals to service and assistance agencies. The WWRCC is the primary means for WII Marines and their families to reach the Marine Corps and to request and obtain appropriate assistance from official sources. Customer Care Representatives and Non-Medical Case Managers (NMCM's) conduct outreach calls to WII Marines to ensure the delivery of Healthcare and Benefits are in line with current policy. Together, the Call/Contact Centers at the Regiment and Battalion levels provide reinforcement for the Marine Corps' guiding philosophy of Marines taking care of Marines. The WWR operates its program support efforts from Quantico, Virginia, with satellite branches at Camp Lejeune, NC and Camp Pendleton, CA.

3.0 Scope. The Wounded Warrior Regiment (WWR) has a requirement for non-personal services to support resource and call center operations and capable of serving the needs of wounded, ill and injured (WII) Marines as a 24/7 information resource and outreach center as well as providing non-medical case management, in accordance with WWR policies, to include Critical Integrated Disability Evaluation System cases. This Performance Work Statement (PWS) specifies the tasks to be performed, deliverables to be provided, and performance objectives to be met in support of the Marine Corps Wounded Warrior Regiment.

3.1 Tasks: The Contractor shall provide continuous support for Marine Corps' WWR Call center Operations at Quantico, VA; Camp Lejeune, NC; Camp Pendleton, CA; and provide Field Support Representatives (FSR) to support members of a target population who have complex non-medical case management and extended support needs.

Task 1. Provide continuous support for Marine Corps' WWR Call center Operations at Quantico, VA.

Task 2. Provide continuous support for Marine Corps' WWR Call center Operations at Camp Lejeune, NC.

Task 3. Provide continuous support for Marine Corps' WWR Call center Operations at Camp Pendleton, CA.

Task 4. Provide FSR support to target population who have complex non-medical case management and extended support needs.

The scope of work associated with each of these task activities may vary by precedent and volume throughout the performance period, although not substantially. The Contractor is responsible for providing suitable technical and management support to maintain ongoing responsibilities delineated by activity, as well as slight variances in the scope of activities.

4.0 General Requirements.

General Description. The contractor shall provide non-medical services to include: program management support, analysis, and non-medical case-management services in support of the WWR mission.

4.1 Non-personal Service Statement. Contractor employees performing services under this contract will be controlled, directed and supervised at all times by management personnel of the contractor. The contractor's management shall ensure that employees properly comply with the performance standards outlined in the Performance Work Statement. Actions of contractor employees may not be interpreted or implemented in any manner that results in any contractor employee creating or modifying Federal Policy, obligation of appropriated funds of the U.S. Government, overseeing the work of Federal employees or other violations set forth as prohibitions in Parts 7.5 and 37.1 of the Federal Acquisition Regulation (FAR).

4.2 General Management Practices. The contractor shall employ management practices that support operational efficiency and cost effectiveness, and that reinforce quality performance and high productivity by contractor personnel. The contractor shall ensure that contractor related activities, to include meetings and visits to company offices, do not interfere with the performance of this contract.

4.3 Commitment to Quality. The contractor must be able to demonstrate a commitment to quality and establish internal practices and procedures to ensure program quality through ongoing evaluation, self-correction and innovation.

4.4 Standard Operating Procedures (SOP). To maintain consistent quality of service delivery throughout the program, the contractor shall adhere to the SOP provided within the contract proposal submission. At a minimum, SOP's shall provide an outline of the content to be covered, results to be achieved, and duties to be performed. The Contractor shall update the SOP as lessons learned and new efficiencies are identified. All updates shall be routed to the COR for review and comment prior to implementing the change(s) in the SOP. Any changes to the contract will be made by the KO.

4.5 Contract Administration. The Contractor shall establish processes and assign appropriate resources to effectively administer the contract. This shall include internal management of tasks, personnel actions, subcontractor management, finance, and interface with Wounded Warrior and Regional Contracting Office (RCO) staff. At all times, the prime Contractor shall be responsible for the actions of their teaming partners and subcontractors.

4.6 Government Responsibilities and Interface. The Wounded Warrior program will assign a designated COR who will represent the contracting officer by having oversight of all tasks within the contract to include technical oversight of performance, deliverable acceptance, invoice certification, and coordination of follow-on work efforts. The COR is not empowered to award, agree to or sign any contract (including delivery orders) or contract modification or in any way to obligate the payment of money by the Government. The COR may not take any action which may affect contract or delivery order schedules, funds or scope. All contractual agreements, commitments or modifications which involve price, quantity, quality, delivery schedules, labor mix, or other terms and conditions of the contract must be made by the Contracting Officer. The COR shall not disclose source selection or proprietary information, provide any budgetary information to the Contractor, allow/authorize personal services, or interfere with the Contractor's personnel practices or organized labor. The RCO Contracting Officer (KO) will interface with Prime Contractor representatives for payment, administration, and all contractual issues.

4.7 Contractor Internal Management.

The Prime contractor must manage and operate a Resource and Call Center that operates 24 hours per day and seven (7) days a week, with geographically dispersed Contact Centers and Field Support Representatives (FSR). The Contractor must possess in-depth knowledge and expertise related to the population supported by the Wounded Warrior Regiment. The scope of work associated with each of these task activities may vary by precedent and volume throughout the performance period, although not substantially. The Prime Contractor is responsible for providing suitable technical and management support to maintain ongoing responsibilities delineated by activity, as well as slight variances in the scope of activities. The Contractor shall also appoint a Program Director to coordinate task activities and to serve as the overall expert for successful completion of all PWS tasks, at all locations, as well as to serve as the primary interface with the WWR staff representative responsible for call center operations. Performance metrics associated with PWS provisions are provided in the Quality Assurance Surveillance Plan (QASP).

The Contractor shall be responsible for 100% of the WWRCC support, internal management, and administration. The Contractor shall furnish all services to ensure the effective and efficient performance of functions identified throughout this PWS. The Contractor must be capable of providing flexible, responsive, and high quality services and support. This includes the Contractor providing highly qualified personnel to meet the PWS's requirements. More specifically, Contractor selected personnel must possess adequate skills and have sufficient experience to meet the PWS's requirements. Moreover the Contractor's use of its personnel should be managed to ensure that highly qualified capabilities are applied in the most productive manner. The Contractor will conduct travel and reviews that are necessary to ensure the effective and efficient performance of tasks identified throughout this PWS.

The Customer Care Representatives (CCR) supporting the WWRCC are often the first line of communication, through the initiation of outreach calls or incoming calls from wounded Marines and their family members, and therefore the contractor must hire personnel for these positions that possess a high level of professionalism and effectiveness in their interactions.

4.8 Targeted Outreach Capability.

The contractor will implement and maintain a platform/database that consolidates all of the resources available, specific to the Marine being contacted, and in the location that they have designated during the course of the initial phone call. Information from MCWIITs would need to be accessed by the WWRCC representatives immediately prior to and during each call. This information would include the Marine's current address, interest inventory items, and support needs and goals. The intent is to make this information exportable to an external application, in a manner that would prevent possible violations of Personally Identifiable Information (PII) or Health Information Portability Privacy Act (HIPAA) policies.

- Information from MCWIITs would need to be accessed by the WWRCC representatives immediately prior to each call. This information would include the Marine's current address, interest inventory items, and CRP goals. The intent is to make this information exportable to an external application, so data that could possibly violate PII or HIPAA policies must be avoided.
- The application will then take the interests and goals that were just exported, and use them as inputs to determine filters to sort data in an external application. This application would access multiple databases and geographically locate opportunities and resources within a specified radius of the geographical location.
- The result of this query will be a report that consolidates all of the resources that are available to the Marine in the location that he has designated.
- Examples of applicable resources include, but are not limited to: Local support services and national networks, Social Groups that mirror the WWR target population, and Adaptive Sports Groups, etc.

4.9 Travel and Other Direct Cost (ODC) Management.

4.9.1 Local Travel. Local travel may be required. The Government will not reimburse local travel. Local travel is defined as travel within a 50-mile radius of the Government location for which services are being provided.

4.9.2 Non-Local Travel. Non-local travel will be required in performance of this contract. The Government shall not reimburse the Contractor. FSRs are expected to travel up to 30%. All non-local travel approved, in writing prior to incurring any cost, by the COR, in accordance with the JTR. Costs incurred without written authorization will not be recognized by the Government as

official travel in support of this contract. The contractor will not exceed the expected level of travel, except at its own risk. Non-local travel is defined as travel outside of a 50-mile radius of the Government location for which services are being provided. The government has not provided a not to exceed amount for this travel in separate CLINS.

4.13 Period of Performance. The period of performance will be for a base period of seven (7) months, with two (2) one - month option periods.

4.14 Hours of Operation. The WWRCC should be staffed, resourced, and fully operational 24-hours a day, seven days a week (24/7) for Marines and family members requiring non-medical services. Normal workdays for government personnel are Monday through Friday. As a rule, the Government has 10 paid holidays a year, as listed below. Contractor personnel may not have access to federal work space or COR on the following Federal holidays:

New Year's Day

Birthday of Martin Luther King, Jr

Washington's Birthday

Memorial Day

Independence Day

Labor Day

Columbus Day

Veterans Day

Thanksgiving Day

Christmas Day

And any other day deemed to be a holiday by the President of the United States.

The contractor program management will be required to work an eight (8) hour day. The core hours of operation at each performance location is 0900 to 1530 local time, Monday thru Friday except for Federal holidays. Normal working hours for both contact centers are typically 7:30AM to 4:30PM.

4.15 Government Furnished Information (GFI)

The Contractor shall be familiar with and comply with current applicable directives and instructions governing this requirement listed below. Unless specified otherwise, publications listed, or updated versions, are available via the internet. If a publication is not available on the internet the COR will provide this publication to the Contractor upon request.

- Wounded Warrior Regiment Order 3000.1
- DOD Financial Management Regulation 7000.14-R
- Joint Federal Travel Regulations
- Joint Travel Regulations
- SECNAVM-5210.T Department of the Navy Records Management Program
- NAVMC DIR 5210.11 E Marine Corps Records Management Program Manual
- SECNAV-5510.36 Department of the Navy Information Security Program (ISP)
- SECNAVINST 1850.4E DON Disability Evaluation System Manual
- MCO 6320.2F Administration and Processing of Hospitalized Marines

- MCO P3000.13 E Readiness Standard Operating Procedures (SOP)
- MCO P1070.12K MARCOR Individual Records Administration Manual (IRAM)

The Government will provide Government Furnished Information (GFI). GFI will include directives and instructions and access to any technical information and databases deemed appropriate to facilitate their performance requirements (i.e. the Marine Corps Wounded, Ill and Injured Tracking System (MCWIITS). This information shall also include Personal Identification Information, which shall be safeguarded by the Contractor and is part of the nondisclosure information.

4.16 Government Furnished Facilities and Property

The Government shall provide all work spaces for each location except WWR HQ (see 4.17). One (1) office space with a maximum capacity of three contractor employees will be available for contractor use at WWR

4.17 Contractor Furnished Facilities and Equipment

C-12.1. For WWR HQ, Quantico the contractor shall have off-site office spaces located 10 miles from Quantico via "front gate" to house the remaining proposed contractor personnel supporting Quantico cases. The Government will not provide any equipment, furniture and/or supplies for this off-site location.

Marine Corps Enterprise Network (MCEN) workstations. Unless otherwise directed by the COR, the Contractor shall be responsible for providing internet access for all off site locations (Quantico and FSRs) as required in the performance of this contract. The government will be responsible for providing internet access as required in the performance of this contract for satellite locations (Camp Pendleton and Camp Lejeune). The contractor is responsible for obtaining and funding workstations as needed. The Contractor will be required to submit their computers to the government for configuration which will allow access to MCEN. The Contractor will be responsible for providing its own Public Key Infrastructure (PKI) certification, soft cert, printer, Microsoft (MS) Office Suite and a company-provided e-mail address. System requirements will be provided to the contractor prior to the purchase of new equipment.

No Government furnished facilities or workspace will be provided as a matter of routine within the Wounded Warrior Regiment Headquarters. The Contractor will be afforded access to Government workplaces as may be necessary to provide the support specified herein, which may include occasional, temporary, on-site support for (1) Non-Medical Case Manager. The Contractor shall require all personnel to keep the spaces, furnishings and equipment provided for their use in a manner consistent with Marine Corps standards for fire prevention, health and safety; and takes proper care of all Government property in their possession.

5.0 Performance Requirements. The Performance Requirement Matrix (PRM) provided provides a baseline requirement. The Contractor shall adhere to this document in the development of their performance solution and annotate any deviations from the material content

of that document. Where the Contractor seeks to improve upon the standard, this should be clearly annotated in their response. Where the Contractor is non-compliant with a performance standard, this shall be clearly identified and the rationale clearly articulated. The prime Contractor must address all areas of the PRM outlining relevant experience, ability and management plan.

5.1.1 WWRCC Central Operations, Quantico, VA. The PD/WWRCC is responsible for Establishing and maintaining a 24-hr/365-day a year operation to provide targeted outreach, referrals for program and counseling assistance, and other facets of engagement as outlined in the Performance Matrix. The Sgt. Merlin German WWRCC in Quantico, VA, is the principal base of program operations, providing a variety of services and non-medical case management through a cohesive staff of Customer Care Representatives (CCR), Shift Supervisors (SS), Non-Medical Case Managers (NMCM), Social Media Staff (SMS) and Program Management (PM). The Contractor is responsible for developing and implementing a support structure to meet program objectives set forth in the Performance Requirement Matrix in line with QASP performance metrics. The Contractor shall establish the necessary infrastructure and staffing to ensure that the standard of services are maintained throughout the hours of operation, as well as establish necessary procedures and protocols to capture metrics and implement actions for continuous service improvement. Similar standards shall be established for non-medical case management services. The contractor is responsible for continuous quality improvements in response to program changes and new service offerings. In addition to conducting targeted outreach, the Prime Contractor is responsible for developing and monitoring Wounded Warrior Regiment social media sites.

5.1.1.1 Staffing, Training and Quality. Program Management is responsible for ensuring that program objectives are executed to standards of compliance with both DOD and DON/Marine Corps regulations. This requires reliance upon a highly-trained, professional staff that also possess a cultural understanding of, and underlying empathy for the program clientele. Throughout performance, the Contractor shall ensure that all personnel, based upon their selected staff complement, are fully trained and possess the tactile skills required to execute the functions of the assigned role to the standards of quality outlined in the Performance Matrix and codified in the QASP. The Performance Matrix provides the basic structure and minimum standards for program operation, as such the Prime Contractor is responsible demonstrating its experience and continued ability to ensure the WWRCC is appropriately staffed, fully trained, oriented, and cognizant of all facets of the program offerings. The Prime contractor will be required to provide a training plan with its proposal.

5.1.1.2 Interfaces and Reporting. Program Management is responsible for capturing performance metrics associated with call handling, intakes, referrals and other aspects of performance for reporting to higher headquarters, outside agencies, private activities, and Congressional oversight panels. The Contractor is responsible for establishing and ensuring a comprehensive capability to track and capture performance metrics, and to provide this information in the form of recurring weekly/monthly/yearly reports, as well as in response to ad hoc inquiries. The Contractor shall establish a reporting protocol and coordinate the necessary management interfaces requirement to the effectiveness of their operations and compliance with

the associated quality standards. The Prime Contractor must demonstrate its experience and ability to develop a formal methodology for collection and reporting of program metrics.

5.1.2 WWRCC Battalion Operations, East / West Coast. Program Management is responsible for maintaining satellite (Battalion) Contact Center operations to support the WII contingent on the east and west coasts. Due to the need for close interaction between the Battalion and central call center staff, satellite call center operations are located at government sites onboard MCB Camp Lejeune, NC and MCB Camp Pendleton, CA. Infrastructure, equipment and workspaces will be provided to accommodate Contractor staff based upon mission requirements and staffing levels. Similar to the central operation at Quantico, the Contact Centers handle a lower volume of calls while primarily supporting Wounded Ill and Injured Marines in the Fleet Marine Force. The Contractor is responsible for establishing a support program that augments the central capability at Quantico with conventional 0730-1630, M-F operations. The Contractor shall ensure that the operating protocols, interfaces, and reporting procedures are complementary to those of the central Quantico operation.

5.1.3 Management, Administration, and Facilities Operations. Program Management is responsible for ensuring the effectiveness of the WWRCC operations, inclusive of facilities, infrastructure, and the overarching management required to maintain program standards. The Prime Contractor must demonstrate its experience and ability to establish a comprehensive management program that provides the required oversight, interface, and reporting necessary to ensure execution of their proposed strategy. Program Management shall be the principal interface with WWR staff and is responsible for all operations; staffing and training; support; and quality aspects of the program strategy. This includes establishing a cohesive management framework that ensures the objectives of this task effort are executed within program constraints and are compliant with the quality provisions set forth in the QASP. Critical responsibilities include management of program priorities, scheduling, coordination with USMC staff, and ensuring the overall quality of services and products. Throughout task order execution, the Contractor has the latitude to coordinate the use of staff, align program infrastructure for efficient, economical execution, define and produce interim/draft products, and ensure the overall quality of the deliverables/services. Specific responsibilities between the Government and Contractor, as well as a final schedule of task activities and deliverables shall be coordinated within five (5) business days of contract order award, reviewed monthly, and modified only through bilateral agreement. Cardinal changes to the requirements set forth in this PWS that depart from the Contractor's accepted proposal represent willful action on the part of the Contractor and shall not be grounds for consideration after the fact. Substantive changes that require modification of the Contractor's proposed solution shall be accomplished through formal, bi-lateral agreement with the government RCO. The Contractor may also offer changes in the scope and nature of the services provided that will improve upon current standards, or otherwise create value and benefits in the execution of the overall WWR mission.

5.1.3.1 Quantico Operations. The Contractor shall acquire and maintain suitable facilities and infrastructure in close proximity to MCB Quantico to support central execution of program requirements, supervisory functions, and interface with WWR staff onboard the base. All information technology and peripheral systems and equipment, and associated support infrastructure shall be identified and maintained in a state of operational readiness throughout

contract performance. Conference space should be sufficient to accommodate up to 50 participants for support staff training evolutions and collaborative program/performance reviews at the Contractor site. Additional work spaces to support co-location of rotational WWR staff providing medical assessments (e.g., resident experts) to assist individuals with Post Traumatic Stress Diagnosis (PTSD); Traumatic Brain Injury (TBI); suicidal thoughts, or tendencies; and other types of medical issues. All equipment and operating supplies required by government employees will be provided by the government; however such equipment will be required to be hosted on the Contractor's network with the necessary connectivity.

5.1.3.2 Battalion Operations. Where government spaces are provided at the satellite centers, Program Management will work with the facilities owners and service providers to ensure that Contractor support operations are optimized with government furnished equipment (GFE) required to meet the performance standards. The contractor shall augment these basic capabilities with the necessary tools and equipment required to execute their operational strategy and shall not pass such costs to the government. Contractor personnel are required to adhere to all regulations and protocols governing personal conduct and security at those locations.

5.1.4 Social Media and Applications. The contractor is responsible for executing a Social Media Strategy in conjunction with Wounded Warrior Regiment initiatives. The Prime contractor must demonstrate experience and ability to deliver a successful media campaign across all commonly used platforms. In addition, the contractor must demonstrate its ability to implement and field mobile device applications that support the target population and meet the Wounded Warrior Regiments outreach goals.

6.0 Specific Requirements

Call center operations must support maintaining a toll free phone line capable of handling multiple simultaneous incoming phone calls, a call management system, a call recording capability, as well as an ability to record other pertinent data to include but not limited to phone call duration. WWRCC operations will be conducted, in contractor facilities, on or within 10 miles of Marine Corps Base Quantico, Virginia.

Two contact centers located, in government provided facilities, onboard Camp Lejeune, North Carolina and Camp Pendleton, California must be maintained to support operations during normal working hours (typically 7:30AM to 4:30PM) to support outreach and response to locally addressed issues.

All WWRCC personnel must be able to pass the required background investigation needed to utilize Marine Corps unclassified networks and information systems, obtain a Common Access Card as well as to handle PII and HIPPA information.

The WWRCC is responsible for capturing performance metrics associated with call handling, intakes, referrals and other aspects of performance for reporting to higher headquarters, outside agencies, private activities, and Congressional oversight panels. A principal method for capturing this information is through the use of on-line surveys designed to target specific groups, perform ad hoc quality reviews, and to identify relevant issues that affect the targeted sample group. The

Contractor shall develop a formal methodology for conducting surveys of the target population and ensuring the validity of the results through sound analytical practices.

WWR will require a capability to support non-medical case management (NMCM) in situations where issues or concerns of the Marine their family cannot be adequately resolved during the course of the initial phone call and will require extended support. Typically this has involved: Traumatic Service-member Group Life Insurance cases; Social Security Disability Claims cases; military pay and entitlements issues; military awards and decorations; and Temporary Disability Retirement List cases. NMCMs will commonly work with government agencies to facilitate positive outcomes and ensure Marines are maximizing healthcare and benefit programs. NMCMs work cases until all issues have been resolved and return them to the Call Center for continued outreach. Historically ~2-3% of the overall WWR supported personnel have required NMCM support. NMCMs will reside at the WWRCC and satellite locations.

WWR will require a capability to support members of the target population who have complex non-medical case management and extended support needs. These Field Support Representatives (FSR) may be geographically dispersed in order to mitigate complex open and unresolved cases throughout the continental United States, It is estimated that five FSR's will be required to meet current demand and will be required to travel up to 30% of the time. In addition to interfacing with WWR uniformed and support staff they will work closely with; Veterans Affairs personnel, Navy & Marine Corps Relief Society Traveling Nurses, Veterans Service and Charitable Organizations representatives, in the vicinity of the supported member.

The contractor is responsible for capturing performance metrics associated with call handling, intakes, referrals and other aspects of performance for reporting to higher headquarters, outside agencies, private activities, and Congressional oversight panels. A principal method for capturing this information is through the use of on-line surveys designed to target specific groups, perform ad hoc quality reviews, and to identify relevant issues that affect the targeted sample group. The Contractor shall develop a formal methodology for conducting surveys of the target population and ensuring the validity of the results through sound analytical practices.

7.0 Contractor Support.

Executive Level Support – Program Management Task (Key Personnel)

This support entails effective and direct communication with the Commanding Officer (CO) of the WWR and his staff as well as various personnel involved with providing support to injured Marines and Sailors attached to Marine Corps units, and their families. This support entails implementing, executing, and ensuring the overall program structure meets the requirements of this PWS.

Tasks: Provides recommendations and assist with overall coordination of support to Marines at every supporting echelon; battalion, company, Recovery Team (RT) etc. throughout the recovery care program.

Assists with the drafting of Standard Operating Procedures, in accordance with current Department of Defense and Marine Corps directives in all areas of internal/external agency support to Wounded, Ill, and Injured RSM.

Coordinate the delivery of any deliverables due from other members of the contractor team resulting from the monthly reports and any adhoc reports.

Provide recommendations and if requested, participate in discussions/briefs that may occur that relate to future legislative and/or policy issues dealing with the RCP.

Make recommendations to the CO and/or his staff on those topics under the purview of this contract.

Provides assistance and guidance on all potentially high-visibility issues that may arise as it relates to the WWRCC.

Develop a formal methodology for conducting surveys of the target population and ensuring the validity of the results through sound analytical practices.

Establish and ensure a comprehensive capability to track and capture performance metrics, and to provide this information in the form of recurring weekly/monthly reports, as well as in response to ad hoc inquiries.

Establish a reporting protocol and coordinate the necessary management interfaces requirement to the effectiveness of their operations and compliance with the associated quality standards.

Collaborate and share information and data collected in the performance of this contract with WWR support personnel (uniformed, government and support contractors) who provide support to the same target population supported by the WWRCC.

Sustain and enhance current WWRCC policies and procedures through data collection, analysis, and review of WWRCC performance and make recommendations to the government in making improvements to deliver the highest possible quality of support.

Maintain standardized guidelines and standard operating procedures to provide support for WII Marines and family members in accordance with Marine Corps policies.

Ensure all applicable information and data collected is input into the necessary databases, to include, but not limited to Marine Corps Wounded, Ill and Injured Tracking System (MCWIITS). The MCWIITS system is accessible via the internet and requires a CAC enabled machine.

Qualifications: The government anticipates one (1) full time contractor employee with all of the following qualifications

Qualifications:

- Displays strong leadership, mentoring, and communication skills.
- Has demonstrated ability to achieve organizational objectives by creatively managing and motivating personnel.
- Initiative and leadership ability demonstrated by sustained successful performance in positions of increased responsibility.
- Ability to collaborate and display positive interactions with members of the WWR and other government agencies.
- Proficiency in assessing, planning, implementing, coordinating, monitoring and evaluating as a Program Manager.
- Knowledge of the mission, organizational structure, operations, and interrelationships of the Wounded Warrior Regiment.
- At least ten (10) years' experience working with the federal government.
- Demonstrates knowledge of Marine Corps culture at a DOD (E8 or above) and/or GS 13 Level. Direct Marine Corps experience is preferred.

*Mid- Level Support – Non-Medical Case Manager Support (Non-Key Personnel)

The Non-Medical Case Manager NMCM is the first-line leadership of the call center providing support to our wounded warriors. The required number of NMCMs and their case load will vary based upon the needs of the supported population. NMCMs provide support and assistance to WII Marines and their families on resolving specific financial, administrative, personal, transitional, and any other issues that may arise during care, recovery, or community reintegration.

NMCM will provide outreach calls in situations where extended support is necessary and the issues or concerns of the Marine and their family cannot be adequately resolved during the course of the initial phone call. NMCMs maintain cases until all issues have been resolved.

NMCMs will report key information, as required, and provide leadership/guidance to all Call Center Representatives.

Qualifications: The government requires full time contractor employees with all of the following qualifications:

- Displays strong leadership, mentoring, and communication skills.

- Has demonstrated ability to achieve organizational objectives by creatively managing and motivating personnel.
- Initiative and leadership ability demonstrated by sustained successful performance in positions of increased responsibility.
- Ability to collaborate and display positive interactions with members of the WWR and other government agencies.
- Proficiency in assessing, planning, implementing, coordinating, monitoring and evaluating as a Program Manager.
- Knowledge of the mission, organizational structure, operations, and interrelationships of the Wounded Warrior Regiment.
- At least five (5) years' experience working with the federal government.

*Mid- Level Support – Customer Care Representative (Non-Key Personnel)

The Customer Care Representative (CCR) conduct interviews with Marines and/or family members contacted by the WWRCC and provide an assessment of their support needs. Based upon this assessment, the CCR will provide information and guidance toward applicable resources, benefits, and entitlements that will assist with their individual needs.

The CCR will serve as a liaison between the Marine and the entity providing resource support to ensure positive contact is established and pertinent information is relayed to focus efforts and address the Marine's needs. Equally important, the CCR shall fully capture the essence of the WII Marines' concerns/issues and properly document the information in the Marine Corps Wounded Ill/Injured Tracking System (MCWIITS).

CCRs will typically work in shifts supporting 24 hour operations with manning dictated by anticipated incoming call volume and availability of target population for outreach. Emphasis on M-F, 9 AM to 5 PM. Adequate supervisor support should be provided for oversight of CCR's and overall WWRCC operations.

*Mid- Level Support – Field Support Representatives (Non-Key Personnel)

WWR will require a capability to support members of the target population who have complex non-medical case management and extended support needs. These cases will be handled by Field Support Representatives (FSR) and may be geographically dispersed in order to mitigate complex open and unresolved cases throughout the continental United States. It is estimated that four FSR's will be required to meet current demand and will be required to travel up to 30% of the time.

Field Support Representatives (FSR) will travel as necessary to conduct face-to-face interviews with WII Marines and their families requiring assistance, as necessary.

Field Support Representatives (FSR) will provide assistance to link WII Marines to VA and community resources.

Field Support Representatives (FSR) will engage Veteran Affairs OIF/OEF Coordinators to help coordinate combat Veteran medical care.

Field Support Representatives (FSR) will disseminate information on family and caregiver support services (i.e. respite care, scholarship opportunities, counseling support).

Field Support Representatives (FSR) will disseminate information on education and employment resources to assist transitioning WII Marines in their local communities (i.e. resume development, interview skills, network/employment opportunities, and application completion).

Field Support Representatives will provide support to WII Marines and their families by advocating on their behalf with representatives from various medical facilities.

Qualifications:

The government requires full time contractor employees with all of the following qualifications:

- Displays strong leadership, mentoring, and communication skills.
- Has demonstrated ability to achieve organizational objectives by creatively managing and motivating personnel.
- Initiative and leadership ability demonstrated by sustained successful performance in positions of increased responsibility.
- Ability to collaborate and display positive interactions with members of the WWR and other government agencies.
- Proficiency in assessing, planning, implementing, coordinating, monitoring and evaluating as a Program Manager.
- Knowledge of the mission, organizational structure, operations, and interrelationships of the Wounded Warrior Regiment.
- At least ten (10) years' management experience with the federal government.
- Demonstrates knowledge of Marine Corps culture at a DOD (E7 or above) and/or GS 9 Level. Direct Marine Corps experience is preferred.

8.0 Deliverables

8.1. General. All reports, materials and information, in whatever form, developed or created under this contract, and all associated intellectual property, shall become the property of the Marine Corps.

8.1.1. Format and Content. In general, deliverables will be in the form of reports, and presentation packages such as PowerPoint slides, computations with backup information, and visual aids. At a minimum, reports shall contain information in sufficient detail to ensure that a professionally qualified third party can follow the logic of the report. When studies to identify potential problem are identified, solutions are required. All data, analysis, recommendations and other report contents shall be sufficiently similar in format to allow direct comparison among the problem solution options under consideration and the existing conditions. Government review comments shall be incorporated into the final deliverable in the form of revisions, deletions, additions and corrections.

8.1.2. Deliverable Media. Deliverables will be in hard copy, Compact Disk (CD), DVD or other storage device or on other media as determined and directed by the COR. Media shall be delivered on CD/DVD disks having at least 650MB capacity and the included files will be provided in a software suite of products currently being used by the Marine Corps, or in some other suitable format as specified by the Contracting Officer. Deliverables shall be delivered as a non-password protected document and the government shall have full access and use rights allowing the government the ability to manipulate the deliverable data. Currently, the following formats of the Microsoft Office 2010 are being used:

- (a) Text: MS Word 2010 - to prepare formal documentation for deliverables or reporting
- (b) Database: MS Access 2010 - to support data integration or report development
- (c) Spread Sheets: MS Excel 2010 - to support report extractions, common trends, and metrics used in the day-to-day care for wounded, ill and injured.
- (d) Graphics: MS PowerPoint 2010 - to support preparation of required staff or command requested presentations or training.
- (e) Email: Outlook 2010 - to support email transmission between organization and contractor

8.1.3. Distribution of Deliverables. The contractor shall distribute/provide data/deliverables in the format, media, and quantities as directed by the COR.

8.1.4. Monthly Status Report. The Contractor shall submit a Monthly Status Report to the COR not later than the 10th day of the following month for the work accomplished from the first (1st) through the final calendar day of the previous month. This report shall be provided in electronic format, compatible with WWR applications (e.g., MS Office Suite). The report shall include specific information as required by the government. The report template identifying the specific data points shall be provided by the government to the contractor upon award. At a minimum the report shall include the following:

8.1.4.1. Narrative describing progress during the past month plans for the forthcoming month, and any problems (actual or anticipated) requiring Government action. For identified (actual) problems, the Contractor shall state the impact and provide recommendations for plan for correction:

8.1.4.2. Summary of Travel costs, including purpose of trips, duration, and related actions;

8.1.4.3. Summary of current staffing by position and assignment:

8.1.4.4. Any Personal turnover, utilization of subcontractors, and future staffing projections

8.1.4.5. Caseload numbers for each location.

8.1.5. Deliverables Requiring Government Review and Approval. The Government will have five (5) business days to review each deliverable and respond to the contractor in writing as to the acceptance of a deliverable. The Government will provide a written description of all deficiencies and discrepancies discovered during the review to the contractor; the contractor shall submit corrected deliverable within five (5) business days at no additional cost to the Government.

8.2 Deliverables, Allocation of Intellectual Property, and Use of Data/Information/Materials (and other items as defined below).

8.2.1 General. All reports, materials (including training materials, SOPs, computer software, scripts, and hardware, source code, interfaces, Tools, Works, and related items) information, and all associated intellectual property, in whatever form, created, generated, or produced under this effort (hereinafter singularly or collectively "Items") shall be a Deliverable and shall become the property of the Marine Corps and not the Contractor, subcontractor, or individual author or researcher; therefore, the Marine Corps shall have the unrestricted, irrevocable, worldwide, royalty-free, right to use, modify, reproduce, perform, display, release, or disclose such Items, in whole or in part, in any manner, and for any purpose whatsoever, and to have or authorize others to do so. Items shall be sufficient, competent, and relevant to support the Contractor's findings and shall be consistent with fact. The Marine Corps requires unrestricted use of the work products and subject deliverables that are part of this effort. Therefore, any restricted data rights, information, software, items and/or other materials including, but not limited to, the Contractor's or a Third-Party's Proprietary Data, information, software, other Items and/or other materials must not be used for any task under this PWS unless they comply with DFARS 252.227-7020 and it is otherwise agreed upon in writing by the Contracting Officer prior to the commencement of the work. Unless otherwise directed by the COR, all data and/or other deliverables shall be prepared and delivered in accordance with the corresponding CDRL/Deliverables specified under this PWS. Moreover, unless otherwise directed by the COR, the Deliverable items identified herein shall be delivered in a media and an electronic format compatible with resources that are currently being used by the Marine Corps. Moreover, test and demonstration may be required as an additional task for models.

8.2.2 Without the prior written permission of the contracting officer, no Items, created or provided expressly for this effort/contract/PWS shall be used by the Contractor for any purpose other than those purposes that are in support of, or for performance under, this

effort/contract/PWS. The Contractor and its employees and subcontractors are obligated to protect from unauthorized use or disclosure all Government confidential or classified material and/or Government-owned proprietary and/or Personally Identifiable Information or Personal Privacy, Items obtained in the course of performance under this effort/contract/PWS, as long as such Items remain proprietary, confidential, sensitive, or classified. Any information obtained in the course of duties, or the performance of services, under this effort/contract/Task Order including, but not limited to, information that may be made available for use that relates to the technical data, trade secrets, processes operations, style of work, or apparatus, or to the technical data, statistical data, amount or source of any income, profits, losses, or expenditures of any person, firm, partnership, corporation, or association is included in this clause. Contract personnel shall not publish, divulge, disclose, or make known this information (hereinafter, singularly or collectively, included in "Items") or any other Items created or provided expressly for this contract, in any manner, or to any extent not previously authorized in writing by the Contracting Officer or the Contracting Officer's Representative (COR). Moreover, when the Contractor's need for any such Items ends, the Items shall be returned promptly (within ten (10) business days) to the appropriate government program personnel.

8.2.3 The Contractor will provide written confirmation to the Contracting Officer at the end of this Contract that all Items have been returned to the appropriate government program personnel. Furthermore, the obligation not to discuss, disclose, release, reproduce or otherwise provide or make available any such Items, or any portion thereof, shall continue, even after completion of this effort/contract/PWS. Any actual or suspected unauthorized use, disclosure, release, or reproduction of any such Items, or a violation of this agreement, to which the Contractor or any of its employees is or may become aware, will be reported promptly (within one (1) business day) to the Contractor's program manager, who will inform the KO within five (5) business days of receiving the report.

8.2.4 All end and finished products and all associated intellectual property shall become the property of the Government. All mechanical devices, if any, produced by the Contractor in the performance of this effort/contract/PWS shall be the property of and be delivered to the Government; however, the devices will remain in the custody of the Contractor for the duration of the contract or any extension thereof.

8.2.5. Confidentiality. All contractor personnel shall safeguard personal client information in accordance with the Privacy Act of 1974. Records that contain personal information must include a Privacy Act statement signed by the client. Disclosure of personal information not specifically authorized by the client via a signed release of information shall be made only after approval of the Base Adjutant or Staff Judge Advocate. Improper disclosure of sensitive or private information in violation of the DON Privacy Act Program (SECNSVINST 5211.5D) or the Nuclear Weapons Personnel Reliability Program (OPNAVINST 5510.162) may subject the contractor or its personnel to criminal liability. Due to the type of personal information the contractors will have access to, all contractor personnel will be required to sign a nondisclosure of information agreement and be in compliance with all Health Insurance Portability and Accountability (HIPAA) security requirements.

8.2.6. Requirements for Mandatory Reporting. The Privacy Act does not prohibit disclosure of life threatening or high risk situations. All contractor personnel are required to report knowledge of such situations, including but not limited to child abuse, spouse abuse in which there is physical injury or threats of bodily harm, impairment due to drugs or alcohol by active duty personnel, suicide or homicide threats and ideation and sexual assault.

8.2.7. Information Security. Although not authorized access to classified information, contractor personnel may occasionally need to have knowledge of information that is confidential or sensitive in nature, to include information about unit movements. The contractor shall ensure all personnel are aware of their responsibility to safeguard privileged information, especially that pertaining to the military.

9.0 Working on a Government Installation

9.1. The Contractor shall provide each employee with an identification badge, which identifies, by photograph, the individual as an employee of the Contractor. These badges shall be worn at all times and presented for examination upon request from the Contracting Officer, COR, QA Personnel, Military Police, or any other Government Official with a need to see the badge.

9.2. The Contractor and his employees shall be subject to all traffic, security, and registration regulations for personnel and vehicles. Copies of current regulations may be obtained from the Contracting Officer.

9.3. All Contractor personnel attending meetings, answering Government telephones, working on site, where their Contractor status is not known to third parties, must identify themselves as Contractors, to include wearing ID badges, which identify them as Contractor personnel. Contractor personnel shall also ensure that when logged onto Government equipment that their profile shows them as Contractor personnel. Unless otherwise directed by the COR, all documents produced or revised by Contractors or developed through Contractor participation must be marked as "Contractor generated documents" or otherwise identified in a manner that discloses the contractor's participation.

10.0 Transition Period

10.1 Transition-In

The Contractor shall ensure that there will be minimum service disruption to vital Government business and no service degradation during and after transition. Prior to the end of the existing Contract period, the Contractor, in coordination with the Government and the incumbent contractor, shall provide phase-in support for up to thirty (30) days. All transition activities shall be completed 30 calendar days after the start date of the order. The Contractor shall deliver a draft Transition-In Plan at the time of proposal. The draft Transition-in Plan is subject to changes pending Government comments and recommendations after the kick-off meeting. The final Transition-In Plan shall be approved by the COR.

10.2 Transition-Out

The Transition-Out Plan shall facilitate the accomplishment of a seamless transition from this Contractor to any subsequent incoming contractor and Government personnel at the expiration of this Contract. The Contractor shall provide a Transition-Out Plan NLT 90 calendar days prior to expiration of this Contract. The Contractor shall identify how it will coordinate with any subsequent incoming contractor and/or Government personnel to transfer knowledge regarding the following:

- Project management processes
- Points of contact
- Location of technical and project management documentation
- Status of ongoing technical initiatives
- Appropriate contractor-to-contractor coordination to ensure a seamless transition.
- Transition of Key Personnel
- Schedules and milestones
- Actions required of the Government
- Any other item identified by the COR

The Contractor shall also establish and maintain effective communication with the incoming contractor/Government personnel for the period of the transition via weekly status meetings. All transition activities shall be completed 30 days after the start of the order.

11.0 Special Considerations

11.1 ENTERPRISE-WIDE CONTRACTOR MANPOWER REPORTING APPLICATION (ECMRA)

The Contractor shall report Contractor labor hours (including subcontractor labor hours) required for performance of services provided under this contract USMC, P&R RFF, via a secure data collection site. Contracted services excluded from reporting are based on Product Service Codes (PSCs). The excluded PSCs are:

1. W, Lease/Rental of Equipment;
2. X, Lease/Rental of Facilities;
3. Y, Construction of Structures and Facilities;
4. S, Utilities ONLY;
5. V, Freight and Shipping ONLY.

The Contractor is required to completely fill in all required data fields using the following web address <https://doncmra.nmci.navy.mil>.

Reporting inputs will be for the labor executed during the period of performance during each Government fiscal year (FY), which runs October 1 through September 30. While inputs may be reported any time during the FY, all data shall be reported no later than October 31 of each calendar year. Contractors may direct questions to the help desk, linked at <https://doncmra.nmci.navy.mil>.

12.0 Protection of Human Subjects

12.1 The Contractor shall not commence performance of research involving human subjects that is covered under Code of Federal Regulations Title 32 (32 CFR) Part 219 or that meets exemption criteria under 32 CFR 219.101(b), or expend funding on such effort, until and unless the conditions of either of the following paragraphs have been met:

The Contractor furnishes the Human Research Protection Officer (HRPO), via the COR, with a copy to the KO, an assurance of compliance and Institutional Review Board (IRB) approval and receives notification from the KO that the HRPO has approved the assurance as appropriate for the research under the PWS and also that the HRPO has reviewed the protocol and accepted the IRB approval for compliance with the DoD component policies. The Contractor may furnish evidence of an existing assurance of compliance for acceptance by the HRPO, if an appropriate assurance has been approved in connection with previous research. The Contractor shall notify the KO immediately of any suspensions or terminations of the assurance.

The Contractor furnishes to the HRPO, via the COR, with a copy to the KO, a determination that the human research proposed meets exemption criteria in 32 CFR 219.101(b) and receives written notification from the KO that the exemption is determined acceptable. The determination shall include citation of the exemption category under 32 CFR 219.101(b) and a rationale statement. In the event of a disagreement regarding the Contractor's furnished exemption determination, the HRPO retains final judgment on what research activities or classes of research are covered or are exempt under the contract.

13.0 Performance Requirements Survey (PRS)

13.1 The Quality Assurance Surveillance Plan (QASP) serves as the principal basis for assessing overall performance quality associated with Wounded Warrior Regiment (WWR) task effort. This document will be used by the Government to assess the effectiveness of the Contractor's management and technical services. This QASP provides the methodology by which the Contractor's performance will be monitored to determine compliance with established performance objectives and to establish performance benchmarks that ensure a quantifiable basis for measuring effectiveness. The plan is designed so that surveillance is limited to that what is necessary to verify the Contractor is performing management and technical services satisfactorily and relates directly to performance objectives of the performance objectives delineated in the PWS. The Contractor shall satisfy all performance standards within the acceptable quality levels in the QASP and is incorporated as part of the contract. The performance standards for this PWS are stated in the Performance Requirements Summary (PRS) below.

14.0

Performance Requirements Summary (PRS)

Performance Characteristic	Target Standard	Measurement
Quality of Work Performed: Use of resources to provide acceptable or better	98% accuracy of call log system references.	-Reconciled weekly by WWR Program Staff and CPM;

<p>results through the following:</p> <ul style="list-style-type: none"> • Accurate, effective and responsive call center operations to ensure the ongoing well-being of wounded Marines and their families. • Appropriateness of resources (people, computers, money, and time) applied to achieve results. 	<p>No substantiated complaints registered from call center customers.</p> <p>98% of respondents to customer satisfaction surveys rate the service received as satisfactory or better.</p>	<p>-Reconciled monthly by COR/CPM and tracked as a 3-mos. moving average.</p> <p><u>Consequence of Non-Compliance</u></p> <p>-Not exercise Options -Negative CPARS entry -Contractor Consideration</p>
<p><u>Responsiveness:</u> Effective use of prime and subcontractor resources to meet ongoing (conventional) and discrete work requirements emerging at the Wounded Warrior Regiment level, including:</p> <ul style="list-style-type: none"> • Providing effective response to requirements/reallocations of labor within the WBS • Effective balancing of resources to accomplish work requirements without sacrificing priorities, or creating unstable performance • Using suitable benchmarking to establish staff allocations and work packages within the WBS. 	<p>Response provide to COR within 24-hrs., strategy provided to COR <48-hrs. from notification, including:</p> <ul style="list-style-type: none"> -WBS review --Approach agreement -Deliverables -Availability of staff 	<p>-Periodic assessment by the COR, Wounded Warrior Regiment Operations Officer as to the thoroughness of the response</p> <p>-Reconciled monthly by COR/CPM and tracked as a 3-mos. moving average.</p> <p><u>Consequence of Non-Compliance</u></p> <p>-Not exercise Options -Negative CPARS entry -Contractor Consideration</p>
<ul style="list-style-type: none"> • <u>Planning:</u> Includes the effective use of the WBS as a principal management tool, assignment of staff to work priorities and tasks therein delineated, and effectively managed across both contract levels, including: • Coordination with COR and Wounded Warrior Regiment Operations Officer • Thoroughness of resource assessments • Effectiveness of labor usage • Effectiveness of benchmarking 	<p>WBS stability and forecast use of labor resources to meet quality standards without increasing current performance scope (e.g., change orders <1%)</p> <p><5% vacancy based upon scheduled departures (e.g., 30-days notice) for backfill of staff.</p>	<p>Number of change orders submitted to COR and PCO;</p> <p>Reconciled monthly by COR/CPM and tracked as a 3-mos. moving average.</p> <p><u>Consequence of Non-Compliance</u></p> <p>-Not exercise Options -Negative CPARS entry -Contractor Consideration</p>
<p><u>Staffing:</u> Includes selection of qualified staff to meet requirements:</p> <ul style="list-style-type: none"> • Adequacy of skills, experience of staff to meet program 	<p>Staff stability maintained at 90% of target WBS allocation; New hires within 30-days of notification of</p>	<p>Assessment by the COR, Wounded Warrior Operations Officer;</p> <p>Reconciled monthly by</p>

<p>requirements for call center operations</p> <ul style="list-style-type: none"> • Use of team members and staff to ensure most qualified capabilities are applied • Responsiveness and use of staff within the WBS framework for workload management 	<p>vacancy; Subcontractor staffing pulls <10-days from notification of vacancy; and <14 days backfill for unscheduled staff departures.</p>	<p>COR/CPM and tracked as a 3-mos. moving average.</p> <p><u>Consequence of Non-Compliance</u></p> <p>Extended period of vacancy for staff, or consequential impacts to performance may warrant financial consideration/Negative CPARS entry/Termination</p>
<p><u>Management and Administration:</u> Includes the following measures of performance and compliance:</p> <ul style="list-style-type: none"> • Deliverables shall be complete, accurate, and prepared to professional standard; • Quality of the Contractor's overall technical management strategy • Ability to identify and preclude problems, or resolved issues • Effectiveness of their use corporate quality practices, resolution of invoice anomalies, WBS compliance, and effectiveness of their overall subcontract management 	<p>Aggregation of subordinated areas assessed using progressively more objective criteria – ratings considered:</p> <p><u>Excellent</u> – Exceed performance expectations and abated, or immediately mitigated known problems</p> <p><u>Acceptable</u> – Met performance expectations and generally responded to problems in a satisfactory manner</p> <p><u>Marginal</u> – Areas of inconsistent performance, prolific problems remain unresolved, and two, or more performance areas are noted as substandard</p>	<p>Assessment by the COR, Wounded Warrior Regiment Operations Officer. Performance evaluation at milestones TBD</p> <p>Reconciled monthly by COR/CPM and tracked as a 3-mos. moving average.</p> <p><u>Consequence of Non-Compliance</u></p> <p>Irresponsible management with consequential impacts to performance may warrant financial consideration/Negative CPARS/ Termination</p>