

List of COR, SCOR, PM, CS & CO

COR Peter Webb SCOR Mary Jones PM Michael Thorpe	Provided
CS Tracy Davenport CO Brenda Lee	Provided

SOLICITATION/CONTRACT/ORDER FOR COMMERCIAL ITEMS <i>OFFEROR TO COMPLETE BLOCKS 12, 17, 23, 24, & 30</i>				1. REQUISITION NUMBER RCS-H-2018-00030		PAGE OF 1 53	
2. CONTRACT NO. 86543G18C00010		3. AWARD/ EFFECTIVE DATE 09/30/2018	4. ORDER NUMBER		5. SOLICITATION NUMBER 86543G18R00007		6. SOLICITATION ISSUE DATE 09/05/2018
7. FOR SOLICITATION INFORMATION CALL:		a. NAME CARMEN CALLOWAY			b. TELEPHONE NUMBER <i>(No collect calls)</i>		8. OFFER DUE DATE/LOCAL TIME ET
9. ISSUED BY CODE HUD-NPR US DEPARTMENT OF HUD OFFICE OF THE CHIEF PROCUREMENT OFFICER 451 SEVENTH STREET SW ROOM 5256 WASHINGTON DC 20410-1000				10. THIS ACQUISITION IS <input type="checkbox"/> UNRESTRICTED OR <input checked="" type="checkbox"/> SET ASIDE: 100.00 % FOR: <input type="checkbox"/> SMALL BUSINESS <input type="checkbox"/> HUBZONE SMALL BUSINESS <input type="checkbox"/> SERVICE-DISABLED VETERAN-OWNED SMALL BUSINESS <input type="checkbox"/> WOMEN-OWNED SMALL BUSINESS <input type="checkbox"/> (WOSB) ELIGIBLE UNDER THE WOMEN-OWNED SMALL BUSINESS PROGRAM <input type="checkbox"/> EDWOSB <input checked="" type="checkbox"/> 8(A) NAICS: 541211 SIZE STANDARD: \$20.5			
11. DELIVERY FOR FOB DESTINATION UNLESS BLOCK IS MARKED <input type="checkbox"/> SEE SCHEDULE		12. DISCOUNT TERMS		13a. THIS CONTRACT IS A RATED ORDER UNDER DPAS (15 CFR 700) <input type="checkbox"/>		13b. RATING	
15. DELIVER TO CODE FHA-H FHA-H 451 7TH STREET SW WASHINGTON DC 20410		16. ADMINISTERED BY CODE HUD-NPR US DEPARTMENT OF HUD OFFICE OF THE CHIEF PROCUREMENT OFFICER 451 SEVENTH STREET SW ROOM 5256 WASHINGTON DC 20410-1000					
17a. CONTRACTOR/OFFEROR CODE 962880782 FACILITY CODE		18a. PAYMENT WILL BE MADE BY CODE ARC/ASD/APB ARCASDAPB ARCASDAPB AVERY 3G PO BOX 1328 ACCOUNTSPAYABLEFISCALTREASURYGOV PARKERSBURG WV 26106-1328		17b. CHECK IF REMITTANCE IS DIFFERENT AND PUT SUCH ADDRESS IN OFFER <input type="checkbox"/>			
19. ITEM NO.		20. SCHEDULE OF SUPPLIES/SERVICES		21. QUANTITY	22. UNIT	23. UNIT PRICE	24. AMOUNT
		Tax ID Number: 66-0736616 DUNS Number: Not Available OMB Circular A-123 Support Services The assigned COR is Peter Webb. He can be reached at peter.w.webb@hud.gov or 202.402.2151 Invoice Approver/COR: WEBB, PETER Inv Approver/COR Backup1: CALLOWAY, CARMEN Period of Performance: 09/30/2018 to 09/29/2023 Continued ... <i>(Use Reverse and/or Attach Additional Sheets as Necessary)</i>					
25. ACCOUNTING AND APPROPRIATION DATA						26. TOTAL AWARD AMOUNT <i>(For Govt. Use Only)</i> \$800,000.00	
<input type="checkbox"/> 27a. SOLICITATION INCORPORATES BY REFERENCE FAR 52.212-1, 52.212-4. FAR 52.212-3 AND 52.212-5 ARE ATTACHED. ADDENDA <input type="checkbox"/> ARE <input type="checkbox"/> ARE NOT ATTACHED.		<input checked="" type="checkbox"/> 27b. CONTRACT/PURCHASE ORDER INCORPORATES BY REFERENCE FAR 52.212-4. FAR 52.212-5 IS ATTACHED. ADDENDA <input type="checkbox"/> ARE <input checked="" type="checkbox"/> ARE NOT ATTACHED.					
<input type="checkbox"/> 28. CONTRACTOR IS REQUIRED TO SIGN THIS DOCUMENT AND RETURN COPIES TO ISSUING OFFICE. CONTRACTOR AGREES TO FURNISH AND DELIVER ALL ITEMS SET FORTH OR OTHERWISE IDENTIFIED ABOVE AND ON ANY ADDITIONAL SHEETS SUBJECT TO THE TERMS AND CONDITIONS SPECIFIED.				<input type="checkbox"/> 29. AWARD OF CONTRACT: _____ OFFER DATED _____ YOUR OFFER ON SOLICITATION (BLOCK 5), INCLUDING ANY ADDITIONS OR CHANGES WHICH ARE SET FORTH HEREIN, IS ACCEPTED AS TO ITEMS:			
30a. SIGNATURE OF OFFEROR/CONTRACTOR				31a. UNITED STATES OF AMERICA (SIGNATURE OF CONTRACTING OFFICER) <i>Carmen Calloway</i>			
30b. NAME AND TITLE OF SIGNER <i>(Type or print)</i>		30c. DATE SIGNED		31b. NAME OF CONTRACTING OFFICER <i>(Type or print)</i>		31c. DATE SIGNED	
				CARMEN L. CALLOWAY			

Performance Work Statement (PWS)
OMB A-123 Support Services

05/07/2018

Version 1.0

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Performance Work Statement (PWS)

OMB A-123 Support Services

Vision Statement

Effectively, efficiently and economically manage Housing-Federal Housing Administration (FHA) financial resources.

1 General Information

1.1 Introduction

The Department of Housing and Urban Development (HUD), Federal Housing Administration (FHA) requires internal control services that will expand FHA's capacity to effectively control financial resources, meet legal and regulatory obligations and minimize the risk of fraud, waste and abuse. Services shall include: assessing, documenting, testing and reporting financial controls compliance with applicable laws and regulations. In addition, support is needed to provide the FHA annual assurance statement.

1.2 Background

The Federal Housing Administrations (FHA) Comptroller office is responsible for establishing and maintaining effective internal control over financial reporting, safeguarding assets and ensuring compliance with applicable laws and regulations for all accounting, external and internal financial reporting. All areas of responsibility require year-round assistance to complete all required projects within the mandated Treasury, OMB, Office of the Inspector General (OIG) and Government Accountability Office (GAO) timelines. FHA performs these projects and functions through its Federal Housing Administration Subsidiary Ledger (FHASL) built on the PeopleSoft framework. FHASL is FHA's integrated software package that provides a wide variety of business applications to assist in the day-to-day execution and operation of its financial processes. FHASL uses the US Standard General ledger chart of accounts and classifications consistent with Federal GAAP and Credit Reform requirements. FHA's seventeen financial, mixed financial and program operating systems are integrated with FHASL through extensive electronic interfaces. Operating interdependently, these financial systems must substantially comply with FFMIA and OMB Circular A-123 requirements. Each individual application in FHASL interacts with others to offer an effective and efficient means of working and reporting results. These processes must operate with a high degree of public and fiscal accountability. FHA is responsible for enterprise risk management and internal controls of these systems and processes which consist of Federal reporting requirements.

FHA conducts its assessment of the effectiveness of its internal control over financial reporting in accordance with Office of Management and Budget (OMB) Circular A-123 "Managements Responsibility for Enterprise Risk *Management* and Internal Control". Effective internal controls provide assurance regarding the prevention of or prompt detection of unauthorized acquisition, use or disposition of assets. FHA must comply with the OMB Circular No A-123, released on July 15, 2016, which defines its responsibility for risk management and internal control. OMB Circular No. A-123, and the statute it implements, the Federal Managers Financial Integrity Act

(FMFIA) of 1982, are at the center of FHA's requirement to improve accountability in its programs and operations. Based on the results of its assessment, FHA provides an annual quality assurance statement to Congress that internal controls over financial reporting are operating effectively.

1.3 Constraints

The services identified in this PWS will adhere to the rules, regulations, laws, standards, and conventions identified by HUD as well as within the Federal Government. Constraints include the following accompanied by a corresponding website:

- Office of Management and Budget (OMB) Circular A-11, "Preparation, Submission and Execution of the Budget"
https://www.whitehouse.gov/sites/whitehouse.gov/files/omb/assets/a11_current_year/a11_2017.pdf
- OMB Circular A-123, "Management's Responsibility for Enterprise Risk Management and Internal Control"
<https://www.whitehouse.gov/sites/whitehouse.gov/files/omb/memoranda/2016/m-16-17.pdf>
- Appendix A, Internal Control Over Reporting (ICOR)
https://www.whitehouse.gov/sites/whitehouse.gov/files/omb/circulars/A123/a123_appx_a_implementation_guide.pdf
- OMB Circular A-129, "Policies for Federal Credit Programs and Non-Tax Receivables"
<https://www.whitehouse.gov/sites/whitehouse.gov/files/omb/circulars/A129/a-129.pdf>
- OMB Circular A-130, "Management of Federal Information Resources"
<https://obamawhitehouse.archives.gov/sites/default/files/omb/assets/OMB/circulars/a130/a130revised.pdf>
- OMB Circular A-136, "Financial Reporting Requirements"
https://www.whitehouse.gov/sites/whitehouse.gov/files/omb/circulars/A136/a136_revised_2017.pdf
- Statements of Federal. Financial Accounting Concepts and Standards (SFFAS)
http://www.fasab.gov/pdf/codification_report2009.pdf
- Federal Managers Financial Integrity Act of 1982 (FMFIA)
<https://www.dol.gov/ocfo/media/regs/FMFIA.pdf>

- Government Performance and Results Act (GPRA) Modernization Act of 2010
<https://www.gpo.gov/fdsys/pkg/PLAW-111publ352/pdf/PLAW-111publ352.pdf>
- HUDAR 2452.239-70 "Access to HUD Systems
https://www.hud.gov/program_offices/cpo/hudar#part_2452.2
- Implementation Guide for OMB Circular A-123, Managements Responsibility for Internal Control Appendix A, Internal Control Over Financial Reporting
https://www.whitehouse.gov/sites/whitehouse.gov/files/omb/circulars/A123/a123_appx_a_implementation_guide.pdf
- Inspector General Act of 1978, as amended (IG Act)
<https://www.gpo.gov/fdsys/pkg/USCODE-2011-title5/pdf/USCODE-2011-title5-app-inspector.pdf>
- Federal Financial Management Improvement Act of 1996, Revision 2001 (FFMIA)
https://obamawhitehouse.archives.gov/sites/default/files/omb/assets/omb/financial/ffmia_implementation_guidance.pdf
- Federal Information Security Modernization Act of 2014 (FISMA)
<https://www.congress.gov/bill/113th-congress/senate-bill/2521>
- Improper Payments Information Act of 2002 (IPIA)
<https://www.gpo.gov/fdsys/pkg/PLAW-107publ300/pdf/PLAW-107publ300.pdf>
- Single Audit Act Amendments of 1996
<https://obamawhitehouse.archives.gov/sites/default/files/omb/assets/.../104-156.pdf>
- Clinger-Cohen Act of 1996
https://www.treasury.gov/privacy/Documents/Clinger-Cohen_Act_of_1996.pdf
- Federal Credit Reform Act of 1990
<https://www.fiscal.treasury.gov/fsreports/ref/ussgl/creditreform/fcra.htm#titleV>
- Government Accounting Office (GAO) Publication, GAO-14-704G, "Standards for Internal Control in the Federal Government, Sep 2014
<https://www.gao.gov/assets/670/665712.pdf>

The National Institute of Standards and Technology (NIST) Special Publications (SPs) (<https://csrc.nist.gov/publications>) listed below are not exhaustive however, are indicative of standards and requirements.

- NIST SP 800-53 Rev 5 Draft "Security and Privacy Controls for Federal Information Systems and Organizations
- NIST SP 800-53 Rev. 4 "Security and Privacy Controls for Federal Information Systems and Organizations
- NIST SP 800-53A "Assessing Security and Privacy Controls for Federal Information Systems and Organizations: Building Effective Assessment Plans

1.4 Description of Services

The Contractor shall provide support and services that strengthen FHA's internal controls over financial reporting by providing oversight, analysis, reporting, recommendations and risk management services. The internal control support and services includes providing:

- Program Management
- Assess FHA's Financial Reporting Control Environment
- Document the Nature and Content of FHA's Primary Controls Over Financial Reporting
- Testing Controls
- Review NIST Required Documents
- Report on Assessment of Internal Control Over Financial Reporting and Recommend Assurance Statement
- Corrective Action Plan
- Risk and Controls Enterprise-Wide Risk Management

Detailed descriptions of specific tasks are provided in Section 5, "Specific Tasks and Deliverables.

1.5 Non-Personal Services

The Government will neither supervise Contractor employees nor control the method by which the Contractor performs the required tasks. Under no circumstances shall the Government assign tasks to, or prepare work schedules for, individual Contractor employees. It shall be the responsibility of the Contractor to manage its employees and to guard against any actions that are of the nature of personal services or give the perception of personal services.

If the Contractor believes that any actions constitute, or are perceived to constitute personal services, it shall be the Contractor's responsibility to notify the Contracting Officer (CO) immediately. These services shall not be used to perform work of a policy, decision making, or management nature, i.e. inherently Government functions. All decisions relative to programs supported by the Contractor shall be the sole responsibility of the Government.

1.6 Period of Performance

The base contract term is one 12-month period with four 12-month option periods.

1.7 Place of Performance

The place of performance shall be at the Contractor's facility. Contract offices and staff shall be located within radius 30 miles from HUD Headquarters, preferably within reasonable walking distance of the Washington Metropolitan Transit System to provide for frequent monitoring by the COR/SCOR, auditors and the Office of Inspector General (OIG), etc. HUD requires the Contractor to maintain and protect the information from unauthored disclosure or loss.

1.8 Hours of Operation

The Contractor is responsible for providing services between the hours of 8:00 a.m. EST until 4:30 p.m. EST Monday thru Friday except for Federal holidays or when the Government facility is closed due to local or national emergencies, administrative closing, or similar Government directed facility closings. Weekly hours shall not exceed a forty (40) hour work week and a typical work day will be 8 hours each day Monday through Friday. The Government reserves the right to change hours of operation or restrict contractor access. Work outside of these daily hours is prohibited without Contracting Officer approval. Government agencies will not be available during scheduled holidays, inclement weather, weekends, and after duty hours. The Contractor shall at all times maintain an adequate workforce for the uninterrupted performance of all tasks defined within the contract when the Government facility is not closed for the above reasons. When hiring personnel, the Contractor shall keep in mind that the stability and continuity of the workforce is essential.

1.9 Special Qualifications

The Contractor shall ensure the following nationally recognized professional certifications are possessed and maintained during the entire contract period:

- Certified Public Accountant (CPA)
- Certified Information Systems Auditor (CISA)
- Certified Information Security Manager (CISM)

1.10 Post Award/Kickoff Conference

The Contractor shall attend any post award conference convened by the contracting activity or contract administration office in accordance with FAR Subpart 42.5. The Government intends to convene a Post Award Conference with the Contractor within ten business days after contract award. The Contracting Officer will notify the Contractor of the specific date, location, and agenda within five business days after contract award.

1.11 Status Meetings

The Contracting Officer, Contracting Officer Representative (COR), Sub-Contracting Officer Representative (SCOR) and other Government personnel, as appropriate may meet periodically with the Contractor to also review Contractor performance, requirement status, etc. At these meetings, the Contracting Officer will apprise the Contractor of how the Government views the Contractor's performance or progress of the requirement. The Contractor will apprise the Government of problems, if any, being experienced. Appropriate action shall be taken to resolve outstanding issues. These meetings shall be at no additional cost to the Government. Post Award Conference and subsequent meetings may be held via teleconference.

1.12 Contractor Travel

Prior to travel, the Contractor shall coordinate with and receive Government authorization from the COR/SCOR for all travel. Reimbursement of travel costs will be in accordance with the Federal Travel Regulation and in accordance with FAR 31.205-46. The Contractor shall travel using the lower cost mode transportation commensurate with the mission requirements. When necessary to use air travel, the Contractor shall use the tourist class, economy class or similar lodging accommodations to the extent they are available and commensurate with the mission requirements. HUD will not reimburse Contractor's local travel. Local travel is defined as travel within fifty (50) miles of Washington, DC. All other travel will be reimbursed on a cost reimbursable basis; no profit or fee will be paid.

1.13 Transition In

The Contractor shall, upon the Contracting Officer's written notice, furnish Transition-In services as required. As a successor, the Contractor shall have sufficient personnel on board during the 60-calendar days Transition-In period to ensure a smooth transition with the incumbent Contractor. The Contractor shall provide an orderly transition of work acceptance and accomplishment such that any impact to the program is minimized. During the Transition-In period, the Contractor shall become familiar with the requirements in order to commence full performance of services by the end of the contract Transition-In period. Transition-In is not required if the successor Contractor is the incumbent Contractor.

1.14 Transition Out

N/A

2 Definitions and Acronyms

2.1 Definitions

Assurance Statement - Federal Managers Financial Integrity Act (FMFIA) requires the agency to establish internal control and financial systems that provide reasonable assurance of achieving the three objectives of internal control, which are: (1) Effectiveness and efficiency of operations; (2) Compliance with regulations and applicable laws; and (3) Reliability of financial reporting. FMFIA requires the agency head to provide an annual Statement of Assurance on whether the agency has met these requirements.

Business/Work Days Every - Official work day of the week which are days between and including Monday to Friday. This does not include public holidays and weekends.

Calendar Day - Any Day of the week.

Contractor - A supplier or vendor awarded a contract to provide specific supplies or service to the Government. The term used in this contract refers to the prime.

Contracting Officer (CO) - A person with authority to enter into, administer, and/or terminate contracts and make related determinations and findings on behalf of the Government. Note: the only individual who can legally bind the Government.

Contracting Officer Representative (COR) - An individual designated by the Contracting Officer to assist in providing technical direction and monitoring performance under the contract.

Sub-Contracting Officer Representative (SCOR) - An employee of the U.S. Government appointed by the Contracting Officer to perform contract administration activities in regard to technical issues. This individual has authority to provide technical direction to the Contractor as long as direction is within the scope of the contract, does not constitute a change and has no funding implications. This individual does NOT have authority to change the terms and conditions of the contract.

Defective Service - A service output that does not meet the standard of performance associated with the Performance Work Statement.

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

Government Furnished Property (GFP) - Government-furnished property means property in the possession of, or directly acquired by, the Government and subsequently furnished to the Contractor for performance of a contract. Government-furnished property includes, but is not limited to, spares and property furnished for repair, maintenance, overhaul, or modification. Government-furnished property also includes contractor-acquired property if the contractor-acquired property is a deliverable under a cost contract when accepted by the Government for continued use under the contract.

Performance Requirements Summary (PRS) - A listing of the performance requirements under the contract that are to be evaluated by the Government on a regular basis, performance indicators for these requirements, performance standards for these requirements and surveillance methods to be used to determine if performance standards are met.

Performance Standard - The Contractor's performance level required by the Government.

Performance Work Statement (PWS) - A statement of work for performance-based acquisitions that describe the required results in clear, specific and objective terms with measurable outcomes.

Quality Assurance (QA) - Policies and procedures adopted by the Government to ensure that supplies and services acquired under Government contracts conform to the contracts quality requirements.

Quality Assurance Surveillance Plan (QASP) - A plan describing how the agency will survey, observe, test, sample, evaluate and document the Contractor's performance in meeting critical performance standards identified in the contract.

Quality Control (QC) - All necessary measures taken by the Contractor to assure that the quality of a product of service shall meet contract requirements.

Risk Management - A series of coordinated activities to direct and control challenges or threats to achieving an organizations goals and objectives.

Significant - A deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness yet important enough to merit attention by those charged with governance.

Statement of Assurance - The statement of assurance represents the Agency head's informed judgment as to the overall adequacy and effectiveness of internal control within the Agency related to operations, reporting, and compliance.

Subcontractor - Any person, other than the prime Contractor, who offers to furnish or furnishes any supplies, material, equipment, or services of any kind under a prime contract or a subcontract entered into in connection with such prime contract, and any person who offers to furnish or furnishes general supplies to the prime contractor or a higher tier subcontractor. The Government does not have privity of contract with a subcontractor.

2.2 Acronyms

AQL - Acceptable Quality Level

CAP - Corrective Action Plan

CIA - Certified Internal Auditor

CISA - Certified Information Systems Auditor

CISM - Certified Information Security Manager

CLIN - Contract Line Item Number

CO - Contracting Officer

COR - Contracting Officer Representative

CPA - Certified Public Accountant

ERM - Enterprise Risk Management

EST - Eastern Standard Time (U.S.)

FAR - Federal Acquisition Regulation

FFMIA - Federal Financial Management Improvement Act

FHA - Federal Housing Administration

FHASL - Federal Housing Administration Subsidiary Ledger

FISMA - Federal Information Security Modernization Act

FMFIA - Federal Managers Financial Integrity Act

GAAP - Generally Accepted Accounting Principles

GAO - U.S. General Accounting Office

GFP - Government Furnished Property

GPRA - Government Performance and Results Act

HSPD - Homeland Security Presidential Directive

HUD - U.S. Department of Housing and Urban Development

HUDAR - HUD Acquisition Regulation

ICOR - Internal Control Over Reporting

IG - Inspector General

OIG - Office of the Inspector General

IPIA - Improper Payments Information Act

NIST - National Institute of Standards and Technology

OMB - Office of Management and Budget

PIV - Personal Identity Verification

PM - Program Manager

PWP - Project Work Plan

PWS - Performance Work Statement

QA - Quality Assurance

QASP - Quality Assurance Surveillance Plan

QCP - Quality Control Plan

SCOR - Sub-Contracting Officer Representative

SFFAS - Statements of Federal Financial Accounting Concepts and Standards

SP - Special Publications

3 Government-Furnished Property and Services

The Contractor shall ensure accurate control and accountability of all Government-Furnished Property in accordance with the terms and conditions of this contract. The Government will furnish, at no cost to the Contractor, the GFP shown below.

3.1 Government Services

The Government will provide no services to the Contractor.

3.2 Facilities

The Government will provide no office spaces.

3.3 Equipment

The Government will not provide.

3.4 Materials

The Government will provide all materials necessary to perform the services stated within this PWS no later than 5 business days after the PIVing process for the Contractor is successfully completed. These materials include access to HUDs various analytical tools (see Section 1.3 Constraints).

Copies of required materials may be provided to the Contractor in hard copy or soft copy. All materials will remain the property of the Government and will be returned to the COR/SCOR upon request or at the end of the contract period.

3.5 Quality Assurance (QA)

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

4 Contractor-Furnished Items and Services

The Contractor shall furnish, all facilities, equipment, and supplies required to perform the work under this contract that are not listed under Government-Furnished Property and Services.

4.1 Facilities

N/A

4.2 Equipment

N/A

4.3 Material

N/A

4.4 Contractor Responsibilities

The Contractor shall only conduct business with designated Government personnel listed as points of contact (POCs). Names of authorized personnel shall be provided to the Contractor by the Government, in writing, and updated as necessary throughout the contract period.

U.S. Government records, copies of original results and reports, verified original data, corrected data and corrected supporting final reports which are maintained by the Contractor remain the property of the U.S. Government. These files/results must be surrendered to the COR/SCOR.

4.5 Contractor Personnel

The Contractor shall provide a Contract/Project Manager who shall be responsible for the performance of work. An alternate shall also be designated to act in the absence of the Contract/Project Manager. These Contractor personnel (main point of contact and alternate point of contact) are considered Key Personnel by the Government and shall be listed as such in accordance with HUDAR 2452.237-70, "Key Personnel. The Contract/Project Manager and alternate shall have full authority to act on all contact matters relating to daily operations of this contract. Accordingly, at a minimum, the points of contact shall have the technical knowledge of the requirement and be in the position to receive assignment, guidance, and direction from the COR/SCOR, PM and CO per HUDAR 2452.237-73, "Conduct of Work and Technical Guidance" and shall be allocated enough hours to the requirement to ensure successful performance.

These points of contact shall each be an employee of the Contractor. An employee of a subcontractor is not acceptable for either of these positions. The Contract/Project Manager or alternate shall be available between the hours of 8:00 a.m. EST until 4:30 p.m. EST Monday thru Friday, except Federal Holidays or when the Government facility is closed for administrative reasons.

4.6 Identification of Contractor Employees

All Contractor/subcontractor personnel shall wear company picture identification badges as to distinguish themselves from Government employees. When conversing with Government personnel during business meetings, over the telephone, or via electronic mail, Contractor/subcontractor personnel shall identify themselves as such to avoid situations arising where sensitive topics might be better discussed solely between Government employees. Contractors/subcontractors shall identify themselves on any attendance sheet or any coordination documents they may review. Electronic mail signature blocks shall identify their company affiliation. Where practicable, Contractor/subcontractors occupying collocated space with their Government program customer shall identify their work space area with their name and company affiliation, or at a minimum, "Contractor" after name.

4.7 Quality Control

The Contractor shall establish and maintain a complete quality control program that shall ensure services are performed in accordance with this contract. The Contractor shall develop and implement procedures to identify, prevent, and ensure non-reoccurrence of defective services.

The Contractor's quality control program is the means by which he assures himself that his work complies with the requirements of the contract. The Contractor shall provide the associated Quality Control Plan to the Government as directed.

4.7.1 Quality Control Plan

The Contractor shall develop, maintain, enforce, and document a Quality Control Plan (QCP).

The QCP shall ensure the Government receives the level of quality that is consistent with the requirements specified in this contract. The QCP shall be sufficiently detailed to provide the Contractor's methodology for identifying and recruiting qualified personnel. The QCP shall also provide the Contractor's methodology for resolving problems identified by the Government during reviews conducted in accordance with its Quality Assurance Surveillance Plan (QASP).

The QCP shall also provide the Contractor's methodology for establishing an internal feedback system for support personnel, and for resolving problems identified by that feedback system.

The QCP shall demonstrate and validate that the services or deliverables to be provided under the contract are completed with a level of quality that meets the minimum performance threshold established in the Government's QASP. The QCP shall address Quality Management Approach, Quality Assurance, Quality Control and Quality Standards. This is a no charge item.

5 Specific Tasks

5.1 Program Management

5.1.1 Project Work Plan (PWP)

No later than two (2) calendar weeks after the Post-award / Kick-off meeting, the Contractor shall submit a draft PWP to the COR via email and copying the HUD PM. The Contractor shall also submit the PWP annually. Upon receipt of COR/SCOR/PM comments, the Contractor shall incorporate the comments and suggestions and submit a final draft no later than five business days after receipt of comments. Subsequent updates shall be submitted no later than five business days after update. The PWP shall address all the requirements contained in this PWS and define a detailed plan and schedule for the entire program. The PWP shall also consist of a narrative description and a graphic summary of the program schedule and financial elements of the contract. The PWP shall include the following:

- Describe the planned deliverables schedule;
- Identify each step in the work process required for completing the contract work and the period needed to accomplish each step, expressed in terms of the calendar dates;
- Provide the staff, financial and other resources (including subcontractors) allocated to each task;
- Provide the rationale for project organization, staff utilization, and other resources allocated to each task or activity;
- Staffing plan; and
- A brief, factual summary description of actual progress against the PWP during the reporting period.

All final deliverables shall be uploaded to the established SharePoint website. A final PWP shall be provided to the COR/SCOR/PM within five calendar days after COR/SCOR/PM review of the draft PWP. Changes to the PWP shall be reviewed and accepted by the COR/SCOR/PM and the Contractors Project Manager prior to work beginning. Provisions shall be established to update the PWP at appropriate junctures, as directed by the COR/SCOR/PM.