

EXHIBIT C-3
WACO DC
SCOPE OF WORK

- 1. General:** Contractor is an expert in the planning and providing of security service. Except as outlined herein and in contractor's proposal all work and costs to achieve the desired results will be the responsibility of the contractor.
- 2. Goal:** The goal of the security plan is to protect the Exchange Waco Distribution Center's (WADC) physical resources by utilizing Guard Level I (Unarmed) services.
- 3. Force Protection (FPCON):** Force protection level and concurrent actions taken to assume the designated force protection posture will be decided upon by the Exchange' Chief of Staff or other designee in writing by the contracting officer. The force protection levels are as follows:
 - A. Force Protection NORMAL:** Applies when a global threat of possible terrorist activity exists and warrants a routine security posture. At a minimum, access control will be conducted at all DoD installations and facilities.
 - B. Force Protection Condition ALPHA:** This condition applies when there is a general threat of possible terrorist activity against personnel and facilities, the nature and extent of which are unpredictable, and circumstances do not justify full implementation of Force Protection Conditions BRAVO measures. The measures in this Force Protection Condition must be capable of being maintained indefinitely.
 - C. Force Protection Condition BRAVO:** This condition applies when an increased and more predictable threat of terrorist activity exists. The measures in this Force Protection Condition must be capable of being maintained for weeks without causing undue hardship, affecting operational capability, and aggravating relations with local authorities.
 - D. Force Protection Condition CHARLIE:** This condition applies when an incident occurs or intelligence is received indicating some form of terrorist action against personnel and facilities is imminent. Implementation of measures in this Force Protection Condition for more than a short period probably will create hardship and affect the peacetime activities of the unit and its personnel.
 - E. Force Protection Condition DELTA:** This condition applies in the immediate area where a terrorist attack has occurred or when intelligence has been received that terrorist action against a specific location or person is likely. Normally, this Force Protection Condition is declared as a localized condition.

Actions to enforce the above force protections levels may include but are not limited to the following:

EXHIBIT C-3
WACO DC
SCOPE OF WORK

a. Force Protection Normal:

- Mandatory valid building badge to enter building.
- Continual monitoring of facility security, fire and building automated systems.
- Limit access to the building – both vehicular and personnel.
- Secure (access points closed and locked) at personnel access point at prescribed times.
- Random checks of vendors and guest baggage and carried items at personnel access points in the General Merchandise Warehouse and Vehicle Control Gate (VCG).
- Maintain the Exchange parking rules by issuing tickets (the Exchange provides ticket books).
- Coordinate for towing of vehicles with the Exchange management (must approve) and commercial activity.
- Frequently inspect the exterior of buildings for suspicious packages or unauthorized personnel.
- Operate random patrols to check vehicles, people, and buildings.

b. Force Protection Alpha:

- Maintain Force Protection Normal standards.
- Mandatory valid building pass card swipe to enter building.
- Assure all vehicles, crates and trash containers remain at least 25 meters from buildings.
- Secure identified unoccupied rooms & storage areas.
- Random checks of vendors' items carried in and out of facilities.
- Assure the Exchange associate escorts all vendors and guests.
- Operate random patrols to check vehicles, people, and buildings.

c. Force Protection Bravo:

- Maintain Force Protection Alpha standards.
- Limit access points to the absolute minimum.
- 100% DoD ID Check (associates, DoD personnel, retirees).
- Allow only pre-identified (Written authorization) vendor access.
- 100% check of vendor and guest (with building pass) baggage and carried items.
- Contractor will inspect pre-approved deliveries before allowing access inside VCG.
- Erect barriers and other obstacles to control traffic flow if needed.

EXHIBIT C-3
WACO DC
SCOPE OF WORK

d. Force Protection Charlie:

- Maintain Force Protection Bravo standards.
- Building closed for normal business & deliveries.
- No parking of vehicles and equipment except in remote parking areas.
- Allow only essential commercial deliveries identified in writing.

e. Force Protection Delta:

- Maintain Force Protection Alpha, Bravo and Charlie standards.
- Identify all vehicles in installation outer perimeter operational or mission support areas.
- Search all vehicles from the remote delivery area and their contents before allowing entry
- Control access/implement positive ID of all personnel – No Exceptions!!!
- Search all suitcases, briefcases, packages, etc., brought into Waco Distribution Center
- Increase exterior building inspections of critical infrastructure and parking areas.

4. Physical Resources: The site to be protected is the Waco Distribution Center. Within this site are general office, retail, and corporate resources necessary to operate a global military retail operation.

A. Waco Distribution Center
1801 Exchange Pkwy
Waco, TX 76712

5. Human Resources: the Exchange associates as well as contractor personnel work at the WADC site. The WADC is open 24 hours a day, 365 days a year. There are up to 500 total personnel assigned to the WADC. Also reflected is an estimated volume of arriving individuals (the Exchange associates, contractors, visitors) for peak arrival times and days of the week.

	Force Protection Level				
Monday – Friday:	Normal	Alpha	Bravo	Charlie	Delta
Arrive: 0500 – 0900	60-75%	60-75%	60-75%	60-75%	60-75%
Depart: 1530 – 1700	60-75%	60-75%	60-75%	60-75%	60-75%
Arrive: 1300-1500	30-40%	30-40%	30-40%	30-40%	30-40%
Depart 2130 - 2330	30-40%	30-40%	30-40%	30-40%	30-40%

6. Location and Minimum Duty Requirements:

A. Vehicle Control Gate (VCG) leading into and out of the WADC will be manned twenty-

EXHIBIT C-3
WACO DC
SCOPE OF WORK

four (24) hours per day, seven (7) days a week. Additionally a guard will work the VCG Monday-Friday 0700-1700. Other gates will be manned at the direction of the Distribution Center Manager, (DCM) or Area Loss Prevention Manager. Entry and exit control desk located in the main WADC warehouse will be manned twenty-four (24) hours a day, 7 days a week or as directed by the DCM or the Area Loss Prevention Manager.

c. During periods of renovation or other special projects, other security gates may be established as needed.

d. The contractor will provide a roving patrol around the perimeter of WADC distribution facility, to include the parking areas located in the shipping and receiving areas of the WADC at least once per shift or more often as requested. The guard will conduct trailer/container checks, weekly fire inspections and other related duties at least once per shift or as directed by the DCM or the Area Loss Prevention Manager.

e. Guards will perform the following duties:

(1) Maintain constant surveillance of the vehicles entering and exiting gate, ensuring that only authorized vehicles are permitted.

(2) Direct personnel other than employees (vendors, visitors, etc.) to the personnel entrance.

(3) Maintain the vehicle in/out register.

(4) Control the entering and exiting of contract maintenance personnel by ensuring that they sign in and out of the complex and that no materials or equipment are removed without proper authorization.

(5) Monitor all security cameras as requested. All safety and security infractions will be immediately reported to the duty shift supervisor and Area Loss Prevention Manager.

(6) Utilize the emergency roster of key personnel when necessary for calls required after normal duty hours.

(7) Use emergency telephone numbers to contact the police, fire and rescue services when required.

(8) Control entrance and exit of the Exchange employees into WADC areas ensuring that they have proper identification. Deny entry to all unauthorized personnel.

(9) Maintain records pertaining to guard scheduling duties and pay.

(10) Submit all required reports at the end of the duty day or upon request.

EXHIBIT C-3
WACO DC
SCOPE OF WORK

(11) Conduct safety and security and fire inspections when directed by the Exchange and the WADC Directives.

(12) Maintain radio contact with the WADC Loss Prevention control desk at all times.

(13) Comply with and enforce all the Exchange directives and WADC Distribution Center Bulletin operating procedures (DCBs) and notify the WADC Loss Prevention shift leader or Area Loss Prevention Manager in all cases not covered by instructions.

(14) Protect all the Exchange issued equipment at all times and report any damage or loss immediately to the shift leader or WADC Area Loss Prevention Manager.

7. Existing Exchange Policies and Equipment:

- Waco DC has a level one security badge system. Contractor will have to account for badges distributed during the day.
- The Exchange has a closed circuit TV (CCTV) system.
- The Exchange has an existing parking ticket system.
- The Exchange has existing policies on associate behavior.
- The Exchange has Radio Communications Systems at the Waco Distribution Center.

8. Special Performance Requirements Duties:

In addition to other duties in this contract, contractor must also perform those listed below.

- Assist physically challenged the Exchange personnel and visitors as required.
- Must raise and lower flags daily (weather permitting).
- Monitor the Game well (security control box) and Silent Night fire security automated panels on a 24/7 basis.
- Monitor DSX door alarm automated system on a 24/7 basis.
- Provide mechanized transport for guards to be utilized for patrol, shift change, incident response and employee escort. Mechanized transport will be maintained by the contractor. (Golf Cart equipped with head lights, horn, spotlight and First Responder Kit)
- Assist with Safety issues pertaining to inclement weather (weather monitoring, delegate clearing of walkways using snow shovels or brooms as needed, distributing ice melt)
- Be a First Responder to emergency situations (first aid, CPR, AED) during all FPCON levels.
- Conduct Random Antiterrorism Measures (RAMS) as directed.
- Monitor, operate and respond to metal detection alarm activation on a 24/7 basis
- Monitor, operate and respond to Electronic Article Surveillance (EAS) alarm activation on a 24/7 basis.

EXHIBIT C-3
WACO DC
SCOPE OF WORK

- Contractor must designate one officer to have the role of Supervisor. This is typically a day shift officer.

9. Detailed Contractor's Security Plan: The contractor will develop and submit as part of their proposal a plan of how they will provide the protection envisioned by the Exchange and will be evaluated as part of the "Best Value" process. The plan of the selected contractor will be made a part of the contract (attachment to this Exhibit). Contractor's plan must follow the structure shown in Proposal Submission Instructions and Technical Evaluation Criteria.

10. Transition and Succession: The contractor shall have a transition and succession plan that demonstrates the capability to ensure a smooth transition with current contracts and/or successor contracts with a minimum of disruption to customer services. The transitions and succession period will be for 30 days. At the end of this contract, the Contractor may be required to continue performance to complete tasks issued prior to the effective date of any successor contract, unless terminated by the Contracting Officer. The contractor shall also be expected to provide on the job training with follow-on contractor(s) to ensure a smooth transition.

11. Contractor Personnel Requirements:

- a. A weekly written schedule must be provided to the Contracting Officer Representative at least seven (7) calendar days before the beginning of each workweek. Any changes must be coordinated with the Contracting Officer Representative.
- b. Contract Security personnel shall not perform any duty in excess of 12 hours to include Post-Associated Time (PAT) and must have at least 8 hours rest between shifts. PAT is defined as time required equipment issue and turn in, pre-and post-shift briefings. The consumption of alcoholic beverages or other substances that would impair/alter judgment or performance during the 8-hour period prior to a scheduled shift is prohibited.
- c. The Contractor must provide required shift relief for employees during meals and scheduled breaks as required by state and local law.
- d. Contractor Furnished Items

(1)Mechanized Transport- Mechanized transport will be maintained by the contractor.
(Golf Cart equipped with head lights, horn, spotlight and First Responder Kit)

(2) Uniforms - The Contractor shall provide standard security guard uniforms as appropriate for use by the security guards in accordance with commercial standards. The uniform shall be identical at all locations distinct from and must not mirror any United States military uniforms. Uniform and patch must meet government approval

EXHIBIT C-3
WACO DC
SCOPE OF WORK

prior to purchase. Provide uniform clothing and footwear for use during inclement weather. All seasonal uniforms will be identical, except for items that identify rank or position. All security guards on duty will wear uniform seasonal clothing, shoes, and equipment. Vehicle inspection posts may require specialized uniforms (i.e. overalls).

(3) Badges - the Exchange shall provide Contract personnel identification badges to wear while on duty. The badges must be able to withstand inclement weather. Badges shall contain a personnel picture, name of employee and Contractor's company name. Contractor badges that are provided by the local installation and contain the above information will fulfill this requirement. Badges shall be worn in a uniform manner on the outermost garment in full view above the waist.

(4) Miscellaneous Equipment. Unless specifically stated otherwise, each item of guard uniforms, equipment, and associated items are to be provided on a 1:1 basis: if there are 100 guards at Base X, then contractor will provide 100 uniforms, vests, etc.

(5) Flashlight – For each security guard working during the hours of darkness or reduced visibility.

(6) Reflective Vest– For each security guard working during the hours of darkness or reduced visibility.

(7) Contract security personnel shall not carry a concealed weapon on his/her person even if they are licensed to do so off the installation.

e. Security:

(1) Pass and Identification Items - The Contractor shall ensure the appropriate pass and identification items required for contract performance are obtained for employees and non-government owned vehicles as applicable:

(2) Retrieving Identification Media - The Contractor shall retrieve and return to host unit, all identification media, including vehicle decals, building access badges, etc., from their contract employees that depart for any reason before the contract expires and upon termination of the contract.

(3) Listing of Employees - The Contractor shall maintain a current listing of employees. The list shall include employee's name, social security number (last 5 digits), and date of birth and level of security clearance (if applicable). The list shall be validated and signed by a company management official and provided to the Facility Manager or Contracting Officer Representative prior to the contract start date. Updated listings shall be provided when any employee's status or information changes.

EXHIBIT C-3
WACO DC
SCOPE OF WORK

- (4) Reporting Requirements - The Contractor shall report to the Facility Manager or Contracting Officer Representative any information or circumstances of which they are aware may pose a threat to the security and/or safety of DoD personnel, contractor personnel, resources, and classified or unclassified defense information.
- (5) Testifying Responsibility – Contractor is required to fully cooperate if called upon to testify or submit a statement in a court-martial or any related court or legal proceeding. Contractor employees called upon to testify will do so in duty status.
- (6) Physical Security - Areas controlled by contract employees shall comply with installation Operations Plans/instructions for Force Protection Condition procedures, Random Antiterrorism Measures (RAMS) and local search/identification requirements. The Contractor shall safeguard all government property.
- (7) The Contractor shall adhere to local procedures for entry to areas where contractor personnel will work.
- f. Standards of Appearance – Employees' appearance shall be neat, fit, well groomed, and present a professional image as reasonably expected by the public served and in good taste. Contract guard will wear uniform work clothing with Contractor insignia clearly displayed on outer uniform garment, above the waist. Unauthorized insignia or accoutrements will not be worn with or on uniform work clothing. Uniform work clothing will be clean and in well-pressed condition at all times. The Contractor may coordinate with the Facility Manager to determine what presents a professional image as reasonably expected by the public served or what constitutes good taste.
- g. Pre-performance Training and Job Knowledge – Contractor provides all pre-performance training and associated expenses. A reasonable degree of proficiency and knowledge of the associated security guard skills in support of this contact is required. State required training must be performed by a state certified trainer. Contractor shall provide the Exchange COR a copy of all contract guard training records/certifications.
- h. Contract Guard Qualifications – Contractor will ensure that as a minimum all guards meet the following qualifications:
- (1) Civilian or military law enforcement/security experience preferred.
 - (2) Have at least one year of experience.
 - (3) Be a citizen of the United States.
 - (4) Be at least 21 years of age.

EXHIBIT C-3
WACO DC
SCOPE OF WORK

- (5) Speak, read, write and understand English.
- (6) Must be drug free and remain drug free for the duration of the contract.
- (7) Have knowledge of procedures on use of wire and radio communications and report writing.
- (8) Persons who are prohibited by 18 U.S.C. 922(g) from possessing firearms will not be considered for employment under this contract, including those who have a felony conviction, any evidence of sex offense conviction as described in state and federal criminal codes, probation or parole for serious offenses or other credible evidence of current or past criminal misconduct including misdemeanor or felony conviction of domestic violence. Personnel currently employed who are formally charged with a criminal act (to include domestic abuse) shall be suspended from work pending the outcome of such charges. Contractor will also not use any individual for performance of an Exchange contract who:
- Has been convicted in a military court martial proceeding.
 - Is under charges involving dishonesty or fraud.
 - Was previously separated from the Exchange for cause, unsatisfactory performance, and abandonment of position or disqualification.
 - Has been discharged from the military service under other than honorable conditions (**DD 214**).
- (9) Contract personnel must be a high school graduate or possess a Graduate Equivalency Degree (GED) equivalent.
- (10) Mental demands - Contract security personnel must be mentally alert at all times and capable of taking prompt efficient action to mitigate emergency situations such as fire, attempted theft, espionage, sabotage and other acts detrimental to safeguarding Government personnel and property. Individual may come into daily contact with military and civilian personnel of various ranks/positions and must use tact and good judgment in their actions.
- (11) Physical Demands – Contract employees are expected to be physically able to perform the following functions in the performance of their assigned duties: frequent and prolonged walking, standing, sitting, and stooping; occasional running and or sprinting. They must be able to lift up to 50 pounds and administer self aid and buddy care as defined by AFI 36-2238 and AFH 36-2218 Volumes 1 and 2 (these documents can be found online). The Contractor employees shall be capable of performing all duties without regard to any physical limitations that would preclude full performance of duty.

EXHIBIT C-3
WACO DC
SCOPE OF WORK

Physical stamina in all of its forms (endurance, temperature/climate, etc.) is a basic requirement of this position. Individuals not meeting the physical requirements of their assigned position will be removed from the task order upon the Contracting Officer request.

- (12) Drug Screening – Initial drug test is required, with drug test results verified prior to employment. Once employed, contract personnel are subject to random drug screening at all times. The Contractor is responsible for all associated costs of drug screening for contract employees. The Contractor shall submit quarterly drug screening procedure and results to the Facility Manager.

12. Special Provisions:

Permanent Removal of Guard Personnel: (a) the Exchange reserves the right to permanently exclude any individual from performance under this contract for any reason whose performance does not meet standards or fails to pass a security check. Such failure includes, but is not limited to, falsifying reports or statements; loss, destruction, or irresponsible use of government equipment; or other criteria identified in this SOW. When so instructed, the Contractor shall remove such individual in accordance with the Contracting Officer's instructions.

The Contracting Officer or Contracting Officer Representative may immediately direct the contractor to remove any individual from duty who poses an imminent threat to safety of personnel or Government resources. Removal of guard personnel does not relieve the contractor of any performance requirements or create an entitlement to an equitable adjustment. Permanent removal of guard personnel does not relieve the Contractor of any performance requirements or create an entitlement to an equitable adjustment. The Contractor shall not, without the Contracting Officer's consent, reinstate on this contract any employee who has been permanently removed.

- (1) Program Management - The Contractor shall provide a description of the program management process for central management, liaison and communication between the Contractor and the Exchange.
- (2) Employment Security Screening – Prior to employment the following background checks will be conducted for all contractor personnel performing services under this contract. Further, all Contractor personnel are subject to periodic background checks throughout the duration of the contract, at the discretion of the Exchange.

The Contractor shall perform and provide a pre-employment background check on each individual to the extent required in the state of Texas. Investigations shall include, at a minimum, employment history, verification checks of conviction records, credit check, driving record, and possession of a valid driver's license. The contractor

EXHIBIT C-3
WACO DC
SCOPE OF WORK

is responsible for pre-employment background investigation costs. The contractor will provide their report to the Contracting Officer Representative.

- (3) After a preliminary review/evaluation/candidate endorsement, the Contractor shall provide the Contracting Officer Representative the name of each recommended prospective guard candidate. The Exchange reserves the right to perform a National Crime Information Center (NCIC) check on any prospective Contractor on-site employee. If NCIC results indicate an individual does not meet National Agency Check (NAC) requirements, the Exchange reserves the right to require removal under Specifications paragraph 10 (<http://www.fas.org/sgp/spb/bginvest.html>). Nevertheless, the Contractor may temporarily assign a potential employee pending a favorable NAC report if the Contractor has submitted all required information to the Exchange and there is no known disqualifying information.

//////////////////////////////////////**LAST ITEM**//////////////////////////////////////