

PERFORMANCE WORK STATEMENT (PWS)
TORFQ 2015 P-1
Programmatic Support for the Fixed Wing Project Office

1.0 MISSION OBJECTIVE: The Fixed Wing Project Office (FWPO) provides centralized life-cycle management of the Army's fleet of existing and emerging Fixed Wing aircraft to include such systems as C-12, RC-12, UC-35, C-20, C-26, C-37, EO-5, MARSS, EMARSS, Fixed Wing Utility Aircraft (FUA), and other Quick Reaction Capability (QRC) Aircraft, . These Fixed Wing assets support the Army's transportation requirements at the Cabinet level down to and including all levels of the warfighting capability. The FWPO is responsible for the management of active and retired aircraft in the fleet. The sustainment of these aircraft includes the acquisition of aircraft Life Cycle Contractor Support (LCCS). Integral to the acquisition of LCCS is the continuous monitoring, update, and analysis of vital programmatic and logistical issues related to the operational readiness, cost, and maintenance/sustainment of the Army's Fixed Wing aircraft.

This task order is to provide programmatic support services to the FWPO. This support will ensure program compliance with regulations in addition to providing other comprehensive project management support defined in the specific tasks outlined in paragraph 2.0 of this PWS.

2.0 PERFORMANCE REQUIREMENTS: The requirements of this PWS are to provide programmatic support services to the FWPO:

2.1 The contractor shall provide all supervision, labor, incidental materials and other services necessary to perform programmatic support services to the FWPO to provide support in collecting, analyzing, documenting, reviewing and coordinating programmatic requirements for each of the aircraft managed by the FWPO. The contractor shall: (1) research, plan, establish, and recommend procedures to implement and programmatic functions to meet program requirements. (2) Develop and monitor program schedules. (3) Provide input for program budget development. (4) Interface/coordinate with AMCOM/PEO, other DA agencies and contractors. (5) Conduct market research, provide programmatic input for the assembly of procurement packages, and provide programmatic expertise for source selections. (6) Provide support to FWPO personnel, who ensure Fixed Wing LCCS contractor adherence/compliance to all applicable laws, and regulations in the performance of FWPO LCCS contracts. (7) Provide input in program review meetings to evaluate progress and make recommendations. (8) Coordinate In-Process Review (IPR) preparation and documentation. (9) Provide programmatic input for correspondence, draft briefing charts, Army memorandums to other agencies, briefings, slides, brochures and charts in support of the FWPO.

The contractor shall provide support for all Product Directors and Assistant Product Managers (APMs) within the FWPO. This shall include supporting deployments and any

other worldwide requirements. The contractor shall provide overall management of the Task Order.

The contractor shall perform the requirements of this PWS on-site at the FWPO located at, or near, Redstone Arsenal, Alabama. (EXPRESS Programmatic Statement of Work paragraph(s) 2.0, 3.2, 3.3, 3.4)

2.2 The contractor shall provide support for Fixed Wing Non-Developmental Items (NDIs), Commercial Off-the Shelf (COTs) and other acquisition streamlining initiatives.

The contractor shall provide input, advice and recommendations to special teams formed to provide expeditious resolution of programmatic problems.

The contractor shall perform services at U.S. Government facilities (on-site, reference paragraph 2.1 above) within the Continental United States (CONUS) or outside the Continental United States (OCONUS) during TDY (reference paragraph 3.0 below). (EXPRESS Programmatic Statement of Work paragraph(s) 2.0)

2.3 The contractor shall perform and conduct research efforts and provide recommendations for Fixed Wing resource management data collection, analysis and recommendations for resource management initiatives. (EXPRESS Programmatic Statement of Work paragraph(s) 3.1)

2.4 The contractor shall provide input and recommendations for Fixed Wing cost estimating and/or budget activities inclusive of all program life cycle phases, in accordance with (IAW) applicable DoD Directives, Army regulations and policies. The contractor shall perform the following tasks:

- a. Independent Cost Analyses.
- b. Program Office Estimates (POEs).
- c. Cost Analysis Requirement Description (CARD).
- d. Analysis of Alternatives (AoA).
- e. Perform cost estimating activities in support of the following:
 - (1) Cost/acquisition teams.
 - (2) Source Selection Evaluation Boards.
 - (3) Army acquisition process, to include Operating and Support (O&S) and Life Cycle Cost/Total Ownership cost activities.

f. Operations research analysis in support of cost effectiveness related studies, such as Milestone Reviews.

g. O&S Cost Reduction Analysis.

h. Cost Risk Evaluation.

i. Technical Risk Evaluation.

j. Cost Estimating Relationships Methodologies.

k. Budget Preparation Support.

l. The contractor shall perform programmatic and cost analyses to include conducting reviews and developing and maintaining documentation for Fixed Wing aircraft activities. These activities include scheduled and unscheduled inspection and maintenance, such as engine, propeller and landing gear overhauls, Aircraft Condition Inspections (ACI), Hot Section Inspections (HSI), corrosion inspections, Over and Above (O&A) repairs, RESET and other activities such as avionic upgrades, disposition of Government Furnished Equipment (GFE) and aircraft spares, and aircraft retirements (EXPRESS Programmatic Statement of Work paragraph(s) 3.2)

2.5 The contractor shall perform and/or provide input and recommendations in the following Fixed Wing schedule development/assessment activities:

a. Develop recommended program schedules.

b. Assess planned (Government and contractor) schedules against schedule databases.

c. Conduct risk assessments on both contractor and Government schedules.

d. Modify, develop and maintain software programs for the development, maintenance and recurring assessment of schedules.

e. Develop and provide advice for schedule assessment techniques.

f. Evaluate COTS software scheduling/assignment tools.

g. The contractor shall provide the oversight and coordination necessary to ensure production and maintenance schedules are met for various Army Fixed Wing production and LCCS contracts . This coordination requires interface with Army Contracting Command - Redstone, HQDA, The Army National Guard Bureau, the Army Aviation Center, several contractors and various other civilian and Government agencies. (EXPRESS Programmatic Statement of Work paragraph(s) 3.3)

2.6 The contractor shall provide program management support and recommendations for Fixed Wing life cycle performance requirements. The support shall include analysis and integration of data from the programmatic, engineering, test and evaluation, configuration and data management, and logistics functions, and synthesis of data to present project status, long range plans and program accomplishments in relation to program objectives, budgetary constraints, schedules and technical requirements. The contractor shall perform the following tasks:

a. Competition/dual source/production split methodology analysis and planning/breakout recommendations.

b. Recommendations on acquisition strategy analysis and planning.

c. Input and recommendations for the development/execution of the Business Plan Processes/Business Plan and Strategic Plans.

d. Input, recommendations and preparation in draft format of comprehensive plans/documents IAW the DoD 5000 series and all acquisition streamlining reform initiatives to include:

(1) Market Research/Analysis and Market Survey/Analysis.

(2) Mission Need Statement.

(3) Operational Requirements Document

(4) Concept Formulation Process:

(a) Trade-off analysis

(b) Trade-off determination

(c) Best technical approach

(d) Analysis of alternatives

(e) Cost as an independent variable

(5) Modified Integrated Program Summary.

(6) Acquisition Plan.

(7) Test and Evaluation Master Plans.

(8) Operational Test and Evaluation Report.

(9) Acquisition Decision Memoranda.

(10) Selection Acquisition Reports

- (11) Defense Acquisition Executive Summary.
- (12) Environmental Assessment (EA) and Environmental Impact Statements.
- (13) Manpower Estimate Report (MER).
- (14) Manpower Personnel Integration (MANPRINT) Documentation.
- (15) Material Transfer Plan.

e. Preparation and input for conferences, meetings and program reviews to include: Congressional Reviews, In Process Reviews (IPR), Overarching Integrated Product Teams (OIPT), Army Systems Acquisition Review Council (ASARC) Joint Systems Acquisition Review Council (JSARC) and Defense Acquisition Board (DAB) reviews (such as: development and update of Integrated Program Summary; development of an integrated DAB plan with schedules, action items and reference material; and support in preparation of IPR, ASARC, JSARC or DAB briefings).

f. Provide input, advice and recommendations to Integrated Product Teams (IPT).

g. Analysis of the management of program execution.

h. Affordability analysis and planning recommendations.

i. Transition to production analysis and planning recommendations.

j. System Integration Support. This support shall include integration of all program level activities such as: program management, costing, review and analysis, financial management, contract development, systems engineering, engineering, production management, logistics, product assurance, configuration management, modeling and simulation, scheduling, testing and software management. The contractor shall be capable of evaluating contractor and Government documentation, developing recommended Government positions and accomplishing any program level activities. Examples of system integration include: Preliminary Design Review (PDR), Critical Design Review (CDR), milestones reviews, program reviews, new program development, program strategy development and program execution management.

k. The Contractor shall attend conferences and provide briefing support, attend meetings, maintain and distribute conference materials and/or minutes. The contractor may attend conferences to gather information that directly impacts the efficiency and efficacy of the FWPO's mission or to provide information to conference attendees. The contractor shall be reimbursed for the cost for participation in meetings/seminars, and conferences necessary to perform unique Fixed Wing missions. The contractor shall submit a report NLT 5 work days after attendance of meetings/conferences/seminars.

1. The contractor shall attend Government mandated training for PC End Users to maintain currency with software tools and applications, and reporting and program implementation processes utilized by DoD, Department of the Army, Aviation and Missile Command and the FWPO. The contractor may also be required to attend training or recertification courses when the Government deems certification in processes/disciplines is required to accomplish the PWS. (EXPRESS Programmatic Statement of Work paragraph(s) 3.4)

2.7 The contractor shall conduct and document broad-base analyses, facilitation and assessment of Fixed Wing acquisition programs to support organizational planning and development to include:

- a. Affordable acquisition approach.
- b. Acquisition streamlining and reform.
- c. Integrated Product and Process Management (IPPM). (EXPRESS Programmatic Statement of Work paragraph(s) 3.5)

2.8 The contractor shall provide security assistance program support as follows:

- a. Facilitate programmatic interface among the intelligence community, the U.S. research and development community, and other organizations working on foreign built aviation system support programs to ensure information transfers.
- b. Provide input, advice, and recommendations for the development and analyses of future security assistance programs to ensure that program requirements are adequately planned, evaluated, presented, implemented, and supported in a cost effective and timely manner. (EXPRESS Programmatic Statement of Work paragraph(s) 3.7)

2.9 The contractor shall perform the following operations research and systems analyses for Fixed Wing programs:

- a. Perform operational deployment and employment analysis, utilizing appropriate methodology of the specific type of problem being investigated.
- b. Perform operational effectiveness and operational performance analyses utilizing Government approved simulation models, threat data, deployments and employment of rules of engagement.
- c. Verify and validate new and existing programmatic models and simulations, to include conceptual tactical effectiveness analyses and investigations.
- d. Update, modify, maintain and develop programmatic software. (EXPRESS Programmatic Statement of Work paragraph(s) 3.8)

3.0 **TRAVEL:** Travel may be required in performance of this PWS. The contractor must receive approval from the COR prior to performing any travel. A trip report is required IAW CDRL A006.

4.0 **SECURITY:** The contractor shall provide security at a level necessary to meet the requirements of the tasks requested. The contractor's work shall not be above a classification of SECRET. Contract personnel shall retain a SECRET level clearance for the duration of the task order. The contractor shall require access and an account for use of the SIPRNET on Redstone Arsenal, Alabama. The contractor shall have the responsibility in and around Redstone Arsenal, Alabama to perform courier duties from Government to Government offices.

4.1 The contractor shall comply with the requirements of the DOD Contract Security Classification Specification (DD Form 254). The contractor shall maintain a SECRET facility clearance and have a sufficient number of employees with a Personnel Security Clearance at the SECRET level, to meet the requirements of the SOW. Some contractor personnel shall require access to Communications Security (COMSEC) Information; For Official Use Only Information (FOUO); and Secure Internet Protocol Router Network (SIPRNET).

4.2 The Contractor shall submit completed clearance packages within ten (10) calendar days of identification of any increased security requirements. As specified herein, certain Contractor personnel shall possess, and maintain, at a minimum, a SECRET clearance unless otherwise specified

4.3 **AT Level I Training (general).** All contractor employees, including identified subcontractor employees, working in CONUS shall complete AT Level I awareness training within 90 days calendar after contract start date or effective date of incorporation of this requirement whichever is first. The contractor shall maintain certifications of completion for inspection purposes. AT Level I training is available at <https://atlevel1.dtic.mil/at>.

4.4 **AT Awareness Training for Contractor Personnel Traveling Overseas.** All contractor employees, including subcontractor employees required to travel overseas as a condition of this contract will receive Government provided AT awareness training specific to the destination countries. Additionally, all contractor employees, including subcontractor employees stationed or deployed in OCONUS contingency operations areas or designated combat zones will receive Government provided AT awareness training specific to the area of responsibility (AOR) at their overseas location. Specific AOR training content is directed by the combatant commander, with the unit Antiterrorism Officer (ATO) being the local point of contact.

4.5 **Access to General Protection/Security Policies and Procedures.** All contractor employees, including subcontractor employees stationed or assigned on a Government facility shall comply with applicable installation, facility, and area commander installation and facility access and local security policies and

procedures (provided by the Government representative). The contractor workforce must comply with all personal identification verification requirements as directed by DoD, HQDA, and/or local policy. In addition to the changes otherwise authorized by the changes clause in this contract, should the Force Protection Condition (FPCON) at any individual facility or installation change, the Government may require changes in contractor security matters or processes. All contractors stationed or deployed in OCONUS contingency operations areas or designated combat zones shall, upon request, provide all information required for background checks to meet installation access requirements to be accomplished by authorized Government personnel.

4.6 Contractors Authorized to Accompany the Force. DFARS Clause 252.225-7040, Contractor Personnel Authorized to Accompany U.S. Armed Forces Deployed Outside the United States. The clause shall be used in solicitations and contracts that authorize contractor personnel to accompany U.S. Armed Forces deployed outside the United States in contingency operations, humanitarian or peacekeeping operations, or other military operations or exercises, when designated by the combatant commander. The clause discusses the following AT/OPSEC–related topics: required compliance with laws and regulations, pre-deployment requirements, required training (per combatant command guidance), and personnel data required.

4.7 Contract Requiring Performance or Delivery in a Foreign Country. DFARS Clause 252.225-7043, Antiterrorism/Force Protection for Defense Contractors Outside the United States. The clause shall be used in solicitations and contracts that require performance or delivery in a foreign country. This clause applies to both contingencies and non-contingency support. The key AT requirement is for nonlocal national contractor personnel to comply with theater clearance requirements and allows the combatant commander to exercise oversight to ensure the contractor’s compliance with combatant commander and subordinate task force commander policies and directives.

5.0 GOVERNMENT FURNISHED PROPERTY/MATERIALS: In order to accomplish the efforts described in this task order, the contractor will be provided access to the data and Government files related to the FWPO. This effort shall be performed on site on and around Redstone Arsenal, Alabama. Contractor personnel located on site will be provided with Government furnished office workspace, furniture, and information technology equipment (computers, printers, copiers, fax, phone), similar to that provided Government employees. Wireless devices will be provided to the contractor for the performance of this task order.

6.0 DELIVERABLES: Data provided shall be delivered as follows:

6.1 A Contractor’s Progress, Status and Management Report shall be submitted IAW CDRL A003, Data Item Number DI-MGMT-80227.

6.2 A Contractor's Report, Record of Meetings/Minutes shall be submitted IAW CDRL A006, Data Item Number DI-ADMN-81505.

7.0 ACCOUNTING FOR CONTRACTOR SUPPORT: The contractor shall report ALL contractor labor hours (including subcontractor labor hours) required for performance of services provided under this task order for the Fixed Wing Project Office via a secure data collection site. The contractor is required to completely fill in all required data fields using the following web address: <http://www.ecmra.mil/>, and then click on "Department of the Army CMRA" or the icon of the DoD organization that is receiving or benefitting from the contracted services.

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, beginning with 2013. Contractors may direct questions to the help desk by clicking on "Send an email" which is located under the Help Resources ribbon on the right side of the login page of the applicable Service/Component's CMR website.

8.0 PERFORMANCE OBJECTIVES/METRICS:

8.1 This performance-based service task order incorporates the following performance objectives: (1) Delivery of high quality technical performance; (2) Adherence to TO schedule, milestone, and delivery requirements; and (3) Efficient and effective control of labor resources. It is the contractor's responsibility to employ the necessary resources to ensure accomplishment of these objectives. The Government's assessment of the contractor's performance in achieving these objectives will utilize the standards, acceptable quality levels, surveillance methods, and performance incentives described in the Performance Requirements Summary matrix set forth in Appendix A. The performance incentives will be implemented via the Government's past performance assessment conducted in accordance with Part 42 of the Federal Acquisition Regulation (FAR), as applicable, and the "Task Order Performance" criteria of the annual award term evaluation, Basic BPA provision 45.

8.2. The performance objectives, standards, and acceptable quality levels shall be applied on a TO basis with performance incentives to be implemented on an annual basis. The Government will conduct informal interim counseling sessions with the contractor's Program/TO Manager to identify any active TO performance that is not meeting the acceptable quality levels. These sessions will be conducted at least on a quarterly basis in order to provide the contractor a fair opportunity to improve its performance level.

8.3 The Control of Labor Resources criteria will be reflected under the "Cost" category of the performance assessment. Although the criteria of Business Relations and Management of Key Personnel are not specifically included in the Performance Requirements Summary Matrix, the overall performance assessment will continue to include these criteria.

8.4. The contractor will be notified, in writing, of the Government's determination of its performance level for each performance objective including all instances where the contractor failed to meet the acceptable quality level.

APPENDIX A

PERFORMANCE REQUIREMENTS SUMMARY MATRIX

PERFORMANCE OBJECTIVE	PERFORMANCE STANDARD	ACCEPTABLE QUALITY LEVEL (AQL)	METHOD OF SURVEILLANCE	PERFORMANCE INCENTIVE
<p>High Quality Technical Performance</p>	<p>TO requirements met with little rework/re-performance required and with few minor and no significant problems encountered</p> <p><i>Performance meets all technical and functional requirements, and is highly responsive to changes in technical direction and/or the technical support environment</i></p> <p><i>Assessments, evaluations, analyses, recommendations, and related input are thorough, reliable, highly relevant to TO requirements, and consist of substantial depth and breadth of subject matter</i></p> <p><i>Deliverable reports contain all required data and meet all applicable CDRL requirements</i></p>	<p>Contractor delivery of products and/or services meets all TO requirements. Performance occurs with no required re-performance/rework at least 80% of time. Problems that are encountered are minor and resolved in a satisfactory manner.</p>	<p>Routine Inspection of Deliverable Products/Services</p>	<p>Assignment of performance rating for QUALITY criteria:</p> <p><u>EXCEPTIONAL</u> <i>Performance and deliverables meet all and exceed many TO requirements. Performance delivered with no required re-performance/rework at least 95% of time; problems that are encountered are minor and resolved in a highly effective manner.</i></p> <p><u>VERY GOOD</u> <i>Performance and deliverables meet all and exceed some TO requirements. Performance delivered with no required re-performance/rework at least 90% of time; problems that are encountered are minor and resolved in an effective manner.</i></p> <p><u>SATISFACTORY</u> <i>Performance and deliverables meet all TO requirements. Performance delivered with no re-performance/rework at least 80% of time; problems that are encountered are minor and resolved in a satisfactory manner.</i></p> <p><u>MARGINAL</u> <i>Some TO requirements not met and/or performance delivered with re-performance/rework required more than 20% of time. Problems encountered were resolved in a less than satisfactory manner.</i></p> <p><u>UNSATISFACTORY</u> <i>Many TO requirements not met. Numerous re-performances/rework required. Substantial problems were encountered and inadequate corrective actions employed.</i></p>

<p>Adherence to Schedule</p>	<p>TO milestones, periods of performance, and/or data submission dates are met or exceeded</p>	<p>Contractor meets TO delivery requirements at least 80% of the time (excluding gov't caused delays)</p>	<p>Routine Inspection of Deliverable Products/Services</p>	<p>Assignment of performance rating for SCHEDULE criteria:</p> <p><u>EXCEPTIONAL</u> TO milestones/ performance dates met or exceeded at least 100% of time (excluding government caused delays)</p> <p><u>VERY GOOD</u> TO milestones/ performance dates met or exceeded at least 90% of time (excluding government caused delays)</p> <p><u>SATISFACTORY</u> TO milestones/ performance dates met or exceeded at least 80% of time (excluding government caused delays)</p> <p><u>MARGINAL</u> TO milestones/ performance dates met less than 80% of time (excluding government caused delays)</p> <p><u>UNSATISFACTORY</u> TO schedule/performance dates met less than 70% of time</p>
<p>Control of Labor Resources</p>	<p>Contract labor mix is controlled in efficient and effective manner</p>	<p>Actual TO labor resource mix is maintained within 20% of originally awarded TO resource mix</p>	<p>Routine Inspection of TO Performance, Performance/Cost Reports, Payment Invoices</p>	<p>Assignment of performance rating for COST CONTROL criteria:</p> <p><u>EXCEPTIONAL</u> Actual TO resource mix maintained within 10% of originally awarded TO resource mix</p> <p><u>VERY GOOD</u> Actual TO resource mix maintained within 15% of originally awarded TO resource mix</p> <p><u>SATISFACTORY</u> Actual TO resource mix maintained within 20% of originally awarded TO resource mix</p> <p><u>MARGINAL</u> Actual TO resource mix maintained within 25% of originally awarded TO resource mix</p> <p><u>UNSATISFACTORY</u> Actual TO resource mix exceeds 25% of originally awarded TO resource mix</p>