PERFORMANCE-BASED WORK STATEMENT (PWS)

FOR

THE AIR FORCE NUCLEAR WEAPONS CENTER AND THE INTERCONTINENTAL BALLISTIC MISSILE SYSTEMS DIRECTORATE COST ESTIMATING, COMMITMENT/OBLIGATION/EXPENDITURE RECONCILIATION, PROGRAM CONTROL, AND TRAINING SUPPORT SERVICES
Performance Work Statement

Cost Estimating, Commitment/Obligation/Expenditure (C/O/E) Reconciliation, Program Control, and Training Support Services for the Air Force Nuclear Weapons Center (NWC) and Intercontinental Ballistic Missile Systems Directorate (ICBMSD)

1.0 SCOPE AND BACKGROUND

1.1 ICBMSD develops, acquires, and supports nuclear weapons systems, such as the silo-based ICBMs, and provides program direction and logistics support as the single face to the customer. ICBMSD executes between $700M to $4B of direct budgets in appropriations 3020, 3400, and 3600. ICBMSD Program Offices are divided up between Ground Systems, Flight Systems, and Future Systems with multiple programs under each; Ground Mechanical/Trainers/ATE, Ground Electrical Systems, Ground Systems Engineering, Flight Guidance, Flight Propulsion, Flight RS/RV, Flight Guidance Engineering, Flight Propulsion Engineering, Flight RS/RV, Futures Fuze, Futures Capabilities, and Future Systems Engineering. ICBMSD also provide contract cost and reconciliation support to NWC programs at Kirtland Air Force Base.

1.2 ICBMSD provides Cost Estimating, Commitment/Obligation/Expenditure (C/O/E) Reconciliation, Program Control (Budget, Earned Value (EV) Analysis, Acquisition Support and Schedule Management), and Training Support Services for all NWC/ICBMSD Programs.

1.3 The goal of this effort is to develop, maintain, and preserve credible program cost estimates, integrate engineering designs with the program and system cost estimates, support budget requirements and justification activities, perform EV analysis, support acquisition reporting, and schedule management analysis. Specifically, tasks will include performing cost benefit analyses, sufficiency reviews of prime contractor’s Rough Order of Magnitude (ROM) estimates, evaluating cost proposals, should/will-cost studies, supporting budget requests and excursions (“what-if” drills), EV analysis, and schedule management analysis. The scope of this effort is the following:

1. Cost Estimating
   a. Cost Estimates
   b. Cost-related Research
2. C/O/E Reconciliation
3. Program Control Support
   a. Budget
   b. EV Analysis
   c. Acquisition Support
   d. Schedule Management
4. Training
2.0 **REFERENCE DOCUMENTS**
Most documents described below are available via one of the following sources. Although dates are provided with each document, for the purposes of executing the tasks in this PWS, all references shall be to the current edition in use by the Government at the time a given PWS task is executed.

a. AF: [http://www.e-publishing.af.mil/](http://www.e-publishing.af.mil/)

2.1 **General**
- Federal Acquisition Regulation Subpart 7.5, Inherently Governmental Functions
- DoDD 5000.52, Defense Acquisition, Technology, and Logistics Workforce Education, Training, and Career Development Program, 12 Jan 2005
- DoDI 5000.02, Operation of the Defense Acquisition System, 08 Dec 2008
- MIL-PRF-29612/Parts 1-5, Performance Specification Training Data Products, 31 Aug 2001
- AFI 33-112, Information Technology Hardware Asset Management, 07 Apr 2006
- AFMAN 33-326, Preparing Official Communications, 15 Oct 2007
- AFH 33-337, The Tongue and Quill, 01 Aug 2004
- AFI 33-129, Web Management and Internet Use, 12 Sep 2009
- AFMAN 37-104, Managing Information to Support the air Force Mission, 01 Jun 1994

2.2 **C/O/E Reconciliation and Program Control Support**
- FAR Subpart 34.2, Earned Value Management System, 13 May 2010
- DFARS 234.2, Earned Value Management System, 23 April 2008
- The Program Manager’s Guide to the Integrated Baseline Review, Apr 2003
2.3 Training

- AFMAN 36-2234, Instructional System Development, 01 Nov 1993
- AFMAN 36-2236, GUIDEBOOK FOR AIR FORCE INSTRUCTORS, 12 Nov 2003
3.0 CONTRACT TASKS

3.1 General

3.1.1 The Contractor shall comply with the most current approved version of the applicable documents in section 2.0 when performing the tasks within this PWS. The contractor shall use the referenced documents to determine how to accomplish the tasks. The nature of A&AS services is designed to assist government management and oversight of weapon system activities, however, also requires the contractor to adapt to changing direction, guidance, standards, policies and practices while performing the tasks within this PWS. To ensure both the Government and contractor remain synchronized relative to applicable guidance and documents, the contractor shall perform the PWS using the most current approved version of the applicable documents in section 2.0.

3.1.2 Throughout this PWS, reference is made to the “Program Contractor.” For the purposes of the tasks within this PWS, the term Program Contractor refers not to the contractor performing this PWS, but to the Program Contractor, major subcontractors, and critical suppliers from which the Government is acquiring a weapon system or major end item of supply. Program Contractor also includes contractors providing architectural and engineering services in the mission area, i.e. systems engineering and integration (SE&I) contractors.

3.1.3 Throughout this PWS, “approximate” values have been identified for informational purposes only to assist the Contractors in discerning the level of resources required to satisfy the Contract requirements. Therefore, the Contractor is responsible for all functions (to include all tasks) and deliverables described within in this PWS.

3.2 Cost Estimating

3.2.1 Cost Estimating: The contractor shall develop, maintain, and update cost estimates for one Major Defense Acquisition Programs (MDAP) IAW applicable program Cost Analysis Requirements Document (CARD), DoD 5000.4-M, AFI 65-508, NSS Guidance, Air Force Cost Risk and Uncertainty Analysis Handbook, and DTM 09-027. The contractor shall develop, maintain, and update cost estimates for non-MDAPs IAW AFI 65-508. For each cost estimate, the contractor shall assess risks and schedule; align Work Breakdown Structure (WBS) elements IAW MIL-STD-881; use Government-approved cost tools/software such as ACE-IT, SEER, and PRICE; apply data from a Government-approved published database such as USCM; and document the estimates. (CDRL A004)

The contractor shall develop Program Work Breakdown Structures (PWBS) and ensure compliance with current DCARC requirements. The PWBS will be developed for all new programs, updated and documented at major milestones for existing programs. (CDRL A004)
The contractor shall develop, maintain, and update cost estimates such as Program Office Estimate (POE), Single Best Estimate (SBE), non-MDAP Independent Cost Estimates (ICEs), Independent Cost Analyses (ICAs), Sufficiency Reviews (SRs), Cost Excursions, Rough Order of Magnitude (ROM), Service Cost Positions (SCPs), Program Executive Officer (PEO) Estimates, Should Cost Estimates in support of annual Program Objective Memorandum (POM) submissions, Should Cost Estimates, Independent Program Assessments (IPAs), Milestone Reviews, and Interim Program Reviews and in response to what-if-requests. (CDRL A004)

The contractor shall identify and record data/information required by the cost estimating software involved which is not included in the CARD. (CDRL A004)

These products shall be delivered within the time specified below by and to the Cost Chief or designated representative. Updates to the submittal may be necessary after review and shall be re-submitted within an additional eight (8) working hours to the Cost Chief or designated representative. (CDRL A004)

3.2.1.1 Primary Cost Estimates:
- Documentation shall be sufficient such that a journeyman Government cost analyst can reconstruct the estimate; data sources shall be verifiable; and methodology can be traced. ICBMSD primary cost estimates shall consist of the following (CDRL A004):
  - Estimates shall include sensitivity analysis, time-phasing analysis, cost-risk analysis, and cost drivers.
  - Initial Estimates for new projects/programs: Approximately sixty six (66) estimates per year to include updates for a variety of large and small programs. Average time to complete the initial estimate is three (3) weeks.

3.2.1.2 What-If/Cost Excursions: Approximately ten (10) times within a month’s period the Contractor shall submit each cost excursions NLT eight (8) working hours after receipt of tasking. (CDRL A004)

3.2.1.3 Cost Analysis Requirements Description (CARD) and Program Office Estimate (POE): The Contractor shall establish approximately ten (10) new CARDs annually for ICBMSD by interfacing with ICBMSD technical personnel and program managers. The Contractor shall perform an on-going update to all existing CARDs in conjunction with any updates to the POEs.

3.2.1.4 Sufficiency Reviews: The Contractor shall analyze and verify the cost products below that have been completed by non-ICBMSD PC personnel and document and present the complete and comprehensive findings. (CDRL A004 and A005)
  - Primary Cost Estimates: Approximately one (1) per month. Average review is less than twelve (12) working hours.
  - CCaR Basis of Estimate (BOE) and ROMs: The Contractor will facilitate the preparation and review of approximately three hundred eighty one (381) BOEs/ROMs and validate the CCaR owner’s documentation of the
estimate. Each member of the Contractor cost team shall be assigned to an Independent Product Team (IPT)/branch for which that member will review all IPTs/branch-submitted CCaRs that require cost analyst coordination. The Contractor shall know that a CCaR is awaiting coordination by an automatic notification through email. The CCaR must be coordinated on (approved or rejected).

3.2.1.5 Contractor Proposal Analyses:
- Major Acquisitions and other contractual actions that require the forming of a source selection team: Contractor shall evaluate all cost exhibits, (e.g. Most Probable Cost briefings). The Contractor shall analyze Program Contractor’s cost estimates to ensure consistency with Government cost estimating procedures. The Contractor shall analyze the Program Contractor’s BOE to validate the methodology and data sources. All decisions will be made by the Government. (There will be approximately thirty six (36) source selection proposals during the next year.)
- Contract Modifications: Upon programmatic changes, the Contractor shall analyze Program Contractor’s cost estimates to ensure consistency with Government cost estimating procedures. For each estimate assessed, the Contractor shall analyze the Program Contractor’s BOE to validate the methodology and data sources. The Contractor shall record and provide analysis results. (Approximately twenty four (24) contract modifications annually. Average time to complete an initial analysis is dependent upon the nature of the modification, from several hours to several days.)

3.2.2 Cost-Related Research: The Contractor shall gather, assess and record cost, technical and programmatic data in support of cost-related research study results approximately two (2) per month. The contractor shall publish the study via research paper or a cost model enabling estimators to apply resulting factors, observations, CERs or assessments in cost estimates. Research may also include investigating major issues in pricing and contracting such as production rate changes, concurrent development/production, cost and schedule relationships, and overhead rate changes due to business base fluctuations. All data shall be stored and maintained on an ICBM defined network and the Contractor shall have an electronic backup. (CDRL A004)

The Contractor shall conduct yearly interviews with eighty five (85) System Program Office program managers on approximately five hundred (500) programs to create estimates and populate data for the ICBM Roadmap to 2030.

The Contractor shall research and provide input for cost and schedule related taskers from the Directorate as well as inquiries received from higher Headquarters office as requested. (Approximately two hundred fifty (250) annually)
3.3 C/O/E Reconciliation

3.3.1 On each business day, the Contractor shall use as appropriate the following standardized and specialized software applications: M/S Office, Government Accounting and Financial System (GAFS), Mechanization of Contract Administration Services (MOCAS), System Metric and Reporting Tool, Integrated Documentation and Execution System (IDECS), Financial Management (FM)-Suite, CCaR, Wide Area Workflow, Electronic Data Access, Standard Contract Reconciliation Tool, and Commander’s Resource Information System (CRIS) to execute the following, and if necessary, report any discrepancies to ICBMSD’s Program Budget Chiefs or designee (CDRL A004):

- Compare ICBMSD’s C/O/E records against DFAS accounting records to identify and record discrepancies
- Identify the cause of the discrepancies and recommend corrective action

3.3.2 On each business day, the Contractor shall ensure Unliquidated Obligations (ULOs) are recorded in the proper stage of accounting; valid; not dormant; and documentation exists to support the recording of ULOs and Commitments. The Contractor shall then recommend remedial actions to ICBMSD’s Program Budget Chiefs or designee. (CDRL A004)

3.3.3 ICBMSD generates over seven thousand (7,000) Selective Transaction History (STH) transactions and approximately eight hundred fifty (850) commitment documents per year. The Comprehensive Cost & Requirements System (CCaRs) is the primary programmatic and execution tool for the Directorate. Not less than monthly, the Contractor shall reconcile and validate the list below. Results shall be identified to ICBMSD’s Program Budget Chiefs or designee. (CDRL A004)

- Approximately 3,700 ULOs (including Tri Annual and all contract CLINS)
- 90-day Miscellaneous Obligation/Reimbursement Documents
- Open Document List (ODL)
- Tri-Annual Review
- Analysis of Expiring and Cancelling Year Funds
- Year-End Contingent Liability
- MIPRs to meet the given suspense

3.3.4 The Contractor shall provide monthly reporting on ICBMSD canceling-year ODL lines beginning in the second quarter of the fiscal year to include all reporting requirements for ULO reporting to financial reviews, contract close-out status, and a list of contracts that require close-out for canceling and canceled years. Results shall be identified and reported to ICBMSD’s Program Budget Chiefs or designee. (CDRL A004)

3.3.5 The Contractor shall generate and submit corrective action packages to DFAS Processing Center focal points to resolve accounting and finance discrepancies. The Contractor shall monitor posting of packages and identify unposted actions to DFAS Processing Center focal points until DFAS posts them. The Contractor
shall maintain the Reconciliation Issues tool in CCaR as well as the FM Suite. The Contractor shall submit corrective action packages in support of resolving Negative ULOs or Control Summary Record priorities within six (6) working hours of notice from the Budget Chief or designee. Results shall be identified and reported to ICBMSD’s Program Budget Chiefs or designee. (Approximately 180 corrective action packages per month) (CDRL A004)

3.3.6 The Contractor shall create a monthly accessible report, on Wide Area Work Flow to track reconciliation actions completed and remaining unresolved discrepancies with recommendations for corrective actions. The Contractor shall provide an annual report at the end of each fiscal year detailing ICBMSD’s C/O/E workload for that fiscal year. Both reports shall provide the following information:

- Total number of ICBMSD corrective action packages submitted to DFAS and broken down by cause code.

3.3.7 On each business day, the Contractor shall establish, update, and maintain a document-by-document C/O/E baseline for each contract to be reported to ICBMSD’s Program Budget Chiefs or designee. (CDRL A004)

3.3.8.1 The Contractor shall compare the expenditure baseline to the obligation baseline to establish a ULO baseline. This baseline shall be made at the lowest level of detail available. This baseline shall also be reconciled back to the conformed contract to include the obligation position of each contract line item identified in the conformed contract and the corresponding expenditure position.

3.3.8.2 The Contractor shall conduct analysis to identify and record discrepancies found. The Contractor shall recommend remedial action as to how to correct the error(s). Identification of causes of problems may require that lower level analysis be performed including:

1. Reviewing DFAS internal data and reports
2. Reviewing voucher or cycle payments
3. Conducting discussions with the Administrative Contracting Officer and personnel from other funding sources
4. Analyzing the contract modifications and funding documents
5. Analyzing the contractor invoices, CFSRs and CPRs of the acquisition prime and sub contractors
6. Visiting the paying and accountable station(s) to review internal documentation
7. Reviewing and analyzing the basic contract and all modifications thereto

3.3.8.3 The Contractor shall prepare and submit Correction Action Instruction packages, via email to DFAS, in accordance with DFAS guidance, as necessary to resolve discrepancies, track the status of packages submitted
to DFAS, and review pertinent cost, accounting and finance, or other records to ensure that corrective actions taken are reflected in all financial and cost accumulation data systems.

3.3.8.4 The Contractor shall track status of all reconciliation actions completed and remaining, and submit a final report summarizing all reconciliation efforts and unresolved discrepancies, with recommendations for corrective actions.

3.3.8.5 The Contractor shall be responsible for reconciliation of the Accounting Classification Reference Number on all requested ICBMSD contracts by the end of the period of performance of this contract.

3.4 Program Control Support

3.4.1 **Budget Support:** The Contractor shall use as appropriate the following standardized and specialized software applications to accomplish the tasks in the paragraphs below: M/S Office, GAFS, MOCAS, FM-Suite, System Metric and Reporting Tool, CCaR, Wide Area Workflow, Electronic Data Access, Standard Contract Reconciliation Tool, and CRIS. Results from the following shall be documented and presented to ICBMSD’s Program Budget Chiefs or designee, and when necessary to higher headquarters during internal and external meetings or briefings. (CDRL A004 and A006)

3.4.1.1 The Contractor shall assist the Program Manager in monitoring the CCaR system database to support budget development, forecasting obligations and expenditure plans while maintaining traceability of budget items to other program documentation.

3.4.1.2 The Contractor shall assist the Program Managers with creating inputs necessary for R-docs (Research and Development) funds and P-docs (Procurement) funds.

3.4.1.3 The Contractor shall assist the Program Managers in the verification of all budget data related to acquisition planning, Independent Program Assessments, and internal reviews and assessments.

3.4.1.4 The Contractor shall assist the Program Manager and the AFNWC/NWIF (Budget Office) with forecasting and reconciliation efforts related to obligations and expenditure plans, contingent liabilities, excessive billing, identify potential shortfalls and execution issues, and provide mitigation strategies for forward financing issues, excessive billing cycle lag, potential shortfalls and or contingency liability sufficiency.
3.4.2 **EV Analysis**

3.4.2.1 On a monthly basis, the Contractor shall use wInsight and M/S Office (as appropriate) to analyze and assess EV indicators and metrics of the Prime and Subcontractor’s Cost Performance Report. This includes the assessment of cost and schedule performance. Results shall be documented and helder shall also be prepared to brief to ICBMSD’s Cost Chief or designee. (CDRL A004 & A005)

3.4.2.1.1 The Contractor shall provide variance, EV trend, and schedule analysis. The EV metrics shall include:
- Cost Performance Index
- Schedule Performance Index
- Percent Schedule
- Percent Complete
- Percent Spent
- To Complete Performance Index
- Baseline Execution Index
- Critical Path Length Index
- Estimate to Complete (ETC)
- Budget Cost Work Remaining (BCWR)
- Government Estimate at Completion (EAC)

3.4.2.1.2 The Contractor shall develop a quick look trend analysis by Projects and Integrated Product Teams. The trend analysis shall include past and future performance based on EV indicators above.

3.4.2.1.3 The Contractor shall complete all analysis and charts within ten (10) business days of receipt of each CPR.

3.4.2.2 The Contractor shall analyze the EV portions of Prime Contractors CPRs for compliance with Program Contractor’s Performance Work Statement (PWS)/Statement of Work (SOW), Work Breakdown Structure (WBS), CDRLs, and Data Item Descriptions (DIDs). The Contractor shall record and deliver the assessment results on quarterly basis to the ICBMSD’s Cost Chief or designee. (CDRL A004)

3.4.2.3 On a monthly basis, the Contractor shall develop and prepare the MAR, PMR, BMRs and Spring & Fall Program Reviews and other related reports and reviews for all ICBMSD programs. The Contractor shall also be prepared to brief this information to each Program Manager, ICBMSD Director, Program Executive Officer or other designee upon request. The Contractor shall present and deliver results to ICBMSD’s Cost Chief or designee. (CDRL A004 & A005)
3.4.2.4 The Contractor shall coordinate, as directed by the ICBMSD’s Cost Chief or designee, on approximately three (3) EV Validations with DCMA to prepare, document and report Discrepancy Reports and Corrective Action Requests. Results shall be documented and presented to ICBMSD’s Cost Chief or designee. (CDRL A004 & A005)

3.4.2.5 The Contractor shall develop and maintain an EV database and the Government Responsibility Assignment Matrix on An ICBM defined network, or its replacement, for all ICBMSD programs. The Contractor shall document results on an as needed basis to ICBMSD’s Cost Chief or designee. (CDRL A004)

3.4.2.6 On a weekly basis, the Contractor shall attend Integrated Product Team meetings and Working Group meetings as a Subject Matter Expert to provide any applicable EV related information. The Contractor shall document and provide all associated meeting minutes to ICBMSD’s Cost Chief or designee. (CDRL A006)

3.4.2.7 On a monthly basis, the Contractor shall analyze data for accuracy and facilitate in any corrective actions within the Integrated Baseline Reviews, Re-Baseline, OTB, OTS and Single-Point Adjustment. The Contractor shall document and be prepared to present results to ICBMSD’s Cost Chief or designee. (CDRL A004 & A005)

3.4.2.8 On an as needed basis, the Contractor shall work in concert with DCMA, and analyze the Program Contractor’s EVM System for compliance with the requirements of the DCMA EVMS Standard Surveillance Operating Manual, the DoD EVMIG, and ANSI/EIA Standard 748B. (Approximately one (1) per year for each Program) (CDRL A004)

3.4.3 **Assist Government Acquisition Management**

3.4.3.1 Acquisition Planning

The contractor shall evaluate program solicitation documentation, such as Acquisition Strategy Plan, Systems Engineering Plan, IMP, IMS, and CDRLs for adherence to policy/guidance; consistency in implementation of its acquisition strategy, technical approach/requirements, acquisition policy/guidance, milestones, forecasts, and risk assessment; and realism in achieving a product suitable for the war-fighter within cost/schedule/performance constraints. The contractor shall recommend program acquisition strategies IAW FAR Subpart 7.1. The contractor shall perform market research IAW FAR Part 10. The contractor shall collect, analyze, store, and distribute acquisition “lessons learned” from NWC and other participating organizations to promote increased efficiencies, timeliness and effectiveness. (CDRL A004)
3.4.3.2 Assist Government Program Planning

The contractor shall develop and provide multiple options (typically no less than three) for government consideration to achieve a government identified goal or set of goals. Upon government selection of an approach, goal or set of goals, the contractor shall analyze them to determine the relative probability of success against cost, schedule, and technical performance. The contractor shall identify the required resources and schedule to implement each of these approaches. The contractor shall analyze these goals to define the variety of steps, resources, and experience level(s) necessary to accomplish a given task. The contractor shall advise and assist the government in organizing and establishing the Integrated Product Teams for each major product or work area in the Work Breakdown Structure. (CDRL A004)

3.4.3.3 Assist Government Program Organization

The contractor shall identify the tools and equipment necessary to efficiently execute the Government plan. The contractor shall identify the potential organizational structures best suited to execute the Government plan and improve program executability. The contractor shall track assignments given to program personnel and report weekly status the Government of assigned completion. (CDRL A004)

3.4.3.4 Assist Government Program Monitoring

The contractor shall analyze progress against each program plan and its associated schedule. The contractor shall recommend metrics and tools to measure program progress for the approval of the Government. Upon Government selection of a monitoring metric, the contractor shall establish the process and tool for collecting that metric and shall report program progress against that metric. (CDRL A004)

3.4.3.5 Assist Government Acquisition Knowledge Management

The contractor shall identify, collect, organize, compile, and assimilate cost, schedule, performance, and programmatic acquisition information to document program planning and execution.

The contractor shall draft, review, coordinate, and process program acquisition information suitable for public release to industry, media, trade publications, international partners, and other GPS stakeholders. The contractor shall not release the information without Government approval.

The contractor shall create, maintain, and update program acquisition information databases for purposes of consistency, accuracy, and availability of program documentation throughout the acquisition lifecycle. The contractor shall draft, assemble, and prepare program acquisition information point papers, briefings, articles, media releases, and other written material for Government review and approval. The contractor shall record the results of their activities. (CDRL A004)
3.4.3.6 Assess Government Program Management Plan Compliance

The contractor shall analyze the Government Program Management Plan for compliance with applicable instruction, policies, standard or similar approved guidance. The contractor shall analyze the Government Program Management Plan to provide insight into program executability and recommend improvements. The contractor shall record the analysis results (CDRL A004)

3.4.3.7 Assess Government Program Plan Performance

The contractor shall analyze program plan performance to determine deviations from the program plan. The contractor shall use the Program Contractor EVM (cost and schedule) information integrated with known technical progress and perform a comprehensive analysis of the technical, cost, and schedule performance. The contractor shall assess whether the program plan is on track to achieve the goal, notify the Government of discrepancies between the program plan and actual progress, and upon request, identify multiple options (typically no less than three) to correct the discrepancies. (CDRL A004)

3.4.3.8 ACAT Acquisition Reporting

The contractor shall develop, maintain, and update acquisition reports such as the Monthly Acquisition Report (MAR), Selected Acquisition Report (SAR), Defense Acquisition Executive Summary (DAES), Acquisition Program Baseline (APB), and supplemental reports as required by DoD policy for ACAT I, ACAT II, and ACAT III programs IAW DoD 5000.2, AFI 63-101, and AFPAM 63-128. The contractor shall validate data in the acquisition reporting system agrees with data in the financial accounting system and report differences to the Government. The contractor shall use standardized and specialized software applications such as Microsoft Office, BQ, MOCAS, SMART, IDECS, FM-Suite, EDA, Comprehensive Cost and Requirement System (CCaR) and any other DoD/OSD mandated system. (CDRL A004)

3.4.3.9 Other Acquisition Reporting

The contractor shall develop, maintain, and update acquisition reports for specific Government Program Office requirements and special interest programs designated by the Milestone Decision Authority IAW DoD 5000.2, AFI 63-101, and AFPAM 63-128. The contractor shall validate data in the acquisition reporting system agrees with data in the financial accounting system and report differences to the Government. The contractor shall use standardized and specialized software applications such as Microsoft Office, BQ, MOCAS, SMART, IDECS, FM-Suite, EDA, Comprehensive Cost and Requirement System (CCaR) and any other DoD/OSD mandated system. (CDRL A004)
3.4.3.10 Audit Liaison
The contractor shall act as liaison between auditors and program personnel. The contractor shall coordinate correspondence between external audit agencies and the program office. External audit agencies include the Government Accountability Office (GAO), the Air Force Audit Agency (AFAA), the Department of Defense Inspector General (DoDIG), and any other auditing organization. The contractor shall coordinate on-site visits between the audit agency and the program office. The contractor shall coordinate on-site visits between the audit agency and the program office. The contractor shall review all audit requests, distribute requests to cognizant program office personnel, and establish task timelines. The contractor shall also ensure program form and content in accordance with program office, NWC, and higher Air Force and DoD policies. The contractor shall record the results of their activities. (CDRL A004).

3.4.4 Schedule Management

3.4.4.1 The Contractor will use Microsoft Project or wInsight to develop and maintain Program Level Schedules for selected acquisition projects. Results shall be documented and presented to ICBMSD’s Cost Chief or designee (CDRL A004 & A005).

3.4.4.2 On a monthly basis, the Contractor shall assess approximately twenty two (22) assigned projects and twenty six (26) IPT’s for execution of the Program Office’s integrated risk management program. Results shall be documented, presented and provided to ICBMSD’s Cost Chief or designee. (CDRL A004 & A005)

3.4.4.3 On a monthly basis, the Contractor shall schedule and record the tasks to achieve the completion of each major event within the Program Level IMS. The Contractor shall analyze the IMS to identify opportunities to improve the program’s executability. All results shall be documented and presented to ICBMSD’s Cost Chief or designee. (CDRL A004 & A005)

3.4.4.5 On a monthly basis, the Contractor shall produce, publish, archive on an ICBM defined network and maintain component, system, subsystem and integrated program master schedules. Results shall be documented and provided to ICBMSD’s Cost Chief or designee. (CDRL A004)

3.4.4.6 The Contractor shall analyze the Program Level IMS approximately twelve (12) times annually for compliance with Program Contractor’s PWS/SOW, IMP, CDRLs, and DIDs. Results shall be documented and delivered to the ICBMSD’s Cost Chief or designee. (CDRL A004)
3.4.4.7 On a weekly basis, the Contractor shall attend Integrated Product Team (IPT) and Working Group meetings as a Subject Matter Expert gather and provide any applicable schedule-related information as well as take all related meeting minutes. The Contractor shall facilitate and analyze data for accuracy within the Integrated Baseline Reviews, Re-Baselines, OTB, OTS, and Single Point Adjustment. All findings shall be documented, reported to, and be prepared to present for all ICBMSD Programs to the ICBMSD Cost Chief or designee. (CDRL A004, A005, A006)

3.5 Training

3.5.1 The cost estimating OJT program shall coincide with the development of each detailed cost estimate including building the WBS, developing methodologies, phasing of estimate, and documentation. The training should focus on the application and implantation of these processes and provide the trainee with the tools and resources to perform the task independently. Further topics shall include:
   - Uncertainty Analysis
   - Phasing
   - Cost Estimating Relationship (CER) Development
   - Basis of Estimates (BOE) calculation
   - Estimate Procedure and Flow
   - Inflation
   - Improvement Curves
   - Hardware Estimating
   - Software Estimating

3.5.2 The EVM OJT program topics shall coincide with RFP development through program contractor EVM monthly analysis. The training should focus on the application of these processes and implantation and provide the trainee with the tools and resources to perform the task independently. Topics shall include:
   - EVM Fundamentals and Analysis
   - Risk EAC and ETC Calculation
   - EV Trend Analysis
   - EVM Schedule
   - wInsight Tool
   - Cost/Schedule Risk Analysis
   - CPR and CFSR Reconciliation
   - Integrated Baseline Review (IBR)
   - Control Account Manager (CAM) Notebooks
   - Over Target Baseline (OTB)
   - Over Target Schedule (OTS)
3.5.3 Schedule analysis OJT will require trainees to demonstrate their ability to create schedules reflecting those schedules used by all levels of management from contractor control account managers up to program Enterprise Managers. These schedules will reflect the plans which are a responsibility of each manager level and include appropriate levels of detail required by each manager level. Generally these schedules will be network-based, resource loaded, with three (3)-point risks assigned to each activity and published in GANTT form showing slips, critical path slack/float work progress and levels. Analysis will include DCMA 14-point analysis, Float Tables, Schedule Risk Assessment and projected duration for milestone completion dates using risk-based uncertainty analyses (S-Curves) approach.

4.0 GENERAL CONSIDERATIONS

4.1 Work Management

4.1.1 Work Management Plan: The Contractor shall prepare a Work Management Plan that proposes the “best” (optimum) method for completing work contained in the PWS within the allotted time and budget. The plan must describe the approach, assessment processes to quantitatively measure performance, performance metrics, organization, schedule, personnel (including team members and subcontractors) and deliverables projected to meet the requirements of the PWS. The Contractor shall deliver and brief a draft version of the management plan to COR within thirty (30) calendar days of contract issuance, and return it to the Government five (5) working days after receipt of comments. The plan will also be maintained and updated for the life of the contract to reflect any significant changes in priorities, resource availability, taskings, or execution of the contract. (CDRL A001)

4.1.2 Integration of Effort: The Contractor shall be solely responsible for the management of their employees, team members, consultants and subcontractors, and the execution and integration of all work performed.

4.1.3 Management Reviews: The Contractor shall be responsible for conducting quarterly program management reviews with ICBMSD. (CDRL A005)

4.1.4 Monthly Status Report: The Contractor shall deliver a monthly Status Report. This report shall: 1) summarize accomplishments of the previous month, 2) discuss major issues and concerns, 3) discuss new support needs, and 4) provide any updates to the management plan. The report will close out on the last day of the Contractor’s monthly accounting period and be submitted no later than fifteen (15) calendar days after close of the Contractor’s monthly accounting period. (CDRL A002)

4.2 Contract Administration

4.2.1 Training: The Contractor shall be responsible for the employment, training, guidance and supervision of personnel assigned to perform tasks under this contract. These personnel should be knowledgeable of and be able to apply the guidance found in the reference documents identified in section 2.0 or as specified by the COR.
4.2.2 **Identification:**

(a) The Contractor personnel, team members or subcontractors must identify themselves as contractors during meetings, telephone conversations, in electronic messages or correspondence related to this contract.

(b) Contractor-occupied facilities (on any Government installation) such as offices, separate rooms, or cubicles must be clearly identified with Contractor-supplied signs, nameplates or other identification, showing that these are work areas for Contractor personnel.

4.2.3 **Technical Interchange Meetings:** The Contractor shall host and participate in technical interchange meetings and working groups with government and contractor organizations as directed by the COR. The Contractor may also be asked to provide support within two (2) hours notice for more informal and time sensitive actions. Repeated inability to meet the two (2) hour constraint will reflect negatively on the Contractor’s performance evaluation. The Contractor shall prepare briefings, special technical reports or papers as requested, and provide the Government with copies of all materials (with facing page text) presented at technical interchange and working group meetings. This information shall be delivered to the Government as either Technical Reports or Presentation Material and Conference Minutes, whichever is more appropriate. (CDRL A004 and A005)

4.2.4 **Contract Accounting:** The Contractor, team member and subcontractor Contract accounting systems shall provide traceability of all man-hours and cost reimbursable elements (travel, supplies/materials, and computer lease charges) to individual contract funding citation’s Accounting Classification Reference Number, if requested.

4.2.5 **Non-Disclosure Agreements:** The Contractor is responsible for obtaining all non-disclosure agreements with all applicable corporate, supplier, and subtier vendors with proprietary, restricted, competition sensitive, or any other restricted (e.g. non-foreign disclosure due to public law) data that will be used or accessed during the execution of any contract.

4.2.6 **Travel:** The Contractor will be required to travel in support of task related meetings at the request of the Directorate. The contractor shall plan, coordinate and obtain approval from the Cost/Budget Chief or designee for all travel in accordance with BPA requirements.

4.2.7 **Kick-Off Briefing/Meeting:** Once the contract has been awarded, the contractor shall schedule a kick-off meeting to review the requirements of the contract. The Kick-Off meeting shall establish points of contact, provide a description of inputs required from the ICBMSD Directorate, introduce contractor personnel and present a proposed schedule to accomplish the effort. (CDRL A005)
4.3 Service Delivery Summary

<table>
<thead>
<tr>
<th>Performance Objective</th>
<th>Performance Threshold</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost Efficiency Initiatives: Proactive in identifying, recommending and implementing cost efficiency initiatives.</td>
<td>At least one (1) cost efficiency initiative is identified and recommended to the Government for implementation on each TO annually.</td>
</tr>
<tr>
<td>Quality of Product or Service: TO deliverables are complete and accurate</td>
<td>No more than one (1) set of corrections required for any product provided for a given TO. All corrections submitted within one (1) working day of the negotiated suspense.</td>
</tr>
<tr>
<td>Schedule: TO deliverables are submitted on time.</td>
<td>No more than one (1) late deliverable per month on each TO. No deliverable late more than five (5) working days.</td>
</tr>
<tr>
<td>Business Relations: Proactive in identifying problems and recommending implementable solutions</td>
<td>Clear and consistent written or verbal responses and/or acknowledgement within one (1) working day of initial government notification.</td>
</tr>
<tr>
<td>Key Personnel: Provide qualified personnel in a timely manner.</td>
<td>New or replacement personnel in place within five (5) working days of negotiated date.</td>
</tr>
</tbody>
</table>

5.0 DELIVERABLES. The Contractor shall submit data in accordance with the CDRL which include the following:

<table>
<thead>
<tr>
<th>CDRL</th>
<th>Deliverables</th>
<th>Frequency</th>
<th>Distribution</th>
<th>Format</th>
<th>Qty</th>
</tr>
</thead>
<tbody>
<tr>
<td>A001</td>
<td>Contract Management Plan (CMP)</td>
<td>30 DAC</td>
<td>AFNWC/PKA COR</td>
<td>E</td>
<td>1</td>
</tr>
<tr>
<td>A002</td>
<td>Monthly Status Report</td>
<td>15th day of Month</td>
<td>AFNWC/PKA COR</td>
<td>E</td>
<td>1</td>
</tr>
<tr>
<td>A003</td>
<td>Quarterly Manpower Report</td>
<td>Quarterly</td>
<td>COR</td>
<td>E</td>
<td>1</td>
</tr>
<tr>
<td>A004</td>
<td>Technical Reports – Study/Services</td>
<td>As Required</td>
<td>COR</td>
<td>E</td>
<td>1</td>
</tr>
<tr>
<td>A005</td>
<td>Presentation Material</td>
<td>As Required</td>
<td>COR</td>
<td>H/E</td>
<td>1/1</td>
</tr>
<tr>
<td>A006</td>
<td>Conference Minutes</td>
<td>As Required</td>
<td>COR</td>
<td>E</td>
<td>1</td>
</tr>
</tbody>
</table>

DAC = Days after Contract  H = Hard Copy  E = Electronic Copy  Day = Working Day
6.0 CONTRACT SECURITY REQUIREMENTS

6.1 Access to classified national security information up to TOP SECRET is required under this Contract. At least one (1) analyst should have a current TOP SECRET clearance while the remaining analysts should have SECRET clearances. These clearances should be in place at the start of the contract. Work involving access to or production of classified information will be performed primarily at the AFNWC/NWI, Hill AFB, UT or at AFNWC Kirtland AFB, NM. The Contractor shall immediately report any cost savings or cost impacts, per National Industrial Security Program Operating Manual, to the cognizant contracting officer. All classified material will remain under the control of the Air Force including disposition of any classified material at the completion of this Deliver Order.

6.2 Facility Security Requirements

6.2.1 Company security clearance requirements IAW DD 254. Personnel will be required to have Secret clearances as a minimum.

6.2.2. The contract administrator shall complete a “Request for Identification Credential (AFMC Form 496)” for each employee of the contractor requiring access to Hill AFB. The requests shall be submitted to Pass and Registration (South or West Gate Visitors Center).

6.2.3 The Contractor shall be required to obtain a Common Access Card (CAC). The CAC shall be worn in plain sight at all times unless it is being used to access network systems.

6.2.4 The contractor shall be responsible for safeguarding all government property provided for contractor use. At the close of each work period, government facilities, property, and materials shall be secured.

7.0 GOVERNMENT FURNISHED EQUIPMENT/PROPERTY

Base support shall be provided by the Government to the contractor in accordance with this clause. Failure by the Contractor to comply with the requirements of this clause shall release the Government, without prejudice, from its obligation to provide base support by the date(s) required. If warranted, and if the Contractor has complied with the requirements of this clause, an equitable adjustment shall be made if the Government fails to provide base support by the date(s) required.

(a) Base support includes Government-controlled working space, material, equipment, services (including automatic data processing), or other support (excluding use of Defense Switched Network (DSN)) which the Government determines can be made available at, or through, any Air Force installation where this contract shall be performed. Access to base buildings shall be allowed on the Government’s regularly scheduled days and hours. On Government holidays/closures that are not provided by contract to the contractor, the contractor shall work at a contractor facility. All
Government property in the possession of the Contractor, provided through the base support clause, shall be used and managed in accordance with the Government Property clauses.

(b) The Air Force installations providing the support shall be listed in subparagraph (e) and the Government support be furnished by each installation under this contract shall be listed in subparagraph (f).

(c) Unless otherwise stipulated in the contract schedule, support shall be provided on a no-charge-for-use basis and the value shall be part of the Government’s contract consideration.

(d) The Contractor agrees to immediately report (with a copy to the cognizant CAO) inadequacies, defective Government-Furnished Property (GFP), or non-availability of support stipulated by the contract schedule, together with a recommended plan for obtaining the required support. The Government agrees to determine (within 10 workdays) the validity and extent of the involved requirement and the method by which it shall be fulfilled (e.g., purchase, rental, lease, GFP, etc.). Facilities shall not be purchased under this clause. Additionally, the Contract (or authorized representative) shall not purchase, or otherwise furnish any base support requirement provided by the clause (or authorize others to do so), without prior written approval of the Contracting Officer regarding the price, terms, and conditions of proposed purchase, or approval of other arrangements.

(e) Following are installations where base support will be provided:

<table>
<thead>
<tr>
<th>Item Number</th>
<th>Installations</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Hill Air Force Base, UT 84056</td>
</tr>
<tr>
<td>2</td>
<td>Kirtland Air Force Base, NM 87117</td>
</tr>
</tbody>
</table>

(f) The Government support to be furnished under this contract is listed in the following table. Because of the nature and locations of the work performed, the value of such equipment is undeterminable. The Contractor shall not incur any cost resulting from nonsupport prior to Contracting Officer concurrence in accordance with this clause.

<table>
<thead>
<tr>
<th>Item Number</th>
<th>Noun</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Computer/LAN Connection</td>
<td>A computer for each contract personnel</td>
</tr>
<tr>
<td>2</td>
<td>Desk, Chairs, Other Required Office Equipment</td>
<td>A desk/chair/file cabinet for each contract personnel</td>
</tr>
<tr>
<td>3</td>
<td>Office Supplies</td>
<td>Office supplies for each contract personnel</td>
</tr>
<tr>
<td>4</td>
<td>Standard Office Facilities</td>
<td>Facilities for contract personnel</td>
</tr>
<tr>
<td>5</td>
<td>Phones/Faxes</td>
<td>Access to phones/fax machines for contract personnel</td>
</tr>
</tbody>
</table>
7.3 **Place of Performance**
Work shall be performed at Hill AFB, UT and/or Kirtland AFB, NM except for reach back support activities or holiday closure of government facilities. Work shall then be performed at the commercial contractor facility.

7.4 **Hours of Work**
7.4.1. The contractor shall perform the services required under this contract during core business hours: Monday through Friday 0630 – 1700 (MST), except Federal holidays.

   7.4.1.1 On Federal Holidays the contractors will not be able to work at the government facility. On those days contractor shall report to the commercial contract facility or use leave.

   7.4.1.2. Recognized Holidays: New Year’s Day, Martin Luther King Day, Presidents Day, Memorial Day, Independence Day, Labor Day, Columbus Day, Veterans Days, Thanksgiving Day, and Christmas Day. If the holiday falls on Saturday, it is observed on Friday. If the holiday falls on a Sunday, it is observed on Monday.

7.4.2 Contractor shall maintain hours within government schedule as all contractors must vacate the facility prior to daily Government lockup procedure.

7.4.3 Work hours shall not interfere with regularly scheduled meetings and conferences and at least partial staffing should be maintained throughout the core business hours.

7.4.5 Emergency Services. On occasion, services may be required to support an activation or exercise of contingency plans outside the normal duty hours described above.

8.0 **GOVERNMENT PROGRAM OFFICE POINTS OF CONTRACT**