

**ManTech Naval Shipbuilding and Advanced Manufacturing
Center of Excellence (NSAM COE)**

STATEMENT OF WORK

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STATEMENT OF WORK

1.0 Overview

1.1 Background of Navy Manufacturing Technology (ManTech) Program

The Secretary of Defense established a Manufacturing Technology Program to further the national security objectives of Section 2501(a) of U. S. Code Title 10 – Armed Forces, through the development and application of advanced manufacturing technologies and processes that will reduce the acquisition and supportability costs of defense weapon systems and reduce manufacturing and repair cycle times across the life cycles of such systems. The purpose of the program is to improve the manufacturing quality, productivity, technology, and practices of business and workers providing goods and services to the Department of Defense (DoD). DoD Directive 4200.15 implements the Manufacturing Technology Program, and it dictates that DoD is to rely on private sector investment and the “free enterprise” system to provide the manufacturing technology necessary to produce DoD material. The Directive mandates ManTech investments are to be directed at improving the quality, productivity, technology, and practices of business and workers providing goods and services to the DoD.

The Navy Manufacturing Technology (ManTech) Program, operated out of the Office of Naval Research (ONR), is focused on affordability improvements for specific key acquisition platforms as defined in the Navy ManTech Investment Strategy. Key platforms currently targeted include: the CVN 78 Class carrier; the DDG 51 Class destroyer; the VIRGINIA Class Submarine / OHIO Replacement Program; the Littoral Combat Ship (LCS); and the Joint Strike Fighter (JSF). ONR ManTech helps these Navy programs achieve their respective affordability goals by transitioning developed manufacturing technology which, when implemented, results in needed cost reduction or cost avoidance.

Navy ManTech executes through Centers of Excellence using this key acquisition platform approach to develop cost reduction/avoidance platform portfolios and specific projects. There are presently seven Navy ManTech Centers of Excellence (COEs), and they serve as focal points for the development and technology transfer of new and advanced manufacturing processes and technology in a cooperative environment with industry, academia, and the Naval Research Enterprise. The COEs serve as corporate repositories of expertise in particular technological areas and collaborate with acquisition Program Executive Offices (PEOs) / Program Offices (POs) and relevant industry to identify and resolve manufacturing issues impacting the key Navy acquisition platforms. The COEs develop and demonstrate manufacturing technology

solutions for identified Navy manufacturing requirements, provide consulting services to naval industrial activities and industry, and facilitate the implementation of developed manufacturing technologies.

1.2 Overview of NSAM COE

Inasmuch as the assigned missions of the Office of Naval Research (ONR) Manufacturing Technology (ManTech) Naval Shipbuilding and Advanced Manufacturing Center of Excellence (NSAM COE) are dynamic, this Statement of Work (SOW) is not intended to be all-inclusive or restrictive, but is intended to provide a broad framework and general scope of the work to be performed at the NSAM COE. This SOW does not represent a commitment to, or imply funding for, specific projects or programs. The ONR ManTech work requirements are developed through strategic planning and program plans.

The Contractor shall, in accordance with the provisions of this Contract, provide the resources, intellectual leadership, and management expertise necessary and appropriate to managing and operating the NSAM COE to accomplish its primary mission. The primary mission of the NSAM COE is to develop advanced manufacturing technologies and deploy them in U.S. shipyards and other relevant industry, with the goal of facilitating industry improvements and ultimately reducing the cost and time required to build and repair naval ships and other key naval platforms, as defined in the ONR ManTech Investment Strategy.

In addition, the NSAM COE shall perform all supporting functions for a Navy ManTech Center of Excellence, such as serving as a corporate repository of expertise in its particular technological area; performing special projects and industry surveys related to the mission as required; planning and conducting outreach activities to increase awareness of the NSAM COE and disseminate manufacturing technology throughout the nation's shipyards and industrial base to achieve additional implementations beyond the primary implementation site; and any other functions as assigned by the ONR ManTech Division.

1.3 NSAM COE Core Mission and Scope of Work

The core mission and function of the NSAM COE is to identify, develop, and facilitate the deployment of, to U.S. shipyards and other industrial facilities, advanced shipbuilding and manufacturing technologies to reduce the cost and time to build and repair key naval platforms.

The primary focus of the Center is expected to be on shipbuilding and shipyard improvements as reflected in the current Navy ManTech Investment Strategy which is focused largely on submarine, carrier, and surface combatant platforms. However, since the current ManTech Investment Strategy also includes the F-35 Joint Strike Fighter, projects intended to help aircraft assembly and fabrication may be developed and executed through the NSAM COE as well. Based on the current Navy ManTech Investment Strategy, it is anticipated that ~75-80% of projects and funding would be directed towards shipbuilding-related efforts, with

the balance directed towards aircraft assembly and related efforts. However, as the Navy ManTech Investment Strategy is updated annually, the percentage of work assigned to various platforms is expected to vary over time.

In accomplishing its mission, the NSAM COE will work closely with the Navy's acquisition community as well as Navy shipyards and other relevant industrial facilities to identify manufacturing technology issues that negatively impact shipyard or facility output or products, with respect to both cycle-time and cost.

The NSAM COE will then solicit, select, award, and manage projects to address the identified cycle-time and cost reduction issues.

Types of technology areas include, but are not limited to, the following:

- Design for Producibility/Design for Manufacturability
- Development of build/assembly strategies
- Modeling and Simulation technologies
- Model-based tools and approaches to optimize producibility
- Intelligent manufacturing planning and factory execution
- Elimination of inefficiencies in design optimization, material usage, labor utilization, work flow, etc.
- Supply chain procedures and improvements, such as network centric manufacturing capabilities to facilitate resilient and adaptable supply chains
- Development of more efficient structural fabrication product lines
- Streamlining of outfitting operations
- Prediction and reduction of weld distortion
- Inspection technologies, such as digital radiography, ultrasonic inspections, etc.

The Contractor will operate and manage the NSAM COE in its mission to develop naval platform-related manufacturing technologies and transition the technology for implementation in U.S. shipyards and other industrial facilities. In addition to accomplishing the NSAM COE's core mission, the Contractor shall manage, operate, sustain, and enhance the NSAM COE's ability to function as an ONR ManTech Center of Excellence.

The Contractor shall, with the highest degree of vision, quality, integrity, and technical excellence, maintain a strong scientific and engineering resource base responsive to manufacturing technology issues of national importance. The scope of work of this Contract includes:

1. Operating and managing the COE in an efficient, cost effective, and innovative manner to accomplish its core mission of developing and facilitating the implementation of advanced manufacturing technologies to U.S. shipyards and other industrial facilities to reduce the cost and time to

build and repair key naval platforms. (Section 2.0)

2. Organizing, facilitating and executing a naval platform and shipyard/industrial base driven project selection process, supporting the key naval platform programs identified by the ONR ManTech Investment Strategy and the ONR Program Officer, in order to recommend technical work. Projects selected should be important to both the Navy and the naval industrial base that builds and/or repairs naval platforms. (Section 3.0).
3. Initiating and managing ManTech projects approved by the ONR Program Officer. Management of projects should include the use of an earned-value or similar methodology that tracks and relates technical progress, schedule, and funding. (Section 3.0)
4. Providing support of special projects or non-ManTech funded projects that relate to the COE mission, as directed by the ONR Program Officer. (Section 3.0)
5. Providing all required reporting, including COE-level and project-level deliverables, for the evaluation of the technical and financial progress of the Center and of each technical project. (Sections 2.0 and 3.0)
6. Planning, coordinating, and conducting outreach activities and projects to increase awareness of the NSAM COE and to facilitate technology transition and implementation of ManTech-developed manufacturing technology at additional shipyards and industrial facilities beyond the initial implementation site of any particular technical project. (Section 2.0)
7. Traveling in support of the NSAM COE. Travel shall be planned and conducted in such a fashion to provide maximum flexibility and use of time in support of the COE. All travel shall be in accordance with the FAR and applicable federal travel regulations. (Sections 2.0 and 3.0)

It is currently envisioned that the NSAM COE contract will be structured with multiple delivery orders. This Statement of Work covers two general activity areas critical to the NSAM COE's accomplishment of its mission: Delivery Order 0001: Center Operations and Management (Section 2.0) and Delivery Order 0002: Project Development and Management (Section 3.0).

2.0 Delivery Order 0001: COE Operations and Management

The Contractor shall operate the NSAM COE to function as an ONR ManTech Center of Excellence to serve as a national resource in shipbuilding and advanced manufacturing technology in general and to accomplish the NSAM COE's core mission in particular. The Contractor shall manage and operate the

COE in an efficient, cost effective, and innovative manner -- developing strategies to plan, track, and analyze projects and expenditures to ensure efficient operation of the COE.

2.1 Center Operations

NSAM COE operations can be broken down into the following activities:

2.1.1 COE Core Mission Management and Support Activities

The Contractor shall provide management and programmatic support as required to accomplish the NSAM COE core mission of identifying, developing, and transitioning advanced shipbuilding and manufacturing technology to U.S. shipbuilders and other relevant defense industry (as detailed in Section 3.0). In so doing, this includes but may not be limited to:

- Managing the NSAM COE as a whole.
- Submitting COE-level deliverables as directed by the ONR Program Officer and as specified in the Annual ManTech Guidance.
- Responding to “data calls” as requested by the ONR ManTech Director, the ONR Program Officer, or their representatives.

2.1.2 Naval Technical Advisor Activities

The Contractor shall provide technical assessments and recommendations on specific shipbuilding and other naval related technologies as required by the Government. Reports delivered to the Government shall include independent analyses and specific recommendations by the Contractor. The Contractor shall avoid any conflicts of interest and act as an independent advisor (honest broker) to the Government. As a result of such in-house support, the Contractor may be ineligible on Organizational Conflict of Interest (OCI) grounds from performing the actual development work on the recommended technologies. The Contractor will provide management, control, and support for Navy and DoD funded developments and coordinate the research of participating government, industry, and academic organizations.

Special Projects: As part of Naval Technical Advisor Activities, the Contractor shall perform Special Projects as directed by the ONR ManTech Division. Special Projects may include, but are not limited to, the following: support to Navy PEOs, POs, and PMSs/PMAs, such as the development of build strategies; participation in shipyard or other relevant industrial base benchmarking surveys; development of technology roadmaps; assessments of foreign shipbuilding or other naval related technologies; and other shipbuilding or naval technology-related tasks as assigned.

2.1.3 Connectivity to Shipyards and Other Key Naval Industries

The Contractor shall develop and maintain working relationships and technical interchanges with shipyards and/or other relevant industries utilizing these relationships to facilitate technology transfer to the nation's shipyards and other defense industries.

2.1.4 Outreach Activities

The Contractor shall perform outreach activities as approved by the ONR Program Officer. The objectives of these activities are to encourage partnering with government, industry, and academic organizations and to facilitate transfer of developed manufacturing technologies to achieve implementation beyond the primary shipyard(s) or industrial facility on any particular project team. This includes, but is not limited to, the following:

- Providing uninterrupted maintenance of a NSAM COE public domain website and server.
- Providing promotional materials and logistics support for exhibits, demonstrations, conferences, workshops, and displays.
- Attending and showcasing the NSAM COE mission and accomplishments at specific conferences and trade shows, such as the Defense Manufacturing Conference, ShipTech, and other related Advance Manufacturing Technology Workshop and conferences. Attendance and exhibition at trade shows, conferences, and the like must be approved in advance by the ONR Program Officer or ManTech Director. Typically this is 3-6 events annually.
- Distributing a physical and/or electronic newsletter on a minimum quarterly basis to key government and industry personnel.

2.2 Center Business Operations

The Contractor shall manage and administer a system of internal controls for all COE business and administrative operations. Management of the NSAM COE business and administrative operations shall include integrating common systems of internal controls across the NSAM COE and implementing business processes that are risk-based, cross-functional, and cost-effective; that optimize and streamline operations; and that increase efficiency and enhance productivity. Included shall be plans to accomplish the following:

2.3.1 COE Performance Management

The Contractor shall develop and institute an in-house financial management system (Earned Value Management System (EVMS) or equivalent) to help the ONR Program Officer measure the performance and effect corrective actions as needed for each technical project. This system must be capable of accurately tracking expenditures, analyzing the expenditure of funds in light of work accomplished, and quantifying technical problems in terms of cost and schedule. Favorable and unfavorable cost and/or schedule variances that exceed +/- 10% shall be

identified and reported along with proposed corrective actions. This does not need to be a complex EVMS. It is intended to provide a simple means of correlating technical progress to budget progress.

2.3.2 COE Performance to Fiscal Benchmarks

The Contractor shall develop a plan to meet the Navy's obligation and expenditure fiscal benchmarks, track center performance with respect to these benchmarks, and develop "get well" plans if necessary.

2.3.3 COE Award Fee Evaluation

The Contractor shall develop a process to accomplish semi-annual award fee evaluations wherein assessments are made for individual technical projects in accordance with the applicable Award Fee plan and direction from the ONR Program Officer and/or Fee Determining Official.

2.3 COE-Level Meetings and Travel

NSAM COE personnel shall participate in meetings as directed by the Navy ManTech Director and/or ONR Program Officer. These are expected to include, but are not limited to, the following:

- ManTech "All Hands" or Center Director Meetings - typically 2-3 times annually.
- Candidate Project Selection Meetings - typically once annually.
- Quarterly Program Management Reviews (PMRs) - quarterly with the ONR Program Officer at ONR, the COE, or other site as approved by the Program Officer. Other attendees will be at the option of the ONR Program Officer. Each PMR shall address at a minimum: center financial performance and plans; updates on active projects including information such as technical; progress and accomplishments, schedule status, and adherence to spend plan; technology implementation updates; and planned meetings and activities;. The PMR shall address other technical and programmatic topics as directed by ONR.
- Platform IPT Reviews – Navy ManTech currently holds Platform IPT project review meetings for each platform supported by the Navy ManTech Investment Strategy approximately 2 times per year per platform. To make effective use of ManTech resources, these meetings are often co-located, resulting in a total of 6-10 meetings annually.
- ManTech Conferences/Workshops – as directed by the ONR Program Officer but typically includes the annual Defense Manufacturing Conference (DMC), ShipTech, and other approved conferences/workshops.

2.4 COE-Level Deliverables

The Contractor shall submit COE-level ManTech deliverables as directed by the ONR Program Officer and as specified in the Annual Navy ManTech Guidance, expected to include but not limited to:

- COE Monthly Status Report – monthly

- COE Funding Allocation Spreadsheets – typically semi-annually
- COE Expenditure Estimates – typically semi-annually
- COE Monthly Expenditure Reports (MERs) - monthly
- COE Affordability Assessments – typically semi-annually
- COE Implementation Workbooks – typically annually

2.5 COE-Level Data Requirements

The Contractor shall submit all data requirements as specified in the Contract Data Requirements List (DD Form 1423).

- CDRL A001: COE Quarterly Report
- CDRL A002: COE Award Fee Evaluation
- CDRL A003: Contract Final Report
- CDRL A004: All other ManTech Program deliverables as required

3.0 Delivery Order 0002: Project Development and Management

In support of the ONR ManTech Program, the NSAM COE shall identify, develop and transition shipbuilding and advanced manufacturing technologies to U.S. shipyards and other industrial facilities to reduce the cost and time to build and repair key naval platforms, as identified in the Navy ManTech Investment Strategy. Primary means of accomplishing this core mission is through the development and execution of technical projects whose results will be transitioned to industry.

The three basic types of ManTech projects are:

- Standard projects: typically 12-36 months duration; typically \$500K - \$3M funding range.
- Mega Rapid Response projects - urgent requirement. Maximum 9 months duration and \$500K funding (nominally \$150K - \$500K) or limits set per current ONR guidance.
- Rapid Response projects – smaller, urgent requirement. Typically, 4-6 month duration and \$50K-\$100K range

Standard Projects and Mega Rapid Response projects will be managed under Delivery Order 0002 but will be executed under other delivery orders awarded under the base contract. Rapid Response projects will be managed and executed under Delivery Order 0002.

Note: Non-ManTech Projects - At the discretion of the ONR Program Officer, the NSAM COE may execute and manage technical projects, other than Navy ManTech projects, that are related to shipbuilding, aircraft fabrication, or other naval- or defense-related industries or platforms. Examples of these projects may include, but are not limited to, projects from other ONR Technical Codes, congressional interest (“plus-up”) projects, or Office of the Secretary of Defense

(OSD)-funded Manufacturing Science and Technology efforts. These Non-ManTech projects are typically awarded under separate, individual delivery orders and the management of these efforts is charged directly to those projects, not Delivery Order 0002, unless coordinated with ONR ManTech.

3.1 Project Development

Project development is generally broken down into the following three steps.

Note: The below information is based on current ONR ManTech policy and guidance. ONR reserves the right to revise and refine the below project development process.

3.1.1 Issue Identification

The Contractor, via their relationships with Navy PEOs, program offices, warfare centers, etc., as well as their relationships with shipbuilders and other relevant industry, will identify shipbuilding and advanced manufacturing technology issues and/or needs. These needs shall be turned into ManTech project candidates. The Contractor shall document these issues as appropriate by generating an issue sheet, quad chart, and/or other documentation as appropriate.

3.1.2 Candidate Project Selection

The Contractor shall continuously prioritize candidate projects so that resources may be properly allocated. This prioritization shall be based on interactions between the NSAM COE, the ONR ManTech Program Officer, shipyards and other industry, and various Systems Commands program offices (Program Executive Offices, Program Management Offices, etc.). The Contractor shall assist in matching these needs to recommended ManTech projects, Mega Rapid Response projects, Rapid Response projects, or other proposed solutions.

Project selection will be in accordance with guidance and timelines set by the Navy ManTech Office in effect at that time. Currently, the COEs present their prioritized list of candidate projects to the ONR ManTech Director and Program Officers at a Candidate Project Selection Meeting in the winter of the prior fiscal year (i.e., candidate projects for Fiscal Year 2015, which begins October 1, 2014, will be presented December 2013). The ManTech Director and the Program Officers will then select project ideas for further development based on anticipated availability of funds. Off-cycle project candidates will be considered based on need and funding availability. This project selection process should also be in keeping with the approved ManTech Investment Strategy and any key platforms or PEO(s) identified within.

3.1.3 Individual Project Development

Projects may be developed as ManTech projects, Mega Rapid Response

projects, or Rapid Response projects. As the majority of efforts are expected to be ManTech projects, the ManTech project development process is described below. Mega Rapid Response and Rapid Response projects may have an alternate, simplified development process as described by ONR guidance and/or Program Officer direction.

As part of project development, the Contractor will endeavor to obtain quality cost share from participating project subcontractors, program offices, etc. as well as identify available leveraging opportunities and other methods to augment Navy ManTech investment.

Upon candidate selection and approval by the ONR ManTech Office, each ManTech project shall be initiated under a three-step process.

- 1. Program Planning Document (PPD) Development:** The Contractor will coordinate the development of a Program Planning Document with teaming partners and Navy points of contact. This PPD will contain a list of performers/ team members, estimated project costs, technical statement of work outline, benefit information, draft schedules, draft metrics, and other information as requested by the Program Officer. This PPD will then be submitted to the Program Officer for review and approval.

For Navy ManTech-funded projects, it is expected that the Contractor will employ a strategy of utilizing subcontracting authority as appropriate with industry (weapons system prime contractors, system integrators, and/or their associated vendors and suppliers) or other commercial entities where expertise or technologies are required to be deployed or are already resident.

Upon approval of the PPD, the ONR Program Officer will issue the NSAM COE a Project Development Request (PDR) which authorizes the COE to develop a project plan for the proposed effort. The PDR signals an intention to provide, but is not a guarantee of, eventual project funding.

- 2. Project Plan Submittal:** The Contractor will submit a Project Plan (also known as the proposal package) to the Navy for approval. This plan shall generally include: an executive summary; background; goals, objectives, and benefits; technical scope/approach and plans; technical analyses; financial spend plans; statements of work; schedules, milestones and deliverables; risk assessments; detailed cost and budget proposals; detailed cost analyses; benefits and savings analyses and summaries; investment cost sharing plans and cost leveraging summaries; technology transition plans (TTPs); and Stakeholder and Technical

Assistant concurrences. The Contractor shall also develop award fee distribution plans tailored to the nature of the work to be performed in conjunction with the Award Fee Plan.

3. **Project Plan Review and Approval:** The ONR Program Officer will review the submitted Project Plan. If approved, the Program Officer will provide an analysis and approval document to the ONR Contracting Officer. The Contracting Officer will negotiate/award a new delivery order or delivery order modification for performance of the approved project.

3.2 Project Management

Awarded projects are to be managed by the Contractor as instructed by the ONR Program Officer. This includes, but is not limited to, providing technical, programmatic, and financial oversight and guidance to the project team; coordinating project activities with government stakeholders and technical authorities; and completing all project management documentation (monthly and quarterly reports, quad charts, project final report, etc.). It is expected that for each awarded project, the Contractor will hold regular status telecons with the project IPT members and hold project kickoff meetings, periodic project status and milestone gate reviews, and final reviews. Projects shall be tracked using the EVMs or equivalent process referenced in Section 2.3.1. In addition, projects shall be evaluated (generally semi-annually) in accordance with the applicable Contract Award Fee plan and direction from the ONR Program Officer and/or Fee Determining Official.

3.3 Project Management of Existing Center for Naval Shipbuilding Technology Projects

At the discretion of ONR, the Contractor may be asked, upon Contract award, to assume management responsibilities of some or all of the ongoing projects of the Center for Naval Shipbuilding Technologies (CNST). See Request for Proposal for additional information.

3.4 Project Development and Management Meetings and Travel

NSAM COE personnel shall expect to travel and participate in meetings in support of Project Development and Management efforts. Typically, these meetings would include, but not be limited to: future FY planning meetings at specific shipyards and industrial facilities; project kickoff and coordination meetings, final project reviews, etc.

3.5 Project-Level Deliverables

For each ManTech project, the Contractor shall submit:

- Project Program Planning Document (PPD)
- Project Plan

In addition, the Contractor shall submit project-level ManTech deliverables as specified in the Annual Navy ManTech Guidance, including but not limited to:

- Technology Transition Plan (TTP)
- Projects Database Information
- Project Book Information
- Project Quad Chart
- Project Briefings, as applicable
- Success Story, as applicable

Other deliverables may include any and all prototypes, mock-ups, tooling, software, samples, and components purchased and/or fabricated under ManTech funding during the execution of individual projects, if applicable. This may also include process specifications, designs (both components and tooling), manufacturing cost data for tooling and component fabrication, and all test results.

3.6 Project-Level Data Requirements

The Contractor shall submit all data requirements as specified in the Contract Data Requirements List (DD Form 1423).

- CDRL A001: Project Final Report
- CDRL A002: All other ManTech Program deliverables as required

Attachment No. 2

MANUFACTURING TECHNOLOGY (MANTECH)

NAVAL SHIPBUILDING AND ADVANCED MANUFACTURING CENTER OF EXCELLENCE (NSAM COE)

STATEMENT OF WORK

For

Delivery Order 0002, Option A: Assumption of Project Management Responsibilities of Continuing CNST Projects

Section 1.0: Overview

Delivery Orders 0001 (Center Operations and Management) and 0002 (ManTech Project Development and Management) of the current Center for Naval Shipbuilding Technologies (CNST) contract N00014-09-D-0584 expire August 23rd, 2014. It is not anticipated that these delivery orders can or will be extended beyond this date.

The government does expect that one or more project delivery orders, each containing one or more technical projects, will have periods of performance that extend beyond this August 23rd, 2014 date. This may, but not necessarily, include one or more of the following: Delivery Order 0003, Delivery Order 0006, Delivery Order 0014, and/or additional delivery orders. Project Management activities for these efforts are currently performed on Delivery Order 0002. Therefore, there is a need to assume the project management responsibilities for continuing CNST projects, contained on these delivery orders, that up to the date of expiration would be performed on the current Delivery Order 0002.

The applicable award fee plan and funding pools for any and all continuing CNST projects eligible for award fee are contained on Delivery Order 0005 of the current contract. It is expected that this delivery order will also extend beyond the August 23rd, 2014 date. Labor associated with administering the award fee plan and performing award fee evaluations on projects is currently performed on Delivery Order 0001 (if a center-level activity) or Delivery Order 0002 (if a project-level activity). Therefore, there is a need to assume labor associated with award fee management of these continuing

CNST projects as well, as prescribed under Delivery Order 0005 and the applicable award fee plan.

If exercised, the assumption of project management and all award fee responsibilities for these existing projects and delivery orders will be performed under Option A of Delivery Order 0002 of the Naval Shipbuilding and Advanced Manufacturing (NSAM) Center of Excellence (COE) contract. This document provides the statement of work for these activities.

Section 2.0: Project Management

Continuing CNST projects are to be managed by the NSAM Contractor as instructed by the ONR Program Officer. This includes, but is not limited to, providing technical, programmatic, and financial oversight and guidance to the project team; coordinating project activities with government stakeholders and technical authorities; and completing all project management documentation (monthly and quarterly reports, quad charts, project final report, etc.). It is expected that for each awarded project, the Contractor will hold regular status telecons with the project IPT members and hold periodic project status and milestone gate reviews, and final reviews. Projects shall be tracked to manage schedule, performance, and budget.

NSAM COE personnel shall expect to travel and participate in meetings in support of these Project Management efforts. Typically, these meetings would include, but not be limited to project coordination meetings, go/ no-go gate reviews, final project reviews, etc.

Section 3.0 Award Fee Evaluations

The Contractor shall administer the applicable award fee plan for the continuing CNST projects.

The Contractor shall perform semi-annual award fee evaluations wherein assessments are made for individual technical projects in accordance with the applicable Award Fee plan for these continuing efforts and direction from the ONR Program Officer and/or Fee Determining Official.

The Contractor shall also prepare semi-annual award fee assessments as indicated in the applicable Award Fee Plan for these continuing efforts.

Section 4.0 Deliverables

The Contractor shall submit project-level ManTech deliverables as specified in the Annual Navy ManTech Guidance, including but not limited to:

- Projects Database Information
- Project Book Information
- Project Quad Chart
- Project Briefings, as applicable
- Success Story, as applicable

Other deliverables may include any and all prototypes, mock-ups, tooling, software, samples, and components purchased and/or fabricated under ManTech funding during the execution of individual projects, if applicable. This may also include process specifications, designs (both components and tooling), manufacturing cost data for tooling and component fabrication, and all test results.

Contractor shall also provide semi-annual award fee assessments as indicated in the applicable Award Fee Plan for these continuing efforts.

Section 5.0 Project-Level Data Requirements

The Contractor shall submit all data requirements as specified in any and all Contract Data Requirements Lists (DD Form 1423)

The Contractor shall provide the following CDRLs as detailed in the NSAM Delivery Order 0002.

- CDRL A001: Project Final Report
- CDRL A002: All other ManTech Program deliverables as required

Award Fee Plan

1.0 Introduction

This Award Fee Plan is the basis for the Office of Naval Research (ONR) evaluation of Contractor performance on Manufacturing Technology (ManTech) projects. It describes criteria and procedures used to assess performance and to determine the amount of award fee earned on each ManTech project in accordance with the requirements of FAR 16.401. This plan describes how the Contractor's performance is measured against award fee evaluation criteria and how that evaluation results in the overall award fee adjectival rating and award fee percentage available as specified in the FAR.

The determination by the Government of any award fee amounts earned by the Contractor is a unilateral decision made by the Government. Each unilateral action under this Contract authorizing the Contractor to bill for earned award fee shall represent a final decision of the amount of the award fee earned by the Contractor and shall not be subject to dispute by the Contractor under the clause entitled "Disputes" or any other clause of the Contract and shall not be appealable to any Board of Contract Appeals, Claims Court, or any other court. Payment of award fee is also not subject to the "Allowable Cost and Payment" clause of the Contract.

The award fee will be provided to the Contractor through contract modifications and in accordance with the award fee provisions of the Contract. The award fee earned and payable will be determined by the Fee Determining Official (FDO) based upon review of the performance of the Contractor and the project performance of any or all subcontractors against the criteria set forth in this plan.

2.0 Determination of Award Fees

The FDO (ManTech Director, ONR-03T) shall determine award fee amounts earned for ManTech project performance over each evaluation period based on recommendations by the ManTech Program Officer (ONR-03T) and, if appropriate, the Contracting Officer (CO) (ONR-253).

3.0 Definitions

- a. **Award Fee.** The maximum available award fee amount that can be earned is 8%. The available award fee pool for each evaluation period (see 3.b. below) will be specified in the delivery order for each project. Program Officers are encouraged to apportion award fee pool amounts over the evaluation periods of the project in a way that is representative of not only the effort expended in that period, but of the value to the Navy. Typically, this will result in a minimal award fee pool amount in the first evaluation period and a major portion of the award fee pool in the final evaluation period. The award fee earned by the Contractor will be determined after the completion of each six month evaluation period.
- b. **Performance Evaluation Periods.** After award of a Center of Excellence (COE) contract by ONR, the ManTech Program Officer shall establish performance evaluation periods for that contract. Each performance evaluation period will cover six months of performance. A project that begins with three months or less remaining in the current performance evaluation period will be evaluated at the end of the next evaluation period and that evaluation will include all activity from the initiation of the project. A project with a total duration of twelve months or less may be evaluated either every six months or only once after project completion as specified in the delivery order for the project. If a project

receives a Period of Performance (POP) extension, the distribution of the remaining award fee pool shall be adjusted to reflect the new performance period, and the award fee amounts for each evaluation period shall be revised as recommended by the ManTech Program Officer, approved by the FDO and specified in a delivery order modification issued by the CO.

- c. **Award Fee Evaluation Criteria.** Evaluations shall be based on the criteria specified in ANNEX 1. If the CO does not give specific notice in writing to the Contractor of any change to the evaluation criteria prior to the start of a new evaluation period, then the same criteria used in the preceding period shall be used in the current award fee evaluation period.
- d. **Subcontractor Award Fee.** The Contractor shall invoke similar award fee plans and procedures for all subcontracts. Subcontractor award fees shall be determined by the Contractor. The Government will evaluate the Contractor's performance (including the performance of subcontractors).

4.0 Award Fee Process

Evaluations of the Contractor's performance shall be conducted for each performance evaluation period with a determination of the award fee for that period based on that evaluation. The process for performance evaluation and award fee determination are as follows:

- a. **Contractor's Self Evaluation Report (CSER).** The Contractor shall submit to the ManTech Program Officer a CSER including every project to be evaluated in each evaluation period within 20 calendar days of the close of that period. This written assessment of the Contractor's performance throughout the evaluation period must contain an Award Fee Evaluation Criteria spreadsheet (ANNEX 1) for each project and may also contain any information that may be reasonably expected to assist in evaluating the Contractor's performance.
- b. **Performance Evaluation Report.** Within 15 calendar days after receipt of the CSER, the Program Officer shall review the CSER, make adjustments, as appropriate, to the Award Fee Evaluation Criteria spreadsheets for each project, and submit a written recommendation to the FDO indicating the total Award Fee Points and the resulting earned award fee amount for each project. The amount of the earned award fee recommended will be determined by using the Award Fee Conversion Chart (ANNEX 2) and the award fee pool for the current evaluation period as specified in the delivery order for each project.
- c. **FDO Review and Approval.** Within 10 calendar days of receipt of the recommendation from the Program Officer, the FDO shall make the final determination of the total Award Fee Points and the earned award fee amount for the evaluation period. The amount of the earned award fee will be determined by using the Award Fee Conversion Chart (ANNEX 2) and the award fee pool for the current evaluation period as specified in the delivery order for each project. The FDO shall inform the CO regarding the evaluation results and the decision to authorize payment of the earned award fee amount.
- d. **Contracting Officer Action.** Upon receipt of the authorization for payment from the FDO, the CO shall issue a contract modification enabling invoicing by the Contractor within fifteen calendar days or as soon thereafter as possible.
- e. **Report of Distribution of Award Fee.** Within 30 days after payment to the Contractor of the earned award fee for that evaluation period, the Contractor shall report the distribution of the award fee to the ManTech Program Officer. The report shall include the amount of Award Fee distributed by the Contractor to each subcontractor and, if applicable, to the

Contractor itself for the most recently completed six-month evaluation period as well as the cumulative amount to each since the initiation of the contract.

5.0 Award Fee Plan Change Procedure

Unilateral changes may be made to the Award Fee Plan by the Government. The CO shall provide written notification no later than thirty days prior to the start of the next evaluation period.

The Contractor may recommend changes to the CO no later than sixty days prior to the beginning of a new evaluation period. The CO shall notify the Contractor in writing of any change(s).

Changes to the Award Fee Plan that are applicable to a current evaluation period must be incorporated by mutual consent of both parties.

In all cases, any changes to the Award Fee Plan must be approved by the FDO.

6.0 Contract and Project Termination

If the Contract is terminated for the convenience of the Government after the start of an award fee evaluation period, the award fee earned for that period shall be determined by the FDO using the normal award fee evaluation process.

If a project on a delivery order is terminated for the convenience of the Government after the start of an award fee evaluation period, the award fee earned for that period shall be pro-rated based on the cumulative expenditures since project initiation. The total award fee earned as of termination shall not exceed 8% of the total expenditures.

After termination for convenience of the Contract or of a project on a delivery order, the remaining award fee pool amounts allocated to all subsequent award fee evaluation periods cannot be earned by the Contractor and, therefore, will not be paid.

ANNEX 1 – Award Fee Evaluation Criteria

ManTech project efforts will be evaluated using the criteria on the following three pages.

Evaluation Period:		Award Fee Qualitative Ratings				
COE	Project #	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
		≤70	71-75	76-80	81-90	91 - 100
Award Fee Score:		Weights:				
A. TECHNICAL / PROGRAMMATIC 1. Progress Toward Technical Goals / Metrics Basis for Scoring: - Is progress toward achieving the technical goals as expected? Justification:	0.30	- Technical progress does not meet expectations. Recovery plan may or may not be in place. Significant risk that technical goals will not be achieved. Little possibility of improvement or recovery of performance.	- Technical progress generally meets expectations but there are concerns that are justified in place. Minor overall risk to technical success of project.	- Technical progress meets project expectations and there are no concerns. Project expected to be successful.	- Technical progress exceeds project expectations. Project successful or expected to be successful.	Score: X 0.15 0
	0.15	- Work is not complete or frequently incomplete, inaccurate, and/or either nominally compliant or non-compliant with industry norms and technical requirements. - Deliverables are of poor quality (i.e., not complete, accurate, and in compliance with requirements). - Little or no improvement from previous period.	- Work is complete, generally accurate, and in compliance with minimum industry norms and technical requirements but some improvements may be desired. - Some problems with quality of deliverables (i.e., completeness, accuracy, compliance to requirements). - Consideration may be given to improvement (or lack thereof) from previous periods.	- Work is of a high caliber of thoroughness and/or accuracy. Meets industry norms and technical requirements. - Deliverables are generally complete, accurate, and in compliance with requirements. - Deficiencies, if any, are minor. Some improvements desirable. - Consideration may be given to improvement from previous periods.	- Work is of a high caliber of thoroughness and/or accuracy. Meets or exceeds industry norms and technical requirements. - Deliverables are complete, accurate, and in compliance with requirements.	- Work is of the highest caliber for both thoroughness and accuracy. Exceeds industry norms and technical requirements. Little or no possibility for improvement. - All deliverables are complete, accurate, and in compliance with requirements. Little or no possibility of improvement.
B. PROJECT MANAGEMENT 1. Adherence to Schedule Basis for Scoring: - Is technical progress on schedule? - Are deliverables on schedule? Justification:	0.30	- Project is significantly behind schedule. Plan to recover schedule slippage is nonexistent or not acceptable. - Deliverables rarely on schedule. - Little or no improvement from previous period.	- Technical progress of project generally on schedule. If any, have adequate justification. - Deliverables generally on schedule, and delays, if any, have not significantly impacted project performance. - Consideration may be given to improvement (or lack thereof) from previous periods.	- Technical progress of project is on or ahead of schedule for most tasks. Delays, if any, are minor, have adequate justification, and do not impact project performance. - Deliverables are on schedule for most tasks. - Consideration may be given to improvement from previous periods.	- Technical progress of project is on or ahead of schedule for all tasks. - Deliverables are on or ahead of schedule for all tasks. - Little or no possibility of improvement.	Score: X 0.10 0
	0.10					Score: X 0.10 0

Award Fee Qualitative Ratings

		Unsatisfactory	Satisfactory	Good	Very Good	Excellent
		≤70	71-76	76-80	81-90	91 - 100
<p>Award Fee Score:</p> <p>Weight:</p>						
<p>2. Adherence to Spend Plan</p> <p>Basis for Scoring:</p> <ul style="list-style-type: none"> - Is Contractor demonstrating cost control? - Are the monthly and cumulative expenditures on schedule and consistent with technical progress? 	<p>0.10</p>	<p>- Contractor does not control costs and consistently does not incur the costs projected for each month. Spend plan was not maintained for several months, and/or cumulative costs vary by more than 15% from the approved plan (unless a greater deviation is considered to be in the best interest of the Government).</p> <p>- Little or no improvement from previous periods, and/or unreasonable justification provided.</p>	<p>- Contractor attempting to control costs, but monthly and/or cumulative expenditures vary by 10% to 15% from the approved plan (unless a greater deviation is considered to be in the best interest of the Government). A higher score in this range is reasonable if a revised spend plan has been received and is acceptable.</p> <p>- Consideration may be given to improvement (or lack thereof) from previous periods and/or the reasonableness of any justification provided.</p>	<p>- Contractor controls costs and spend plan remains generally accurate and technical progress on both a monthly and a cumulative basis, with cumulative expenditures varying by no more than 10% from the approved plan (unless a greater deviation is considered to be in the best interest of the Government).</p> <p>- Consideration may be given to improvements from previous periods.</p>	<p>- Contractor controls costs and spend plan remains accurate and generally consistent with technical progress on both a monthly and a cumulative basis, with cumulative expenditures varying by no more than 8% from the approved plan (unless a greater deviation is considered to be in the best interest of the Government).</p>	<p>- Contractor controls costs and spend plan remains accurate and consistent with technical progress on both a monthly and a cumulative basis, with cumulative expenditures varying by no more than 5% from the approved plan (unless a greater deviation is considered to be in the best interest of the Government).</p> <p>- Little or no possibility for improvement.</p>
<p>Justification:</p>		<p>Score: X 0.10 0</p>				
<p>3. Timeliness and Appropriateness of Invoice</p> <p>Basis for Scoring:</p> <ul style="list-style-type: none"> - Are invoices submitted on time? - Are invoices complete, accurate, and consistent with technical progress? 	<p>0.10</p>	<p>- Invoices frequently or consistently not on time.</p> <p>- Invoices are frequently or consistently incomplete, contain significant errors, and/or do not accurately reflect actual project performance.</p> <p>- Little or no improvement from previous periods.</p>	<p>- Invoices are not always provided on time.</p> <p>- Invoices occasionally contain deficiencies ranging from minor to major with improvements required.</p> <p>- Consideration may be given to improvement (or lack thereof) from previous periods.</p>	<p>- Most invoices provided on time.</p> <p>- Invoices are usually complete, contain very few or no errors, and accurately reflect work performed in invoicing period.</p> <p>- Improvement may be given to improvement from previous periods.</p>	<p>- Invoices provided on time.</p> <p>- Invoices are usually complete, contain very few or no errors, and accurately reflect work performed in invoicing period.</p>	<p>- Invoices always provided on time.</p> <p>- Invoices are always complete, error-free, and accurately reflect work performed in invoicing period.</p> <p>- Little or no possibility for improvement.</p>
<p>Justification:</p>		<p>Score: X 0.10 0</p>				
<p>C. TECHNOLOGY TRANSITION</p>						
<p>1. Transition / Implementation Coordination and Planning</p> <p>Basis for Scoring:</p> <ul style="list-style-type: none"> - Is Technology Transition Plan (TTP) complete and current? - Is the Contractor actively coordinating with the primary industry partner and any required approval authorities (i.e., technical warrant holders, system program office, etc.) to ensure transition / implementation. <p>Note: The availability should consider:</p> <ul style="list-style-type: none"> - The type of project and percentage completion of its planned period of performance (for example, the TTP is most important in the early phases of a project whereas active coordination with industry and the approval authorities for transition and implementation is most important during the later phases). - Period of implementation during the project as a strong positive and a basis for a high rating. - The project's Risk Assessment Rating. 	<p>0.30</p>	<p>- TTP not complete and/or not current.</p> <p>- Transition activities not coordinated. Key industry and approval authority personnel not actively involved.</p> <p>- Project did not or will not transition, if fairly recent start, project will not transition / implement without significant coordination in Contractor with industry and approval authorities.</p>	<p>- TTP generally complete and current but may not contain all appropriate signatures. Deficiencies may range from minor to major with improvements required.</p> <p>- Transition activities with industry and approval authorities generally coordinated, yet some concern regarding real / potential issues.</p>	<p>- TTP essentially complete and current. Any deficiencies are minor. Consideration should be given to reasonable attempts to obtain appropriate signatures.</p> <p>- Transition activities with industry and approval authorities appear well-coordinated.</p> <p>- Project proceeding towards transition / implementation.</p>	<p>- TTP complete and current. Consideration should be given to reasonable attempts to obtain appropriate signatures.</p> <p>- Transition activities with industry and approval authorities well-coordinated.</p> <p>- Project proceeding towards transition / implementation.</p>	<p>- TTP complete and current and includes all appropriate signatures.</p> <p>- Transition activities with industry and approval authorities well-coordinated.</p> <p>- Project has partially implemented, has transitioned and will likely implement, or will very likely transition / implement (implementation appears secure).</p>
<p>Justification:</p>		<p>Score: X 0.25 0</p>				

Award Fee Qualitative Ratings

Award Fee Score Weights	Unsatisfactory	Satisfactory	Good	Very Good	Excellent	Score:	
						X	0
<p>2. Secondary Transitions / Implementations & Technology Transfer</p> <p>Basis for Scoring:</p> <ul style="list-style-type: none"> - Is transition of the technology to other entities and organizations being actively pursued? - Is the technology being disseminated through workshops, meetings, presentations, or other related activities? - If appropriate, will the technology be commercialized and/or will the workforce be improved? <p>Justification:</p>	<p>Contractor shows no interest in pursuing additional transitions or shows some consideration of additional transitions but no satisfactory plan in place to achieve them and no action demonstrated.</p> <p>Technology not being disseminated through workshops, meetings, presentations, and/or other related activities.</p> <p>If appropriate, commercialization and/or workforce improvement unlikely.</p>	<p>Contractor shows some interest in pursuing additional transitions. Working to identify and define additional transition paths (through workshops, meetings, presentations, or other related activities).</p> <p>Some effort to disseminate technology through workshops, meetings, presentations, or other related activities.</p> <p>If appropriate, commercialization and/or workforce improvement may be unlikely.</p>	<p>Contractor shows interest in pursuing additional transitions. Working to identify and define additional transition paths.</p> <p>Secondary transitions possible.</p> <p>Technology being disseminated through workshops, meetings, presentations, or other related activities.</p> <p>If appropriate, likelihood of commercialization and/or workforce improvement.</p>	<p>Contractor pursuing additional transitions. Secondary transitions likely.</p> <p>Technology being disseminated through workshops, meetings, presentations, or other related activities.</p> <p>If appropriate, likelihood of commercialization and/or workforce improvement.</p>	<p>Contractor actively pursuing additional transitions. Strong likelihood of additional transitions.</p> <p>Technology actively being disseminated through workshops, meetings, presentations, and/or other related activities.</p> <p>If appropriate, strong likelihood of commercialization and/or workforce improvement.</p>	X	0
<p>D. CUSTOMER SATISFACTION</p> <p>1. Customer Satisfaction</p> <p>Basis for Scoring:</p> <ul style="list-style-type: none"> - Are customer expectations being met? - Are all customer requests responded to promptly, accurately, and completely? <p>Justification:</p>	<p>Customer expectations not met.</p> <p>Customer requests not responded to promptly, accurately, and completely.</p>	<p>Most customer expectations met and customer generally satisfied.</p> <p>Customer requests generally responded to promptly, accurately, and completely.</p> <p>Deficiencies are minor but may require improvement.</p>	<p>Customer expectations met.</p> <p>Customer requests almost always responded to promptly, accurately, and completely.</p>	<p>Customer expectations met.</p> <p>Customer requests responded to promptly, accurately, and completely.</p>	<p>Customer expectations exceeded. Customer very satisfied.</p> <p>All customer requests responded to promptly, accurately, and completely.</p>	X	0
<p>E. COST SHARE / LEVERAGING</p> <p>1. Cost Share / Leveraging</p> <p>Basis for Scoring:</p> <ul style="list-style-type: none"> - Has the Contractor obtained some cost share? - Has the Contractor pursued and/or taken advantage of leveraging opportunity(ies)? <p>Justification:</p>	<p>Cost share and/or leveraging opportunities not pursued.</p>	<p>Minimal attempt to secure cost share and/or identify leveraging opportunities, as appropriate.</p>	<p>Cost share and/or leveraging opportunities pursued, as appropriate.</p>	<p>Actions to pursue cost share and/or leveraging opportunities clearly demonstrated, as appropriate.</p>	<p>Secured cost share or demonstrated significant actions in an attempt to obtain cost share and/or identified and pursued significant leveraging opportunities, as appropriate.</p>	X	0

Total Award Fee Score	0
Total Award Fee Percentage (From Award Fee Conversion Chart)	0%
Award Fee Pool	\$0.00

Approval: _____ Date: _____

ANNEX 2 – Award Fee Conversion Chart

FAR Adjectival Rating	Award Fee Score	Percentage of Award Fee Available
Excellent (91-100% Award Fee)	100	100
	99	100
	98	100
	97	99
	96	97
	95	95
	94	94
	93	93
	92	92
	91	91
Very Good (75-90% Award Fee)	90	90
	89	89
	88	88
	87	87
	86	86
	85	85
	84	84
	83	83
	82	82
	81	81
Good (51-75% Award Fee)	80	75
	79	70
	78	65
	77	60
	76	55
Satisfactory (30% Award Fee)	75	50
	74	40
	73	30
	72	20
	71	10
Unsatisfactory (0% Award Fee)	0-70	0

**DEPARTMENT OF DEFENSE
CONTRACT SECURITY CLASSIFICATION SPECIFICATION**
(The requirements of the DoD Industrial Security Manual apply to all security aspects of this effort.)

1. CLEARANCE AND SAFEGUARDING	SER:014-14
a. FACILITY CLEARANCE REQUIRED	SECRET
b. LEVEL OF SAFEGUARDING REQUIRED	SECRET

2. THIS SPECIFICATION IS FOR: <i>(X and complete as applicable)</i>		3. THIS SPECIFICATION IS: <i>(X and complete as applicable)</i>	
a. PRIME CONTRACT NUMBER		<input checked="" type="checkbox"/> ORIGINAL <i>(Complete date in all cases)</i>	DATE (YYYYMMDD) 20140130
b. SUBCONTRACT NUMBER		b. REVISED <i>(Supersedes all previous specs)</i>	REVISION NO.
<input checked="" type="checkbox"/> c. SOLICITATION OR OTHER NUMBER N00014-14-R-0004	DUE DATE (YYYYMMDD)	c. FINAL <i>(Complete Item 5 in all cases)</i>	DATE (YYYYMMDD)

4. IS THIS A FOLLOW-ON CONTRACT? YES NO. If Yes, complete the following:
Classified material received or generated under N00014-09-D-0584 *(Preceding Contract Number)* is transferred to this follow-on contract.

5. IS THIS A FINAL DD FORM 254? YES NO. If Yes, complete the following:
In response to the contractor's request dated _____, retention of the classified material is authorized for the period of _____

6. CONTRACTOR *(Include Commercial and Government Entity (CAGE) Code)*

a. NAME, ADDRESS, AND ZIP CODE For RFP purposes only	b. CAGE CODE	c. COGNIZANT SECURITY OFFICE <i>(Name, Address, and Zip Code)</i> N/A
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7. SUBCONTRACTOR

a. NAME, ADDRESS, AND ZIP CODE N.A	b. CAGE CODE	c. COGNIZANT SECURITY OFFICE <i>(Name, Address, and Zip Code)</i> N/A
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B. ACTUAL PERFORMANCE

a. LOCATION N/A	b. CAGE CODE	c. COGNIZANT SECURITY OFFICE <i>(Name, Address, and Zip Code)</i> N/A
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9. GENERAL IDENTIFICATION OF THIS PROCUREMENT
Provide technical and administrative support needed for the efficient operation and management of the Navy Shipbuilding and Advanced Manufacturing (NSAM) Center of Excellence.

10. CONTRACTOR WILL REQUIRE ACCESS TO:	YES	NO	11. IN PERFORMING THIS CONTRACT, THE CONTRACTOR WILL:	YES	NO
a. COMMUNICATIONS SECURITY (COMSEC) INFORMATION		<input checked="" type="checkbox"/>	a. HAVE ACCESS TO CLASSIFIED INFORMATION ONLY AT ANOTHER CONTRACTOR'S FACILITY OR A GOVERNMENT ACTIVITY		<input checked="" type="checkbox"/>
b. RESTRICTED DATA	<input checked="" type="checkbox"/>		b. RECEIVE CLASSIFIED DOCUMENTS ONLY		<input checked="" type="checkbox"/>
c. CRITICAL NUCLEAR WEAPON DESIGN INFORMATION		<input checked="" type="checkbox"/>	c. RECEIVE AND GENERATE CLASSIFIED MATERIAL	<input checked="" type="checkbox"/>	
d. FORMERLY RESTRICTED DATA		<input checked="" type="checkbox"/>	d. FABRICATE, MODIFY, OR STORE CLASSIFIED HARDWARE		<input checked="" type="checkbox"/>
e. INTELLIGENCE INFORMATION		<input checked="" type="checkbox"/>	e. PERFORM SERVICES ONLY		<input checked="" type="checkbox"/>
(1) Sensitive Compartmented Information (SCI)		<input checked="" type="checkbox"/>	f. HAVE ACCESS TO U.S. CLASSIFIED INFORMATION OUTSIDE THE U.S., PUERTO RICO, U.S. POSSESSIONS AND TRUST TERRITORIES		<input checked="" type="checkbox"/>
(2) Non-SCI	<input checked="" type="checkbox"/>		g. BE AUTHORIZED TO USE THE SERVICES OF DEFENSE TECHNICAL INFORMATION CENTER (DTIC) OR OTHER SECONDARY DISTRIBUTION CENTER	<input checked="" type="checkbox"/>	
f. SPECIAL ACCESS INFORMATION		<input checked="" type="checkbox"/>	h. REQUIRE A COMSEC ACCOUNT		<input checked="" type="checkbox"/>
g. NATO INFORMATION		<input checked="" type="checkbox"/>	i. HAVE TEMPEST REQUIREMENTS		<input checked="" type="checkbox"/>
h. FOREIGN GOVERNMENT INFORMATION		<input checked="" type="checkbox"/>	j. HAVE OPERATIONS SECURITY (OPSEC) REQUIREMENTS		<input checked="" type="checkbox"/>
i. LIMITED DISSEMINATION INFORMATION		<input checked="" type="checkbox"/>	k. BE AUTHORIZED TO USE THE DEFENSE COURIER SERVICE		<input checked="" type="checkbox"/>
j. FOR OFFICIAL USE ONLY INFORMATION	<input checked="" type="checkbox"/>		l. OTHER <i>(Specify)</i>	<input checked="" type="checkbox"/>	
k. OTHER <i>(Specify)</i>		<input checked="" type="checkbox"/>	Item 11.g: Submit Requests to official listed in Item 16.a		

12. PUBLIC RELEASE. Any information (*classified or unclassified*) pertaining to this contract shall not be released for public dissemination except as provided by the Industrial Security Manual or unless it has been approved for public release by appropriate U.S. Government authority. Proposed public releases shall be submitted for approval prior to release Direct Through (*Specify*)

Office of Naval Research, Neil Graf, ONR Code 03TMT, One Liberty Center, 875 N. Randolph Street, Arlington, VA 22203-1995

to the Directorate for Freedom of Information and Security Review, Office of the Assistant Secretary of Defense (Public Affairs)* for review.
 *In the case of non-DoD User Agencies, requests for disclosure shall be submitted to that agency.

13. SECURITY GUIDANCE. The security classification guidance needed for this classified effort is identified below. If any difficulty is encountered in applying this guidance or if any other contributing factor indicates a need for changes in this guidance, the contractor is authorized and encouraged to provide recommended changes; to challenge the guidance or the classification assigned to any information or material furnished or generated under this contract; and to submit any questions for interpretation of this guidance to the official identified below. Pending final decision, the information involved shall be handled and protected at the highest level of classification assigned or recommended. (*Fill in as appropriate for the classified effort. Attach, or forward under separate correspondence, any documents/guides/extracts referenced herein. Add additional pages as needed to provide complete guidance.*)

Access to classified information is not required for the purpose of submitting a bid/proposal for this statement of work. However, the successful contractor will be required to have a Secret facility clearance with Secret Safeguarding. Contractor personnel supporting positions that require access to classified information/material shall be U.S. citizens.

A DD254 will be issued with each individual Task Order awarded from this RFP.

10.b: Restricted Data (RD) applies ONLY to Task Orders 0001 and 0002 and no others. Personnel supporting these task orders that require access to SECRET RD shall have, at minimum, a favorable Single Scope Background Investigation (SSBI).

10.e (2): Non-SCI Intelligence Information is not releasable to personnel who have not received a clearance at the appropriate security level and on a need-to-know basis. Prime contractor shall submit a written request to release Intelligence Information to to the official listed in Item 16.a.

11.c: Only IS's approved by DSS shall be used to generate classified information.

Program Officer:
 Office of Naval Research, Neil Graf, ONR Code 03TMT
 One Liberty Center, 875 N. Randolph Street Arlington, VA 22203-1995;
 (703) 696-0344; Email: Nei1.Graf@navy.mil

14. ADDITIONAL SECURITY REQUIREMENTS. Requirements, in addition to ISM requirements, are established for this contract. Yes No
 (*If Yes, identify the pertinent contractual clauses in the contract document itself, or provide an appropriate statement which identifies the additional requirements. Provide a copy of the requirements to the cognizant security office. Use Item 13 if additional space is needed.*)

15. INSPECTIONS. Elements of this contract are outside the inspection responsibility of the cognizant security office. Yes No
 (*If Yes, explain and identify specific areas or elements carved out and the activity responsible for inspections. Use Item 13 if additional space is needed.*)

16. CERTIFICATION AND SIGNATURE. Security requirements stated herein are complete and adequate for safeguarding the classified information to be released or generated under this classified effort. All questions shall be referred to the official named below.

a. TYPED NAME OF CERTIFYING OFFICIAL Diana Pacheco (diana.pacheco@navy.mil)	b. TITLE Contracting Officer for Security Matters	c. TELEPHONE (<i>Include Area Code</i>) (703) 696-8177
d. ADDRESS (<i>Include Zip Code</i>) Office of Naval Research One Liberty Center, 875 N. Randolph Street Arlington, VA 22203-1995	17. REQUIRED DISTRIBUTION <input checked="" type="checkbox"/> a. CONTRACTOR <input type="checkbox"/> b. SUBCONTRACTOR <input checked="" type="checkbox"/> c. COGNIZANT SECURITY OFFICE FOR PRIME AND SUBCONTRACTOR <input type="checkbox"/> d. U.S. ACTIVITY RESPONSIBLE FOR OVERSEAS SECURITY ADMINISTRATION <input checked="" type="checkbox"/> e. ADMINISTRATIVE CONTRACTING OFFICER <input checked="" type="checkbox"/> f. OTHERS AS NECESSARY ONR 03TMT, 43, 25	
e. SIGNATURE 		

Attachment 5
KEY PERSONNEL QUALIFICATIONS

COE DIRECTOR
(KEY POSITION)

Expected qualifications for this position:

- A technical BS degree from an accredited university and a minimum of 10 years of experience in managing shipbuilding-related and advanced manufacturing technology development programs; advanced degree highly preferred.
- Experience in and a broad understanding of technology development and manufacturing; particularly shipbuilding-related technologies.
- Experience in working cooperatively with the Defense Industry.
- Experience in identifying technology needs and technology transition

COE TECHNICAL DIRECTOR
(KEY POSITION)

Expected qualifications for this position:

- A technical BS degree from an accredited university and a minimum of 5 years of experience in managing technology development programs; advanced degree highly preferred.
- A minimum of 5 years experience in engineering management.
- A thorough understanding of shipbuilding and advanced manufacturing with the ability to recognize areas of manufacturing need and evaluate potential solutions.
- Experience in identifying technology needs and technology transition.

**BUSINESS MANAGER
(KEY POSITION)**

Expected qualifications for this position:

- A BS degree from an accredited university and a minimum of 7 years of experience in managing government-funded programs; advanced degree preferred.
- Experience in developing administrative policies and procedures appropriate for the management of government contracts.
- Experience in business and financial management.
- Experience in pricing, work breakdown structures, spending plans, and financial tracking.
- Experience in developing and defending budgets in support of government programs.

Attachment 6 REPORT FORMATS

Distribution instructions for the following reports are contained in Enclosure Number 1 of Exhibit A: Contract Data Requirements List, Instructions for Distribution.

Delivery Order 0001 – Center Operations and Management

- CDRL A001: COE Quarterly Report
- CDRL A002: COE Award Fee Evaluation
- CDRL A003: Contract Final Report
- CDRL A004: All other ManTech Program deliverables as required

CDRL A001 (Delivery Order 0001): COE Quarterly Report

The COE Quarterly Report shall contain two sections, Center Status and Project Status sections as shown below.

1. Center Status
 - a. Cover Page (with COE, Quarter / Dates Covered)
 - b. Table of Contents
 - c. Executive Summary
 - d. Center Activities Report (include accomplishments and recommendations based on independent analyses/assessments)
 - e. Status of Program Planning
 1. Current Fiscal Year (FY) Program Planning Status
 2. Next Fiscal Year Program Planning Status
 3. Current Projection of New Start Funds for Next Fiscal Year
 - f. Center Financial Status
 1. ManTech: operations and management activities' costs report detailed by expense element including: direct labor hours, direct salaries, overhead hours & costs, facilities maintenance, facilities purchased or leased, travel, materials, subcontracts/consultants, and other direct/indirect costs.
 2. Non-ManTech (if applicable)
 3. ODC Itemized List: ODC, description/purpose, date of purchase, quantity, unit cost, and total cost.
 - g. Major Activities Planned for the Next Quarter
 - h. Status of Technical Project Reports: Include table (project number, title, status, end date, due date, submittal date) for i) all projects that the work has been completed, but whose Technical Project Report has yet to be published, and ii) all projects with projected end dates within the next quarter.
2. Project Status (for each Active ManTech Project, Special projects, and Non-ManTech projects)

- a. Cover Page (with Order Number, ManTech Project Number, PDR Number, COE Project Number (if applicable), Project Title, and Quarter/Dates Covered by this report)
- b. Period of Performance – include any contract modifications, extensions, etc.
- c. Project Participants
- d. Stakeholder, including POC info (name, title, address, phone, e-mail)
- e. Technical Assistant POC info (if applicable)
- f. Navy Technical Authority POC info (if applicable)
- g. Responsible COE Project Manager POC info
- h. Background/Problem Statement
- i. Objective
- j. Overall Project Status (Green/Yellow/Red)
 1. Technical
 2. Schedule
 4. Cost

Note: Green – good/on track
 Yellow – minor deviation (explain)
 Red – major deviation (explain)
- k. Project Financial Status (include total and FY planned/actual/forecast)
 Include project budget (total budget and amount through reporting period; total expenditures, expenditures for report period; cost share). Break out expenditures by Performing Activity (in house vs. subcontracted activities/purchased services).
- l. Significant Past Activity
- m. Significant Activity/Accomplishments for Reporting Quarter, Overall, and by Phase and Task
- n. Plans for Next Quarter
- o. Issues/Problems/Workarounds (if applicable)
- p. Project Schedule Update
 1. Milestone/Deliverable Table (FY Deliverables; Date Due; Deliverable; Status)
 2. Gantt Chart showing Schedules/Progress (if required by contract)
- q. Implementation Status/Update
 If determined applicable by the Program Officer, an Implementation Report section shall be included in the Project Status section of the Quarterly Project Status/Financial Report. The Implementation Status shall outline the necessary events for successful transition into the Navy and the necessary resources to ensure transition. The following items shall be reported under the Implementation Report:
 1. Primary and secondary weapons systems targeted for implementation of technology developed.
 2. Implementing organization.
 3. Identification of organization/personnel responsible for major milestones leading to full implementation. Identification of the appropriate Navy Technical Authority.
 4. Remaining tasks required to implement improved manufacturing technologies in a production environment.

5. Summary of interactions held with the Navy Technical Authority and/or the implementing program office to ensure the project remains on track with the platform's needs, requirements, and schedule.
 6. Estimated funding/source of funding required for implementation.
 7. Implementation timeline for transition of resultant technology to production floor. The tasks identified in Item 4 (above) shall be clearly delineated in the timeline. The timeline shall include major milestones for Government and/or Design Agent certification/qualification of improved process.
 8. Is the project on schedule to meet the transition window? If not, explain why and what needs to be done to recover.
 9. Associated designs and materials, as applicable.
- r. Remarks/Recommendations (if applicable)

CDRL A002: COE Award Fee Evaluation

The format for the semi-annual COE Award Fee Evaluations shall be as described in Contract Award Fee Plan.

CDRL A003 (Delivery Order 0001): Final Report

Contractor format is acceptable as approved by the ONR Program Officer. Report shall provide a summary of all work completed during the entire contract period.

CDRL A004 (Delivery Order 0001): All other ManTech Program deliverables as required

Contractor format is acceptable, unless ONR Program Office format specified with applicable data call.

Delivery Order 0002 – Project Development and Management

CDRL A001: Project Final Report

CDRL A002: All other ManTech Program deliverables as required

CDRL A001 (Delivery Order 0002): Project Final Report

1. Cover Page (Title, Date, Project Number, Performing Activity, Project Team Members and Contact information)
2. Executive Summary/Abstract
3. Table of Contents
4. Background/Problem Statement
5. Objective(s)
6. Technical Approach (by task)
7. Technical Activities Performed
8. Results and Discussions
9. Benefits Analysis
 - a. Categorize and prioritize project's accomplishments in one or more of the following areas and include quantifiable data to support benefit analysis:
 - Warfighter readiness
 - Improved performance
 - Cost avoidance/savings
 - New product/process development to meet critical performance requirements
 - Environmental compliance
10. Implementation Report (Transition / Deployment Progress / Status)

If determined applicable by the Program Officer, an Implementation Report section shall be included in the Technical Project Report. The following items shall be reported under the Implementation Report section:

 - a. Primary and secondary weapons systems targeted for implementation of technology developed.
 - b. Implementing organization.
 - c. Identification of organization/personnel responsible for major milestones leading to full implementation. Identification of the appropriate Navy Technical Authority.
 - d. Description of how the new technology and/or processes were implemented into the targeted platform/system.
 - e. Implementation timeline for transition of resultant technology to production floor. The timeline shall include major milestones for Government and/or Design Agent certification/qualification of improved process.
 - f. Associated designs and materials, as applicable.
 - g. Identification of other platforms, systems or services that have interest in the new technology and will take the lessons learned to further develop the technology to their own specific needs.
11. Conclusions and Recommendations

Recommendations shall be based on independent analyses/assessments conducted by the NSAM COE (Contractor).

12. References

- * Contractor/Program Office report format is acceptable for Non-ManTech reports, such as Special Projects or Non-ManTech Projects.

CDRL A002 (Delivery Order 0002): All Other ManTech Program Deliverables as required

Contractor format is acceptable, unless ONR Program Office format specified with applicable data call.

**Attachment No. 7
LABOR RATES AND FACTORS
(BASE AND OPTION PERIODS 1 THRU 3)**

(Inserted at time of Award)

**NSAM COE
LABOR**

**Task Order 0001: Center Operations
and Special Projects**

Base Period CLIN 0001	Labor Category	Estimated Hours	Unburdened Labor Rate	Burdened Labor Rate	Total

Option Period 1 CLIN 0002	Labor Category	Estimated Hours	Unburdened Labor Rate	Burdened Labor Rate	Total

Option Period 2 CLIN 0003	Labor Category	Estimated Hours	Unburdened Labor Rate	Burdened Labor Rate	Total

Option Period 3 CLIN 0004	Labor Category	Estimated Hours	Unburdened Labor Rate	Burdened Labor Rate	Total

Task Order 0002: NSAM COE Project Development and Management

Base Period CLIN 0001	Labor Category	Estimated Hours	Unburdened Labor Rate	Burdened Labor Rate	Total

Option Period 1 CLIN 0002	Labor Category	Estimated Hours	Unburdened Labor Rate	Burdened Labor Rate	Total

Option Period 2 CLIN 0003	Labor Category	Estimated Hours	Unburdened Labor Rate	Burdened Labor Rate	Total

Option Period CLIN 0004	Labor Category	Estimated Hours	Unburdened Labor Rate	Burdened Labor Rate	Total

CONTRACTING OFFICER'S REPRESENTATIVE
APPOINTMENT LETTER

DATE

From: (The PCO)
To: (The COR/ACOR)

Subj: Appointment as Contracting Officer's Representative
(COR)

Ref: (a) DFARS 201.602-2
(b) FAR 3.2
(c) ONRINST 4205

Pursuant to reference (a) you are hereby appointed as the Contracting Officer's Representative (COR) for the administration of the following contract/order:

Contract Number: TBD

For: Naval Shipbuilding and Advanced Manufacturing Center of Excellence (NSAM COE)

Name of Contractor: TBD

Contract Period of Performance: TBD

1. As COR, you have the specific responsibilities detailed below.

a. Furnish the contractor technical direction and guidance in all aspects of the contract. You may formalize your guidance to the contractor in writing, provided that the written guidance does not affect price or duration of the contract and provided that this guidance contains both a signed acknowledgement from the contractor and the following statement:

"In accepting this technical direction and guidance, the contractor agrees that the price and all other terms and conditions of the contract remain unchanged."

2. As a COR **you do not** have the authority to direct the contractor how to perform but are empowered to provide guidance as to what of a technical nature is required. If you are unsure whether giving specific instructions falls within your purview, contact the Contracting Officer for guidance before giving instructions to the contractor.

3. During surveillance of contract performance, take care to ensure this contract does not become a personal services contract through your actions or the actions of other government personnel who may assist you in the performance of your duties.

This distinction between surveillance, which is proper and necessary, and supervision, which is illegal, is violated when surveillance becomes supervision and the contractor is told how to perform the contract. Supervision of the contractor must be scrupulously avoided.

4. COR duties include, but are not limited to:

a. Serving as the technical contact through which the contractor can relay his questions and problems of a technical nature to the Contracting Officer.

b. Monitoring the contractor's performance to ensure that inefficient and/or wasteful methods are not utilized and, if they are, alerting the Contracting Officer. Also, input evaluation reports into CPARS.

c. Reviewing and evaluating contractor estimates to perform work under the contract and advising the Contracting Officer accordingly.

d. Over-viewing contractor performance to determine if the percentage of work performed reasonably corresponds to the percentage of funds expended and alerting the Contracting Officer of any problems.

e. Reviewing contractor progress and financial reports and completing the certification of inspection and acceptance of services performed through the Wide Area Work Flow (WAWF) system at the end of the contract.

f. Alerting the Contracting Officer to any potential performance problems. If the performance schedule slips, determine the reasons and work with the Contracting Officer to

eliminate the problem. Monitor schedule recovery in accordance with the agreed-upon plan.

g. Furnishing the Contracting Officer with contractor requests for changes, deviations, or waivers, including any supporting analysis and other required documentation.

5. Notwithstanding the duties listed above, CORs do not possess the authority of a Contracting Officer, and therefore must not alter the terms and conditions of the basic contract.

6. Relationships between contractors and CORs must be beyond reproach. Therefore, strict compliance with DoD Directive 5500.7 regarding standards of conduct and conflict of interest is required. If you are not familiar with these instructions, please read them as soon as possible. If you need copies, please contact ONR BD00CC, Corporate Counsel.

7. This appointment is effective through the life of the contract, unless you are otherwise relieved.

8. COR authority may not be redelegated. However, an "Alternate COR" (ACOR) may be nominated and appointed by the PCO to act only in the absence of the primary COR. The nomination and appointment criteria and procedures for the ACOR are the same as those for the COR.

COR/ACOR Signature (which constitutes
Acceptance of appointment)

Date

Note: Please sign one copy of this memorandum in the space provided below, and return to the Contracting Officer/Contract Specialist, who will upload it into the CORT Tool.

NSAM COE KEY PERSONNEL LIST

TITLE	NAME

PAST PERFORMANCE INFORMATION FORM (PPIF)

Provide the information requested in this form for each one of the present or past contracts you have identified. Provide a separate completed form for each contract identified. *Attach a separate sheet if additional space is needed.*

A. Current Offeror (Company/Division):

CAGE Code:

DUNS Number:

B. Program Title:

C. Contract Specifics:

1. Complete Name of Customer:

2. Customer Address and Telephone #:

3. Contract Number or Citation:

4. Type of Contract:

5. Period of Performance:

6. Initial Contract Price/Cost and Fee:

\$

7. Final Amount Invoiced/Amount Invoiced to Date:

\$

8. Original completion date:

9. Current scheduled completion date:

D. Description of Work as Prime or Subcontractor.

E. Describe how the work under this contract relates to the experience cited by the Offeror in its present proposal. Address below any technical (or other) issues about this contract considered particularly relevant to the current solicitation.

--

F. Self-Assessment of past performance record. Provide information of any problems encountered and your corrective actions.

--

G. Current Status of Contract. Note the contract is continuing, completed, terminated, and its status

--

H. Primary customer points of contact. *(For Government contracts/orders, provide current information on all three individuals. For commercial contracts, provide points of contact filling these same roles.)*

	1. Program Manager and/or Site Manager	2. Procurement Contracting Officer	3. Administrative Contracting Officer
Name:			
Office:			
Address:			
Telephone:			
FAX #:			
E-Mail:			

INSTRUCTIONS FOR PREPARING COST PROPOSALS FOR CONTRACTS

1. Offerors should:

- a. Provide these instructions to all lower tier Offerors. Proprietary data from lower tier Offerors may be submitted directly to the Government in accordance with instructions contained herein.
- b. Furnish Tables 1 through 3 (attached) for the entire performance period (supported by rationale req by paragraph (2) in both hard copy and on a CD, Microsoft Word/Excel or compatible file(s), to include cell formulas. Include a separate Cost Element Summary for each option proposed.
- c. Provide the following information as the first page of the budget for the entire period of performance, including any options.
 - i.* Name, title, telephone and fax numbers and email address of Offeror's business and technical points of contact;
 - ii. Amount budgeted/proposed for basic effort and each option (Government and Offeror Share, if applicable);
 - iii.* Name, address and telephone number of the cognizant contract administration and Defense Contract Audit Agency offices, if known;
 - iv. Name, title, and signature of authorized representative;
 - v. Broad Agency Announcement or Other Solicitation Number under which the proposal is submitted; and
 - vi. Date offer is submitted.

* If proposal is to be awarded on a consortium basis, provide this information for each member of the consortium and include a copy of the signed Articles of Collaboration. Awards to consortiums cannot be made until Articles of Collaboration have been signed by all members contributing efforts to or receiving funds from the award.

2. Submit the proposal, organized as discussed below. The cost proposal is not restricted in length and shall provide cost information for all performance periods. Certified cost or pricing data may be required for awards over \$650,000.

Section 1 - Total Cost Summary. This section should include all of the proposed costs of the project, including Government or Offeror cost sharing if applicable. (See Section 2 below for additional information.) Identify when the Offeror's fiscal year begins and ends. Submit a cost element summary by major cost element for the basic period of performance and each option period processed using the format in Table 1. The detail required for each of the major cost elements is described below. Address all elements of cost applicable to the proposed effort and provide a narrative to support costs included in Table 1.

a. Direct Labor. Show each category of direct labor proposed on a separate row.

In supporting rationale, identify the source and explain the derivation of the labor rate proposed for the first year in each labor category, and explain the methodology used to project each rate for subsequent years. Note: If temporary or part-time labor is proposed, explain the differences between the rates of pay for full-time and temporary or part-time workers and the impact of those differences on the direct rates proposed. Identify all uncompensated labor (straight time and/or overtime) included in this cost element, and explain the impact of uncompensated time on the direct rates proposed. Show hours proposed for each labor category by year/rate. For new or unfilled positions, a historical average, signed offer sheet, or description of the labor category sufficient to allow comparison to salary surveys should be provided.

b. Indirect Cost Rates and/or Factors. Identify all indirect cost rates (such as fringe benefits, labor overhead, material overhead, G&A, etc.) and their applicable allocation bases. If composite rates are used, provide the calculations used in deriving the composite rates. Identify the basis of proposed rates (e.g., Forward Pricing Rate Agreement and date of agreement, bidding rates and the date of submission or actual rates used and the effective date, billing rates and the date of approval, etc.)

c. Subcontractor/Interorganizational Transfers (IOTs), and Consultants.

Obtain cost proposals from each subcontractor and IOT using the same cost breakout required for Table 1. Using Table 2, provide a list of anticipated subcontractors, IOTs, or consultants. Perform and provide evaluation results of cost/price analysis of subcontract and IOT proposals. If decrement factors are used, explain their development and application. Substantiate the need for and cost of proposed consultant services. If the subcontractor is not yet determined, the proposal must include a list of the tasks to be performed, an explanation of the method used to estimate the subcontract price, and the reason proposals/quotes cannot be requested/provided at this time.

d. Materials, Equipment, Travel, and Other Direct Costs (ODCs).

Separately identify costs for travel, material and ODCs required to perform the basic effort and each option. Provide a breakout of travel costs for each year including the purpose and number of trips, origin and destination(s), duration, and travelers per trip. Provide an itemized, priced list of all proposed equipment, materials and supplies for each year and the basis of estimate (e.g., quotes, prior purchases, catalog price lists, etc.). Provide an itemized breakout and explanation of all other proposed ODCs by year.

e. Cost of Money (COM). Refer to FAR 52.215-16, Facilities Capital Cost of Money. Provide a schedule which contains proposed cost of money (COM) factors, if applicable, to include a display of all individual bases for the COM amounts. Submit a DD Form 1861 for each year.

f. Profit/Fee (If applicable). This section specifies the profit or fee percentage proposed and the base to which the rate applies. Any usual contract performance risk factors should be identified. Profit or fee is not allowed on direct costs for facilities, in cooperative agreements or other transaction instruments, or in cost-sharing contracts.

Section 2 - Cost Sharing (If Applicable). The solicitation will specify if cost sharing is required, at what level, and what types of resources can be counted. If required, proposals should contain information regarding the necessity for, sources, valuation and timing of the proposed cost sharing. Sunk costs generally cannot be counted as cost share.

**TABLE 1
COST ELEMENT SUMMARY
(SAMPLE)**

COST ELEMENT	BASE PERIOD		
	BASE	RATE	AMOUNT
DIRECT LABOR			\$
(Insert direct labor categories separately)	Hrs	\$	\$
TOTAL DIRECT LABOR			\$
FRINGE BENEFITS			\$
TOTAL LABOR OVERHEAD			\$
SUBCONTRACTORS, IOTS, CONSULTANTS			\$
(Insert each separately)			\$
MATERIALS & EQUIPMENT			\$
MATERIAL OVERHEAD			\$
TRAVEL			\$
ODC			\$
G&A			\$
IR&D/B&P			\$
SUBTOTAL COSTS			\$
COST OF MONEY (See DD Form 1861)			\$
TOTAL COST			\$
PROFIT/FEE (STCOE Task Orders 0001 and 0002)			\$
TOTAL COST-PLUS FIXED-FEE (CPFF)			\$
GOVERNMENT COST SHARE (ManTech Projects)			% \$
OFFEROR COST SHARE (ManTech Projects)			% \$

**TABLE 1
COST ELEMENT SUMMARY
(SAMPLE)**

COST ELEMENT	OPTION PERIOD 1		
	BASE	RATE	AMOUNT
DIRECT LABOR			
(Insert direct labor categories separately)	Hrs	\$	\$
TOTAL DIRECT LABOR		\$	\$
FRINGE BENEFITS		%	\$
TOTAL LABOR OVERHEAD		%	\$
SUBCONTRACTORS, IOTS, CONSULTANTS			
(Insert each separately)			\$
MATERIALS & EQUIPMENT			\$
MATERIAL OVERHEAD		%	\$
TRAVEL			\$
ODC			\$
G&A		%	\$
IR&D/B&P		%	\$
SUBTOTAL COSTS			\$
COST OF MONEY (See DD Form 1861)			\$
TOTAL COST			\$
PROFIT/FEE (STCOE Task Orders 0001 and 0002)		%	\$
TOTALCOST-PLUS FIXED-FEE (CPFF)			\$
GOVERNMENT COST SHARE (Man/Tech Projects)			\$
OFFEROR COST SHARE (Man/Tech Projects)		%	\$

**TABLE 1
COST ELEMENT SUMMARY
(SAMPLE)**

COST ELEMENT	OPTION PERIOD 2		
	BASE	RATE	AMOUNT
DIRECT LABOR	Hrs	\$	\$
(Insert direct labor categories separately)		\$	\$
TOTAL DIRECT LABOR			\$
FRINGE BENEFITS			% \$
TOTAL LABOR OVERHEAD			% \$
SUBCONTRACTORS, IOTS, CONSULTANTS			\$
(Insert each separately)			\$
MATERIALS & EQUIPMENT			\$
MATERIAL OVERHEAD			% \$
TRAVEL			\$
ODC			\$
G&A			% \$
IR&D/B&P			% \$
SUBTOTAL COSTS			\$
COST OF MONEY (See DD Form 1861)			\$
TOTAL COST			\$
PROFIT/FEE (STCOE Task Orders 0001 and 0002)			% \$
TOTAL COST-PLUS FIXED-FEE (CPFF)			\$
GOVERNMENT COST SHARE (ManTech Projects)			% \$
OFFEROR COST SHARE (ManTech Projects)			% \$

**TABLE 1
COST ELEMENT SUMMARY
(SAMPLE)**

COST ELEMENT	OPTION PERIOD 3		
	BASE	RATE	AMOUNT
DIRECT LABOR	Hrs	\$	\$
(Insert direct labor categories separately)		\$	\$
TOTAL DIRECT LABOR			\$
FRINGE BENEFITS			\$
TOTAL LABOR OVERHEAD			\$
SUBCONTRACTORS, IOTS, CONSULTANTS			\$
(Insert each separately)			\$
MATERIALS & EQUIPMENT			\$
MATERIAL OVERHEAD			\$
TRAVEL			\$
ODC			\$
G&A			\$
IR&D/B&P			\$
SUBTOTAL COSTS			\$
COST OF MONEY (See DD Form 1861)			\$
TOTAL COST			\$
PROFIT/FEE (STCOE Task Orders 0001 and 0002)			\$
TOTAL COST-PLUS FIXED-FEE (CPFF)			\$
GOVERNMENT COST SHARE (ManTech Projects)			% \$
OFFEROR COST SHARE (ManTech Projects)			% \$

TABLE 1
COST ELEMENT SUMMARY
(SAMPLE)

BASE PERIOD + THREE OPTION PERIODS	TOTAL PROPOSED PRICE
COST ELEMENT	
TOTAL DIRECT LABOR	\$
FRINGE BENEFITS	\$
TOTAL LABOR OVERHEAD	\$
SUBCONTRACTORS, IOTS, CONSULTANTS	\$
MATERIALS & EQUIPMENT	\$
MATERIAL OVERHEAD	\$
TRAVEL	\$
ODC	\$
G&A	\$
IR&D/B&P	\$
SUBTOTAL COSTS	\$
COST OF MONEY (See DD Form 1861)	\$
TOTAL COST	\$
PROFIT/FEE (STCOE Task Orders 0001 and 0002)	\$
TOTAL COST-PLUS FIXED-FEE (CPFF)	\$
GOVERNMENT COST SHARE (ManTech Projects)	\$
OFFEROR COST SHARE (ManTech Projects)	\$

**Attachment L-0004
COE-LEVEL DELIVERABLES**

Guidance	Data Call	Data Required	Frequency	Data In			
				Date Due	Method	Format	Send To
COE Level Deliverables							
	COE Monthly Status Report	Monthly Status	Monthly	15th of month after month end	E-mail	Word or .pdf	PrOf / COR
*	COE Funding Allocation Spreadsheet	Planning info	Semiannual	January 20th and July 20th	E-mail	Excel	PrOf / COR & DRC
*	Expenditure Estimate Spreadsheet	invoiced vs. Benchmarks	Semiannual	January 20th and July 20th	E-mail	Excel	PrOf / COR & DRC
*	Monthly Expenditure Report	Invoiced vs. Benchmarks	Monthly	20th of month after month end	E-mail	Excel	PrOf / COR & DRC
*	COE Implementation Workbook	Implementations and Planned Implementations	Annually	30-Sep	Upload to Database	Excel	-

Attachment L-0005 PROJECT-LEVEL DELIVERABLES

Guidance	Data Call	Data Required	Frequency	Data In			
				Data Due	Method	Format	Send To
Project-Level Deliverables							
	PDR or like		Pre-project	--	--	--	--
	Project Plan		Pre-project	--	--	--	--
	Technology Transition Plan		At Project Plan submittal / 90 days after project start / When updated if applicable.	Draft due with Project Plan. Signed due 90 days after project start. When updated if applicable.	Upload to Database.	Draft in Word Doc; Signed in pdf	--
*	Projects Database Information		Initial / Periodic Updates	Various	Upload to Database	Direct input / uploads	--
*	Project Briefing		As appropriate	When presented	Upload to Database	PowerPoint (Not PDF)	--
*	Affordability Assessment		Semiannual	20 Feb 20 Aug	Upload to Database	Excel	--
*	Implementation Risk Assessment		As appropriate	Within 15 days of receiving a risk rating requiring a Risk Mitigation Plan	E-mail	Word Doc	Prof / COR, ONR ManTech Director & DRC
*	Project Quad		Initial / Quarterly Update	Within 30 days of project start (Initial); 20th of month after quarter end (quarterly update)	Upload to Database	PowerPoint (Not in PDF)	--
*	Quarterly Report		Quarterly	20th of month after quarter end	E-mail / Mail	Word Doc	Prof / COR & DRC
*	Final Report		Project End	30 days after project end or as specified by contract (whichever is earlier)	E-mail / Mail & Upload to Database	Word Doc	Prof / COR & per contract
*	Success Stories		As applicable / Annual Update / At project completion	1-Aug	E-mail	Word Doc	DRC