

United States
Environmental Protection Agency

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Administration and Resources Management



USER'S GUIDE FOR THE TOSS CONTRACT

TECHNICAL OPERATIONAL SUPPORT SERVICES (TOSS)

INTRODUCTION

The purpose of this document is to assist Delivery Order Project Officers (DOPOs) in using services provided under EPA's Technical Operational Support Services (TOSS) contract. The TOSS contract was awarded to Computer Services Corporation (CSC) in September 1990. EPA may exercise options to secure up to \$347 million in services under the contract through September 1995.

This User's Guide is structured to cover topics common to all fixed price/indefinite delivery indefinite quantity (FP/IDIQ) contracts as well as information specific to the TOSS contract. The guide is organized into three major sections:

- Section I provides general guidance on authorities and responsibilities under federal regulations and policy governing the administration of contracts
- Section II provides specific information and guidance for users of the TOSS contract
- Section III describes the process and procedural requirements DOPOs must observe in initiating and managing delivery orders under the TOSS contract.

Reference materials that may facilitate understanding of topics discussed in the Guide are organized into five appendices to facilitate users' access to them. A Glossary and Index are also included following Section III.

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SECTION I

EPA CONTRACT ADMINISTRATION AUTHORITIES

Section I of the User's Guide focuses on the contract management authorities, roles, and responsibilities of EPA Contracting Officers (COs), Project Officers (POs), and Delivery Order Project Officers (DOPOs) under fixed price/indefinite delivery, indefinite quantity (FP/IDIQ) contracts. The authorities, roles, and responsibilities of the individuals in these positions provide the framework for effective implementation and management of these types of contracts.

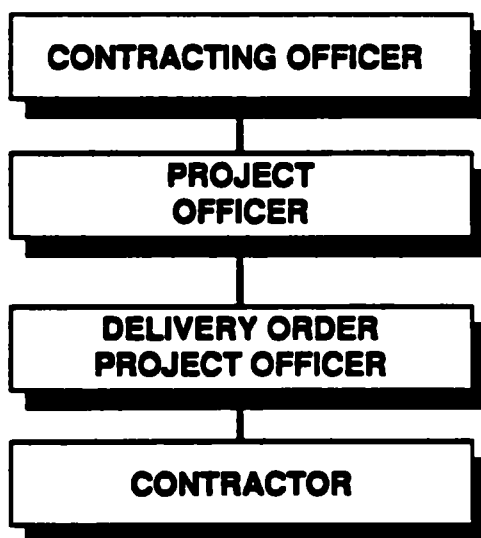
1. OVERVIEW OF CONTRACTUAL ROLES, RESPONSIBILITIES AND AUTHORITIES

The Federal Acquisition Regulations (FAR) define a contract as "a mutually binding legal relationship obligating the seller to furnish supplies or services and the buyer to pay for them (FAR 2.101)." COs are the only persons with the authority to enter into and sign contracts on behalf of the Government. However, within EPA, COs rely on POs and DOPOs to assist them in administering FP/IDIQ contracts. Effective management of an FP/IDIQ contract requires direct liaison between the CO, the PO, and the DOPO during the life of the contract.

Exhibit I-1, below, illustrates the typical organizational structure for managing FP/IDIQ contracts.

EXHIBIT I-1

CONTRACT MANAGEMENT STRUCTURE FOR FP/IDIQ CONTRACTS



2. ROLES, RESPONSIBILITIES AND AUTHORITIES OF CONTRACTING OFFICERS

Only the CO has the authority to enter into, administer, and/or terminate contracts for the Government and make related determinations and findings (FAR 1.602). In conjunction with this authority, the CO has responsibility for a variety of pre-solicitation and post-solicitation activities to ensure that the Government enters into equitable transactions with contractors. Under an FP/IDIQ contract, the CO has the following responsibilities to ensure effective contract management:

- Issue delivery orders and modifications to delivery orders
- Negotiate and execute contract documents for contract modification and termination
- Approve contractor requests for facility modifications
- Monitor contractor performance to ensure compliance with quality assurance requirements and contractual terms for schedule, cost, and technical performance
- Evaluate and approve subcontractor plans, including the use of small businesses or small disadvantaged businesses and monitoring subcontractor performance
- Maintain contract records, perform related administrative functions, and issue administrative changes to the contract
- Perform property administration functions including acquisition and disposal of contractor inventory.

The CO is responsible for ensuring that the Government performs actions required by the contract. The CO must also ensure that the contractor is not unreasonably hindered or prevented from performing the contract. The CO must act in good faith in administering the contract and perform all duties that affect the contractor expeditiously.

3. ROLES, RESPONSIBILITIES AND AUTHORITIES OF PROJECT OFFICERS

The PO serves a central role in ensuring effective contract management and is the primary source of information and contact with the DOPO. The PO's contracting authority is delegated by the CO and limited to specific contract management tasks. EPA's Contract Management Manual (CMM, Chapter 7) defines critical responsibilities of the PO as follows:

- Initiates procurement actions
- Evaluates contractor proposals
- Certifies contractor monthly invoices
- Assists Agency officials (such as DOPOs) in writing statements of work
- Prepares delivery order for signature by the CO
- Reviews contractor progress reports, financial reports, and deliverables
- Reviews contractor requests (such as subcontractor consent) and recommends approval or disapproval to the CO
- Assists the CO in resolution of problems associated with contractor performance
- Acts as the CO's representative for monitoring other technical aspects of contract performance after award.

4. ROLES, RESPONSIBILITIES AND AUTHORITIES OF DELIVERY ORDER PROJECT OFFICERS

The DOPO has the most direct contact with the contractor during the performance period and is essential in ensuring that quality products are delivered. The DOPO has several responsibilities specified in EPA's Contract Management Manual (CMM, Chapter 7) as:

- Defines work requirements for the PO to use in preparation and issuance of delivery orders under IDIQ contracts
- Monitors contractor performance after delivery order award
- Evaluates the technical performance of a specific delivery order
- Reviews applicable portion of monthly technical and financial reports, contractor invoices for payment, and delivery order modifications.

The DOPO is the primary Agency contact for technical performance of the delivery order and must, therefore, have strong technical knowledge of the work to be performed.

Failure to meet these responsibilities may result in the DOPO's decertification. This could seriously affect an EPA employees' ability to carry out their performance standards. The DOPO should never mislead a contractor in such a way as to cause work to be performed that is not included in the Statement of Work of the Delivery Order. Specifically, the DOPO may not request the contractor to work outside the period of performance, increase the level of effort or cost or change deliverables and due dates without following procedures for requesting modifications to the Delivery Order.

NOTES

The Procurement and Contracts Management Division (PCMD) has restrictions regarding the allowable workload for DOPOs. The restrictions are in terms of the experience required on various Delivery Orders and the workload limitations. They apply to the total value of two or more orders administered at any given time.

<u>Experience Required</u>	<u>Contract Size</u>	<u>Workload Limitations</u>
0-6 months	\$0 - \$250K	\$500K
6 months	\$250K - \$500K	\$1M
12 months	\$500K - \$1M	\$2M
over 18 months	\$1M	\$5M

SECTION II

TOSS CONTRACT

1. BACKGROUND AND STRUCTURE OF TOSS CONTRACT

EPA recently awarded the Technical Operational Support Services (TOSS) contract to Computer Sciences Corporation (CSC). The TOSS contract, valued at \$347 million, is an example of a fixed price, indefinite delivery, indefinite quantity (FP/IDIQ) contract. Individual delivery orders are issued under this contract and can be either fixed price or ceiling price. Delivery orders are contractually binding documents that indicate specific services and products the contractor is to provide to the Agency which are within the specifications or boundaries of the TOSS contract. It is essential that each DOPO understand the terms and conditions of the TOSS contract and the scope of work under this contract. The following section provides basic information about TOSS. The information provided below is not a substitute for the original contract statement of work, with which each DOPO should be familiar.

TOSS CONTRACT

Period of Performance: Sept. 28, 1990 - Sept. 30, 1995.

Value: \$347,475,453.00.

TOSS Contract Management Officials:

Contracting Officer (CO) Lawrence A. Schlosser
US EPA
(PM-214 F)
Washington, DC 20460
Phone (202) 475-8508
Email: EPA 3518
FAX: (202) 472-5114

Contract Specialist Jennifer T. Johnson

Project Officer (PO) Brenda Daly
US EPA
OARM
Washington, DC 20460
Phone: (202) 382-2392
Email: EPA 3763
FAX: (202) 475-6156

Contract Mgmt. Team OIRM — Management Planning
and Evaluation Staff
US EPA
Washington, DC 20460
Phone: (202) 382-2381
FAX: (202) 475-6156

2. SERVICES AVAILABLE UNDER THE TOSS CONTRACT

Purpose

The purpose of the TOSS contract is to provide Information Resources Management (IRM) technical and operational computer system support required by EPA Headquarters Offices, Regional Offices, Laboratories, and other Agency sites in order to meet EPA's mission.

Scope of Work Overview

There are eight technical and operational computer system support service areas included under the TOSS contract. They are:

- Facilities Management/Operational Support
- Document Processing, Publication, Graphic and Micrographic Support
- Office Automation and Records Management
- Telecommunications Support
- LAN Support
- Microcomputer/Personal Computer Technical Support
- Information Center Support
- Applications/Systems Development Support.

Each service area is briefly described on the following pages. The TOSS Contract Statement of Work in Appendix D has detailed descriptions of each service area.

Facilities Management/Operations Support TOSS Contract Attachment A - Section 3.1

The contractor will provide facilities management and operations support that includes operation and management of computer centers. Within the scope of Facilities Management computer operations services shall include but not be limited to:

- Computer Room Support
- Controlling and Monitoring the Computer Systems Hardware
- Data Entry/Data Management
- Machine Edit
- Data Analysis/Verification
- Database User Support
- System Hardware Logistical Support
- Managing Tape and Disk Resources
- Record Keeping
- Reference Library.

Document Processing, Publication, Graphic, and Micrographic Support TOSS Contract Attachment A - Section 3.2

This area of service includes document processing, publication, graphic, and micrographic support as directed by individual delivery orders. Support services may include, but are not limited to:

- Operation of Data Plotting Equipment
- Analyses of Graphic Needs
- Printing of Documents
- Documents Processing
- Micrographics
- General Art and Original Drafting
- Still Photography
- Typing of Manuscript Covers
- Checking and Marking Page Proofs
- Mechanical Editing
- Substantive Editing
- Proofreading
- Documentation.

Office Automation (OA) and Records Management TOSS Contract Attachment A - Section 3.3

This area of service includes, but is not limited to:

- File Maintenance
- Automation of Office Functions
- Maintenance of Library Collections
- Maintenance of Clearinghouses of Information on Special Subject Areas or Initiatives of Concern to EPA
- Management, Maintenance, Retrieval, etc. of Records
- Maintenance of Dockets of Official Legal Activities.

Telecommunications Support TOSS Contract Attachment A - Section 3.4

This area of service shall provide technical services related to voice and data telecommunications support, including technical assistance and advice on telecommunications requirements, and definition of new service specifications. The contractor shall identify system needs, support requirements and problems, and shall monitor the quality of system service to individual site locations.

LAN Support TOSS Contract Attachment A - Section 3.5

The contractor shall provide technical support services necessary for the design of LAN hardware and software configurations and presentation of functional capabilities, requirements, implementation, operation, modification, and logistical support during the LAN life-cycle. The contract will not be utilized to acquire workstations or other LAN system components which may be available through EPA national contracts.

Microcomputer/Personal Computer (PC) Technical Support TOSS Contract Attachment A - Section 3.6

This area of service requires the contractor to provide PC technical support services in the areas of PC system hardware configuration and software design, installation, implementation, operation, modification, problem diagnosis and resolution, and related training.

Information Center Support TOSS Contract Attachment A - Section 3.7

Under this area of service, the contractor shall provide end- user computer support of EPA staff at selected Agency locations during scheduled Information Center hours. Software support and instruction shall be given both in formal classes and on a walk-in basis, and shall include basic computer applications, spreadsheet, database, desktop publishing, PC networking, graphics, word-processing and other technologies.

Applications/Systems Development Support TOSS Contract Attachment A - Section 3.8

This area of service will require the contractor to design, develop and/or implement application systems comprised of multiple software modules, or single purpose, stand alone software. Services shall include, but not be limited to:

- Statistical Analysis
- Requirements Analysis
- Systems Analysis
- System Design
- Program Design
- Implementation
- System Installation
- System Evaluation and Audit
- Training
- Documentation
- Software Quality Assurance.

Examples of Contract Operating Sites

Under the TOSS contract, technical support and management services and/or the establishment of a local office can occur at any EPA field location, including, but not limited to, the following EPA sites:

Ada, OK
 Anchorage, AK
 Annapolis, MD
 Ann Arbor, MI
 Athens, GA
 Atlanta, GA
 Bay Saint Louise, MO
 Beltsville, MD
 Boise, ID
 Boston, MA
 Chapel Hill, NC
 Chicago, IL
 Cincinnati, OH
 Corvallis, OR
 Dallas, TX
 Denver, CO
 Duluth, MN
 Durham, NC
 Edison, NJ
 Grosse Isle, MI
 Gulf Breeze, FL
 Honolulu, HI
 Houston, TX

Huntsville, AL
 Juneau, AK
 Kansas City, MO
 Las Vegas, NV
 Lexington, MA
 Manchester, WA
 Montgomery, AL
 Monticello, MN
 Newport, OR
 Newton, OK
 New York, NY
 Olympia, WA
 Philadelphia, PA
 Portland, OR
 RTP, NC
 Sacramento, CA
 San Francisco, CA
 Santurce, PR
 Seattle, WA
 Warrenton, VA
 Washington, DC
 Westlake, OH
 Wheeling, WV.

SECTION III

TOSS DELIVERY ORDER LIFECYCLE

DOPOs have primary responsibilities for six major phases of delivery order (DO) management under FP/IDIQ contracts in EPA as show in Exhibit III-1:

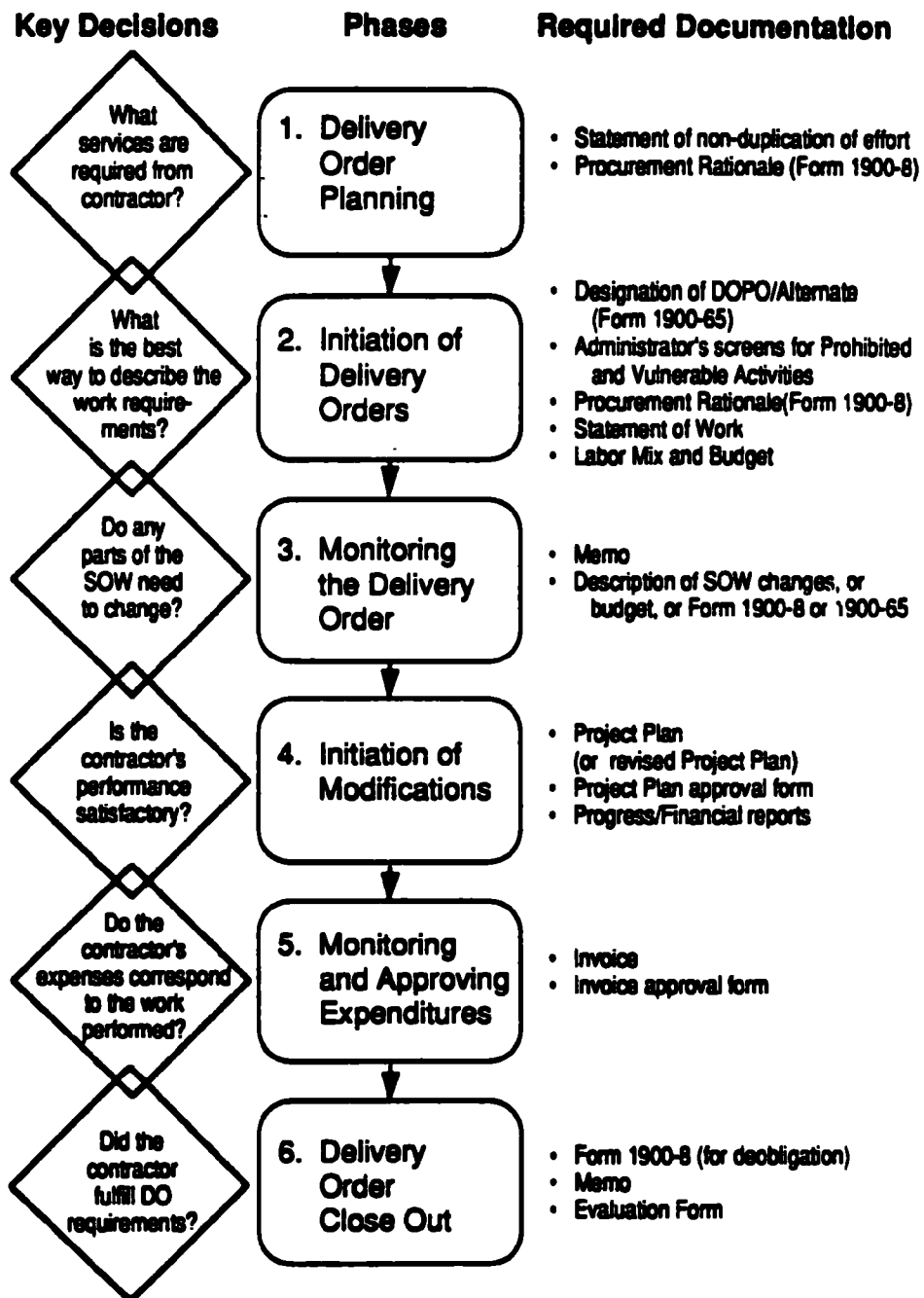
- Delivery Order Planning
- Initiation of Delivery Order
- Monitoring the Delivery Order
- Initiation of Modifications
- Monitoring and Approving Expenditures
- Delivery Order Close-Out.

Exhibit III-1 indicates the key decisions to be made and the primary documentation required during each major phase from the initial planning and definition of work through closeout.

Effective planning is essential to successful performance of contract services and products. Building the quality into the work from the initiation of the DO not only facilitates management and decision making throughout the DO lifecycle but also is in accord with EPA's emphasis on Total Quality Management. The DOPO should clearly specify the work to be performed, define performance and quality standards to be met and communicate these expectations to the contractor.

NOTES

EXHIBIT III-1 DELIVERY ORDER LIFECYCLE



PHASE 1. DELIVERY ORDER PLANNING

The DOPO starts the delivery order process with a series of steps to define what work EPA needs and how the delivery order will be structured and funded. Key steps include:

- Define discrete services required
- Determine funding
- Communicate with Project Officer
- Recommend a delivery order pricing arrangement
- Prepare planning procurement request (Summer Planning Cycle).

The information and decisions that the DOPO needs to provide to facilitate approval of the DO are discussed below for each of these major steps.

Step 1: Define Discrete Services Required

The first planning step is to define what services are needed. There are three major considerations—specification of services, mission support and non-duplication of effort.

Specify Services and Products Needed

The more clearly a DOPO identifies the Agency's requirements, the more knowledge all parties to the delivery order can share about the quality of the work to be performed. The DOPO should develop a list of needed services and/or products and the corresponding program areas they support and enhance. This early definition of the Agency's needs becomes the foundation for developing the DO statement of work (SOW).

Emphasize Mission Support

The DOPO should also clearly define how the proposed services support an overall program mission. It is important to identify these services in terms of their contributions to EPA's strategic mission and goals as well as their immediate value to the office requesting the services. Some delivery orders may be one segment of a larger effort attempting to achieve a long-term program goal. The DOPO should assess and document the immediate as well as the longer-term contributions the Agency wants from proposed services and/or products, particularly how they promote the achievement of strategic IRM program goals and policy objectives.

Ensure Non-Duplication of Effort

Before the DO can be processed, the DOPO must ensure that no other efforts exist which would duplicate or contradict the intentions of the proposed services and/or products. This requires investigation into other related procurement activities, past or present, to determine if similar work is being performed. If similar work is identified, the DOPO must evaluate whether these services and products could fulfill the requirements of the proposed delivery order. The purpose of this inquiry is to ensure that the Agency avoids paying for an existing service or product more than once. The DOPO must document through a memorandum that there is no duplication of effort, or that there are complementary, but not duplicative efforts. This memorandum becomes a part of the DO package. Appendix B provides an example of this memo.

Step 2: Determine Funding

One of the most critical decisions the DOPO must make is to determine the appropriate level and type of funding for the delivery order. Several issues may need to be considered, including whether:

- Services are severable or non-severable
- Multiple appropriations are appropriate
- Partial funding from Superfund resources is appropriate.

The decision that delivery order services are either severable or non-severable affects how specific services may be organized to promote continuity of support. Services are classified as severable if:

- Work can be interrupted without affecting the overall program mission or specific purposes of the delivery order
- The scope of work is general
- Work tasks are repetitive and provide routine continuous products and/or services
- Services are provided throughout a specified period of time corresponding to the beginning and end of the fiscal year.

Services are generally considered non-severable if:

- Interruption of the work may deny EPA of an end product or completed service critical to program mission
- The scope of work is definitive
- Tasks or products are non-repetitive
- Service is for a single project that may cross fiscal years.

NOTES

Questions about severable and non-severable services should be directed to the PO for specific interpretation and advice.

Given the scope of the statement of work, it may be appropriate to fund the delivery order from multiple appropriations rather than a single source. The DOPO should determine if there is sufficient evidence to justify that the delivery order will benefit more than one appropriation. If the DOPO does conclude there is a convincing argument, then the DOPO should allocate delivery order costs according to a clearly defined methodology. Two methods include:

- Direct Association - invoiced costs for each appropriation can be easily identified on the invoice
- Allocation Method - used for severable services where separate appropriation cannot be distinguished on the invoice. The allocation is based on funding appropriations provided by each program office.

Superfund resources may fully or partially support a delivery order. There are three major rationales for allocating Superfund resources depending upon how the Superfund program is supported by the delivery order services and products:

- Percentage of EPA staff (as measured by salary and expense estimates) working directly on Superfund program activities
- Percentage of actual Superfund work supported directly by the activities of the delivery order (for example, if one-third of the delivery order services or products benefit staff in the Superfund program)
- Percentage of total fiscal year EPA appropriations allocated to the Superfund program.

Again, the DOPO should consult with the PO to determine the appropriate application of Superfund resources to the delivery order.

Step 3: Communicate with Project Officer on Contract Usage

The PO is the DOPO's initial resource in developing the DO. The DOPO should notify the appropriate PO of the intent to use a particular contract as soon as the scope of proposed services and/or products is defined. The PO can provide feedback on whether the proposed DO falls within the scope of the contract or redirect the DOPO to other contract vehicles if necessary. The PO can answer specific questions such as those pertaining to the available contract dollar ceiling or whether the proposed services are within the contract scope. The PO will also alert the DOPO to any restrictions or approvals that may be required for using the contract.

Step 4: Recommend a Delivery Order Pricing Arrangement

Many FP/IDIQ contracts offer alternative pricing arrangements for individual DOs. The TOSS contract, for example, offers either a fixed price or a ceiling price arrangement. These two pricing arrangements are different in the level of detail and emphasis placed on the services and/or products under the DO. Fixed price DOs are generally used when work specifications can be clearly defined. Ceiling price DOs, on the other hand, are more appropriate when the work requirements cannot be clearly defined in advance, such as when a system applying a new technology being introduced to EPA is being designed.

Exhibit III-2 will highlight the criteria for using either the fixed price or the ceiling price DO, the advantages of each type, and examples of services which lend themselves to either the fixed price or the ceiling price delivery order. The TOSS Contract, Attachment A - Sections 5.6.1 and 5.6.2 contain more specific information about fixed and ceiling price DOs.

NOTES

EXHIBIT III-2

DELIVERY ORDER PRICING ARRANGEMENTS

	FIXED PRICE	CEILING PRICE
Recommended Use Criteria	<p>Specifications for the service or product to be delivered can be defined in detail.</p> <p>Professional standards or experience provide measures for evaluating performance.</p> <p>Price for development of the service or product to be delivered can be estimated reliably.</p>	<p>Specifications for the work to be performed cannot be defined in detail.</p> <p>More complex and performance sensitive tasks where performance and quality are critical to acceptability of the work.</p> <p>Performance criteria and price cannot be specified due to lack of experience.</p>
Advantages	<p>Contractor assumes greater risk for performance.</p> <p>Management of delivery order tasks is expedited.</p>	<p>Government assumes greater risk for performance.</p> <p>Continuity and delivery of services and support are expedited.</p>
Examples	<p>System design</p> <p>System programming</p> <p>System implementation/ testing</p> <p>Systems training</p> <p>System documentation/ Manual preparation.</p>	<p>System hardware/ software maintenance</p> <p>Data entry</p> <p>Concept feasibility studies</p> <p>Requirements definition.</p>

**Step 5: Prepare Planning Procurement Request (PR),
Form 1900-8 for Summer Planning Cycle Only**

The results of the planning cycle are communicated to the PO through the Planning Procurement Request (PR). The PR/Form 1900-8 is required for procuring products or services and indicates what items are to be procured, their cost, and associated accounting data. The PO usually requests the submission of the planning PR during the summer as a complementary activity to EPA's budget planning process. The early submission of PRs from all DOPOs who plan to use the contract during the upcoming budget year helps the PO determine how to manage the contract and the workflow of DOs to ensure responsive service.

Because the planning PR is usually submitted several months before the DOPO needs to initiate the DO process, it must be updated to reflect the DOPOs current needs, funding arrangements and milestones. The planning PR can be used as an input for preparing the PR that will be included with the DO submission package. An example of a completed form is contained in Appendix B, and a blank copy can be found in Appendix C.

PHASE 2. INITIATION OF DELIVERY ORDER

The second phase in the delivery order lifecycle is the actual production of the delivery order. The six steps included in this phase are described below:

- Obtain required forms and documentation
- Finalize statement of work
- Complete labor mix and budget
- Prepare justifications
- Reference DO checklist
- Establish DO files.

These steps will result in a complete package ready for the PO's review. Appendix B contains a completed model delivery order package.

Step 1: Obtain Required Forms and Documentation

The first step in this stage is to ensure that the forms and supporting documentation required for the DO package are completed accurately. In this step, the components that must be included in every DO package are:

- Form 1900-8, which is the Procurement Request
- Form 1900-65, which is the designation of the Delivery Order Project Officer
- Administrator's screens
- Rationale for ceiling price if applicable
- Non-duplication of effort.

Examples of the completed forms can be found in Appendix B' and blank copies are located in Appendix C.

As discussed in Phase 1, Form 1900-8, the Procurement Request, should be prepared as early as possible. The DOPO may need to follow up during the signature process to ensure that no delays are encountered and to answer any questions.

In addition to Form 1900-8, the DOPO must also prepare Form 1900-65, which is the Designation and Appointment of Delivery Order Project Officer. The purpose of this form is to nominate individuals to the positions of DOPO and Alternate DOPO for each new DO. There are several key points to keep in mind when preparing Form 1900-65:

- Nominees must be certified to act as DOPOs and Alternate DOPOs through contract administration training
- Uncertified nominees can request interim certification as a DOPO prior to training
- Uncertified nominees can request a waiver to become exempt from training
- Any nominee assuming DOPO authority prior to approval must notify the PO of this action.

Nominees must prepare a memo to request either an interim certification or waiver and explain the circumstances that necessitate the special request. The PO can provide additional information needed for these request memos.

The DOPO must also fill out the Administrator's screens which are checklists used to determine whether the work to be completed for EPA is considered a prohibited or potentially vulnerable activity. Further discussion of the Administrator's screens can be found in Appendix A, and a completed example is contained in Appendix B.

As previously discussed in Phase 1, Delivery Order Planning, the rationale for ceiling price delivery order should be completed if necessary, as well as the non-duplication of effort statement. After the required documentation has been completed and signed, all paperwork should be retained for inclusion in the DO package.

Step 2: Finalize Statement of Work (SOW)

Step two of initiating a DO is to draft the delivery order statement of work. The SOW describes the services or products required from the contractor, and indicates when they are to be provided. It is important that the services or products described fall within the contract scope of work, and that prohibited contracting activities are avoided. Reference "Prohibited Use of Contracting Services," Appendix A, and Section II, Toss Contract Information, for details.

The SOW is the vehicle that details the contractor's responsibilities. Therefore, producing a well-written SOW is essential to the effectiveness of the contract. Services are provided based on the contractor's understanding of task descriptions in the SOW. The table presented in Exhibit III-3 presents some basic guidelines for producing a well-written SOW. Appendix D contains a model SOW in the DO package to be used for reference.

All SOWs must contain certain information. The chart in Exhibit III-4 describes 14 elements that should be included in all DOs. The title of the elements are indicated, along with a description of the required content and level of detail to be provided for each element. DOPOs should refer to these 14 elements as an outline when drafting a SOW. After the SOW has been prepared, DOPOs are advised to submit the SOW to the PO for initial review and comments. Incorporating changes to the SOW may reduce the need for further clarifications during the CO/PO review process.

Under ceiling price delivery orders for the TOSS contract, a formal work request procedure is employed when work can not be adequately specified at the task level. The formal work request procedure is particularly appropriate when the task involves the performance of repetitive, short-duration services. The success of the formal work request procedure is dependent upon how well it is managed by the DOPO.

EXHIBIT III-3

DEVELOP DELIVERY ORDER STATEMENT OF WORK

WELL WRITTEN SOW'S CONTAIN . . .	WELL WRITTEN SOWS AVOID . . .
<ul style="list-style-type: none"> • Direct and to the point sentences • The use of active voice, such as "shall," rather than "should" • Definitions for uncommon terms and acronyms • Clear and precise definitions of the services and products to be acquired • Specific references to the general contract terms and conditions • Explanations of concepts that are central to the SOW • Criteria which permit inspection and acceptance to take place • Enough specification to allow for an independent contractor relationship • Complete work descriptions 	<ul style="list-style-type: none"> • Long or complicated sentences • Ambiguous phrases like "as required" or "as necessary" • 'Bureaucratic' terms • Excessive abbreviations • Internal inconsistencies in the substance of work requirements • Underlying assumptions in the SOW, without explanation • Language which would increase the potential for a personal services relationship to develop • Phrases like "will work closely with the DOPO," which fail to identify the nature and extent of the EPA/contractor relationship • Using technical direction as a substitute for a complete specification

EXHIBIT III-4

ELEMENTS CONTAINED IN A STATEMENT OF WORK

ELEMENT	DESCRIPTION	INFORMATION CONTENT	LEVEL OF DETAIL
1. Title	<ul style="list-style-type: none"> Name that references the DO 	<ul style="list-style-type: none"> DO objectives Names of systems to be supported 	Short and descriptive
2. Period and Place of Performance	<ul style="list-style-type: none"> Span between date CO signs DO and date last deliverable is due Where DO work will take place 	<ul style="list-style-type: none"> Beginning and end dates Location of work premises 	Exact data
3. DO Project Officer	<ul style="list-style-type: none"> Individual certified and approved to function as DOPO on DO 	DOPO and Alternate DOPO DOPO name - addresses at EPA - commercial phone #s - FTS phone #s - Email #s - Fax #s	Exact data
4. Project Background	<ul style="list-style-type: none"> Historical origin of the project Environment surrounding the project 	<ul style="list-style-type: none"> Events leading to development of project How project helps meet organization's mission Other efforts relating to the project Objectives of program 	Descriptive
5. Purpose	<ul style="list-style-type: none"> Statement of what needs to be done (the scope of the individual DO) 	<ul style="list-style-type: none"> Objectives of this DO Related to project background 	Specific
6. Task Descriptions	<ul style="list-style-type: none"> Outline of specific work the contractor is to perform to accomplish the stated objectives 	<ul style="list-style-type: none"> What is to be accomplished Direction on any specific methodologies to be performed Development of Project Plan as first task Functional, performance and design specifications 	Specific enough so contractor can work independently from DOPO

NOTES

EXHIBIT III-4

ELEMENTS CONTAINED IN A STATEMENT OF WORK
(CONT'D)

ELEMENT	DESCRIPTION	INFORMATION CONTENT	LEVEL OF DETAIL
7. Description of Deliverables	<ul style="list-style-type: none"> Identifies the material requirements related to submission of items 	<ul style="list-style-type: none"> "What" is due to "Whom" – "When" and "How Many" 	Specific (or determinable) dates and other specific information
8. Acceptance Procedures for Deliverables	<ul style="list-style-type: none"> Identifies what criteria will be used to judge the contractor's results 	<ul style="list-style-type: none"> Describes sources of opinions Identifies references Reviews periods between submission of draft and final deliverables 	Specific information
9. Schedule of Tasks & Deliverables	<ul style="list-style-type: none"> Timeframes given to complete individual requirements in the SOW 	<ul style="list-style-type: none"> Task numbers coordinated with individual deliverables Due dates given in days, weeks, months 	Define schedule within the POP Realistic
10. Reporting Requirements	<ul style="list-style-type: none"> Describes interactions between contractor and DOPO; whether in written or meeting form 	<ul style="list-style-type: none"> Required contract status reports Schedule of Briefings Form in which reports are to be delivered (disk version or paper copy) Specific reports 	Well defined
11. Labor Mix Requirements and Staff Qualifications	<ul style="list-style-type: none"> Staffing categories & their qualifications necessary to complete the DO work requirements 	<ul style="list-style-type: none"> Names of categories 	Specific

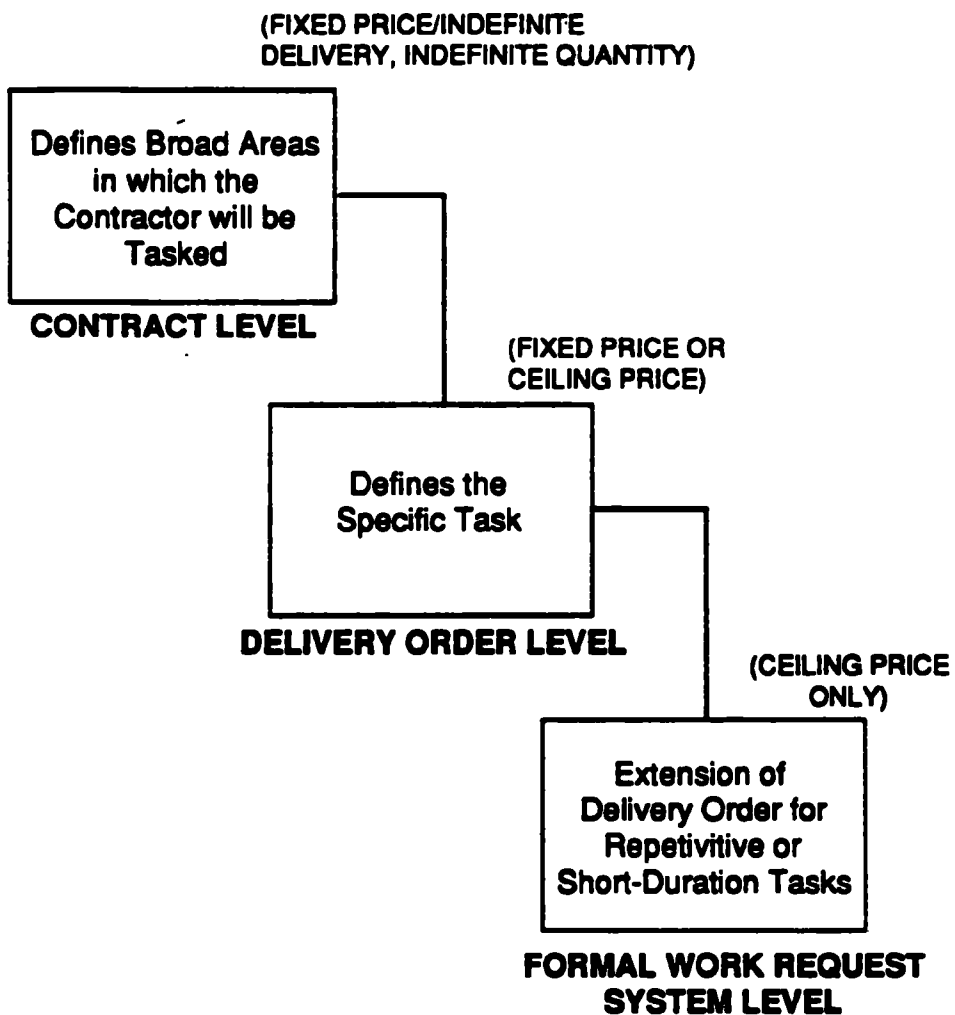
EXHIBIT III-4**ELEMENTS CONTAINED IN A STATEMENT OF WORK
(CONT'D)**

ELEMENT	DESCRIPTION	INFORMATION CONTENT	LEVEL OF DETAIL
12. Estimate of Staffing by Task in Labor Hours	<ul style="list-style-type: none"> Estimate of contractor time needed to complete each task 	<ul style="list-style-type: none"> Task number Labor categories Hours for each labor category 	Specific
13. Areas of Special Concern	<ul style="list-style-type: none"> Identifies any potential issues or problems that could develop, based on work requirements 	<ul style="list-style-type: none"> Privacy considerations Conflict of interest Areas of vulnerable work 	Stated in general terms
14. Sections of Contract Scope of Work Authorizing this DO	<ul style="list-style-type: none"> Requirements stated in the contract which the DO will fulfill 	<ul style="list-style-type: none"> Contract sections Contract subsections 	Specific

The formal work request is an extension of the statement of work set forth in the delivery order. Exhibit III-5 illustrates the relationship between the formal work request procedure, the delivery order, and the TOSS contract. Formal work requests are made by the DOPO using a form such as the one provided in Exhibit III-6 as an example. All formal work requests must include:

- A detailed description of the services requested
- The specific deliverables requested
- The dates by which all deliverables are required
- Evidence of authorization by the DOPO
- Performance/Oversight notes
- Evidence of deliverable acceptance or rejection
- Other refinements to account for the peculiarities of the specific activity involved.

EXHIBIT III-5
FORMAL WORK REQUEST PROCEDURE



NOTES

EXHIBIT III-6 FORMAL WORK REQUEST FORM

FORMAL WORK REQUEST FORM		
CONTRACT NUMBER:	DO/WA NUMBER:	TASK NUMBER:
REQUEST NUMBER:	DATE SERVICES ARE REQUIRED:	
DESCRIPTION OF BRIEF OR BRIEF SUPPORT REQUIRED (INCLUDE REFERENCE THE DELIVERABLE OR OTHER ASPECT OF TASK PERFORMANCE FOR WHICH THE BRIEF/BRIEF SUPPORT IS SOUGHT): <div style="border-bottom: 1px solid black; height: 15px; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; height: 15px; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; height: 15px; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; height: 15px; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; height: 15px; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; height: 15px; margin-bottom: 5px;"></div>		
DELIVERY REQUIREMENTS (PLACE, TIME, A-V REQUIREMENTS, HANDOUTS, ETC.): <div style="border-bottom: 1px solid black; height: 15px; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; height: 15px; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; height: 15px; margin-bottom: 5px;"></div>		
AUTHORIZATION: DOPO/WAM: <div style="border-bottom: 1px solid black; height: 15px; margin-bottom: 5px;"></div> TYPED OR PRINTED NAME AND SIGNATURE DATE: <div style="border-bottom: 1px solid black; width: 100px; display: inline-block;"></div>		
SERVICES PERFORMANCE NOTES: <div style="border-bottom: 1px solid black; height: 15px; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; height: 15px; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; height: 15px; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; height: 15px; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; height: 15px; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; height: 15px; margin-bottom: 5px;"></div>		
ACCEPTANCE () OR REJECTION () OF SERVICES DOPO/WAM: <div style="border-bottom: 1px solid black; height: 15px; margin-bottom: 5px;"></div> TYPED OR PRINTED NAME AND SIGNATURE DATE: <div style="border-bottom: 1px solid black; width: 100px; display: inline-block;"></div>		
<small>NOTE: THE REQUEST IS AN ADDITION OF THE ELEMENT OF WORK SET FORTH IN THE SUBJECT DELIVERY ORDER. ON WORK ASSIGNMENT, THE AUTHORIZATION FOR THE REQUEST IS SET FORTH IN THE TASK IDENTIFIED ABOVE. THE CONTRACTOR SHALL IDENTIFY HIMSELF AS AN EPA SUPPORT CONTRACTOR IN ANY SITUATION WHERE IT MAY BE MISTAKEN FOR EPA PERSONNEL.</small>		

Step 3: Complete a Labor Mix and Budget

A labor mix and budget must be included in every DO package as an attachment to the SOW. The labor mix is the DOPO's best estimate of the contract staffing levels that will be required to complete the work specifications. The budget includes estimates of staffing time and resources needed to complete the work.

In order to develop the labor mix, the DOPO should review the work requirements and identify the contract labor categories that will be used to fulfill the DO objectives. The budget is developed by indicating both direct labor costs and other direct costs (ODCs). Direct labor costs are the estimated hours and contract costs for each labor category indicated in the labor mix. ODCs are non-labor expenses approved for contractor use, such as copying, travel, or computer time. Depending on the contract type, limitations and fees may apply to direct labor and ODCs.

The budget for all TOSS Delivery Orders should include an estimate for:

- Total Technical Labor
- Other Direct Costs (travel, training, equipment, software).

To estimate the costs associated with a proposed delivery order, first determine the type of professional support required for assignment completion. Reference Exhibit III-7 for a brief description of the personnel skill categories and requirements specified under the TOSS contract. Section 7.3.6 (pages 44 - 92) of the SOW provides more detailed descriptions of all labor categories.

Once the type of labor required has been determined, estimate the number of hours required by each labor category. Clerical hours should not be included. Multiply the total number of hours for each labor category by the rate per hour listed for the category. A list of current CSC labor category rates can be found in Appendix E. The Total Technical Labor Amount is the sum of each technical labor category added together.

NOTES

In addition to the Total Technical Labor amount, the budget also needs to include an estimate of ODCs, which may be designated as "Travel and ODCs." If the ODCs exceed 10% of the total Delivery Order amount, a written explanation of the costs needs to be provided along with the budget. When determining the ODCs for a delivery order, remember that there are printing restrictions (reference Appendix A - Section 7). The total value of the delivery order is the sum of line items 1 and 2. Exhibit III-8 provides a sample TOSS budget and labor mix.

EXHIBIT III-7

LABOR CATEGORIES

ADMINISTRATIVE/MANAGEMENT SUPPORT POSITIONS		
Title	Basic Education Quals	Experience
Program Manager - 1	4 -year degree	10 years
Assistant Program Manager - 1	4 -year degree	8 years
Quality Assurance Coordinator	4 -year degree	4 years
Site Manager - Level IV	4 -year degree	6 years
Site Manager - Level III	4 -year degree	5 years
Site Manager - Level II	4 -year degree	4 years
Site Manager - Level I	4 -year degree	3 years
Technical Project Leader	4 -year degree	7 years

ANALYSIS/PROGRAMMING/DATABASE SUPPORT POSITIONS		
Title	Basic Education Quals	Experience
Senior Database Management Systems Specialist	4 -year degree or Associates in Computer Science	9 years
Database Management Systems Specialist	4 -year degree or Associates in Computer Science	5 years
Senior Computer Specialist	4 -year degree or Associates in Computer Science	6 years
Computer Specialist	4 -year degree or Associates in Computer Science	4 years
Senior Minicomputer Specialist	4 -year degree or Associates in Computer Science	6 years
Microcomputer Specialist	4 -year degree or Associates in Computer Science	4 years
OA/WP Specialist	4 -year degree or Associates in Computer Science	6 years

ANALYSIS/PROGRAMMING/DATABASE SUPPORT SYSTEMS (cont'd)		
Title	Basic Education Quals	Experience
Senior Systems Analyst	4 -year degree	9 years
Systems Analyst	4 -year degree or Associates in Computer Science	5 years
Data Analyst	N/A	1 year
Senior Programmer Analyst	4 -year degree	9 years
Programmer / Analyst	4 -year degree or Associates in Computer Science	5 years
Senior Programmer	4 -year degree or Associates in Computer Science	8 years
Programmer	4 -year degree or Associates in Computer Science	4 years
Associate Programmer		
Programmer Technician	Current attendance at an accredited university	None
IRM Security Specialist	N/A	4 years

PUBLICATIONS SUPPORT		
Title	Basic Education Quals	Experience
Senior Micrographics Specialist	H.S. diploma or equivalent	4 years
Micrographics Specialist	H.S. diploma or equivalent	2 years
Senior Technical Writer	4 -year degree	5 years
Technical Writer	4 -year degree	3 years
Senior WP Operator	H.S. diploma or equivalent	3 years
WP Operator	H.S. diploma or equivalent	1 year

EQUIPMENT INSTALLATION & LOGISTICAL SUPPORT		
Title	Basic Education Quals	Experience
Senior Equipment Installation & Logistical Support Technician	Associates Degree or equivalent	8 years
Equipment Installation & Logistical Support Technician	Associates Degree or equivalent	6 years
Junior Equipment Installation & Logistical Support Technician	Associates Degree or equivalent	4 years

TELECOMMUNICATIONS SUPPORT		
Title	Basic Education Quals	Experience
Telecommunications Management Analyst	4 -year degree or equivalent	5 years
Senior LAN Specialist	4 -year degree or equivalent	5 years
LAN Specialist	4 -year degree or equivalent	3 years
Telephone Service and Equipment Specialist	4 -year degree or equivalent	4 years

COMPUTER OPERATIONS SUPPORT		
Title	Basic Education Quals	Experience
Operations Supervisor	4 -year degree or Associates in Computer Science	8 years
Senior Computer Operator	H.S. diploma or equivalent	5 years
Computer Operator	H.S. diploma or equivalent	-
Junior Computer Operator	H.S. diploma or equivalent	-
Data Entry Operator	N/A	1 year
Computer Disk/Tape Librarian	N/A	1 year
Senior Data Control Clerk	N/A	5 years
Data Control Clerk	N/A	3 years

INFORMATION CENTER SUPPORT		
Title	Basic Education Quals	Experience
Senior Information Center Specialist	4 -year degree	5 years
Information Center Specialist	4 -year degree	4 years

SCIENTIFIC POSITIONS		
Title	Basic Education Quals	Experience
Senior Statistician	4 -year degree	6 years
Statistician	4 -year degree	3 years
Senior Science Specialist	4 -year degree	6 years
Science Specialist	4 -year degree	4 years
Senior Lab Automation Specialist	4 -year degree	6 years
Lab Automation Specialist	4 -year degree	4 years

DOCUMENT MANAGEMENT SUPPORT POSITIONS		
Title	Basic Education Quals	Experience
Senior Technical Information Specialist	4 -year degree or equivalent	6 years
Technical Information Specialist	4 -year degree or equivalent	3 years
Document Abstractor	4 -year degree	3 years
Document Indexer	4 -year degree	3 years
Lead Information Processing Specialist	N/A	2 years
Information Processing Specialist	N/A	1 year
Information Management Specialist	4 -year degree or equivalent	4 years
Microfilm Equipment Operator	N/A	1 year
Microfilm Specialist	N/A	2 years
Document Control Clerk	H.S. diploma or equivalent	2 years
Science Information Specialist	4 - year degree	3 years

EXHIBIT III-8

EXAMPLE OF A LABOR MIX AND BUDGET

Item 1. Technical Labor

<u>Labor Categories</u>	<u>Quantity In Hours</u>	<u>x</u>	<u>Unit Cost</u>	<u>=</u>	<u>Amount</u>
Examples					
Senior Programmer/Analyst	_____		\$ ____.		\$ ____.
Systems Analyst	_____		____.		____.
Data Analyst	_____		____.		____.
Programmer	_____		____.		____.
Technical Writer	_____		____.		____.
Total Technical Labor					____.

Item 2. EPA-Approved Miscellaneous/ODC's

Total Labor and ODC's

Item 3. Program Support Labor (5.5%)
(Item 1 + Item 2 x 5.5% = Item 3)

Total for this Delivery Order

Step 4: Prepare Justifications

It may be necessary to prepare justifications for the DO package. Justifications are assurances, stated in writing, that certain conditions exist which allow for various activities to take place under the delivery order. For example, if the Government only uses certain types of hardware that may be required to complete a DO, then a justification would highlight this and indicate the need for the Government to furnish the contractor with the hardware for their use. When completed and signed as required, the justifications become additional components of the DO package. Three of the most frequent justifications are:

- Split funding justification
- Superfund justification
- 7 Point Justification for Government Furnished Property (GFP).

These justifications are written in memo form. Examples of each can be found in Appendix B.

When a decision is made to fund a DO with more than one appropriation, a justification for the funding allocation, or split, is needed. The memo should identify each of the appropriations and explain the methodology or ratio used for determining the allocation. The justification memo must be approved by the Director of Financial Management Division and submitted with the Procurement Request.

Superfund justifications are required when Superfund monies will be used to partially or fully fund a DO. The justification memo should explain how the DO effort relates to, and is necessary for the Superfund program, and indicate the ratio used to determine the funding split. This memo is also used as documentation to support the Procurement Request.

The DOPO must prepare a 7 point justification for GFP when the contractor is required to use government property to complete the DO. Although only contract modifications formally authorize the use of GFP, the justification is required to establish the need for a contractor to use GFP to accomplish the tasks described in the DO. The DOPO should review the SOW task specifications to determine what government property will be needed by the contractor. Appendix A

provides further details needed to complete a seven point justification for GFP. The justifications are reviewed by the PO, but only the CO can approve a contractor's use of GFP.

Step 5: Reference DO Checklist Prior to Submitting DO Package to PO

The DOPO should assemble all material to be included in a complete DO package. Check the material for inclusion of required items and accurate information. Exhibit III-9 contains a checklist of six required components and four additional components that may also be required, depending on the type of delivery order, to be included in the package before sending it to the PO. The more thorough a check conducted by the DOPO, the easier the package can be reviewed. Incomplete DO packages result in delaying the start of work. If the SOW is found to be incomplete or inadequate, it will be returned to you along with a completed "TOSS SOW Review Checklist" which will indicate the deficiencies in the SOW. A sample "TOSS SOW Review Checklist" can be found in Appendix C.

Step 6: Establish Delivery Order Files

According to the FAR, subpart 4.801, executive agencies are required to establish and maintain contract files for all contractual actions. DOPOs must create their own filing system for all DO activities prior to receiving a signed DO. The establishment of files helps the DOPO become familiar with record keeping and determines what documentation will be necessary to monitor the contractor's performance. The following list includes suggested documentation to be contained in the DO files:

- Copy of the delivery order and modifications
- Copy of approved Form 1900-65
- Copy of the contract and modifications
- Contractor's Project Plan, all revisions and drafts, and Project Plan approval form

EXHIBIT III-9

CHECKLIST OF ITEMS INCLUDED IN A DELIVERY ORDER PACKAGE

REQUIRED COMPONENTS	ADDITIONAL COMPONENTS
<ul style="list-style-type: none"> • Form 1900-8, Procurement Request • Form 1900-65, Designation of the Delivery Order Project Officer • Administrator's screens for Prohibited and Vulnerable Activities • Statement of non-duplication of effort • Statement of Work • Labor Mix and Budget 	<ul style="list-style-type: none"> • Superfund Justification • Split Funding Justification • 7-Point Justification for Government Furnished Property • Rationale for Ceiling Price Delivery Order.

- Copies of deliverables and related correspondence
- Technical progress reports
- Financial progress reports
- Copies of invoices
- Government furnished property documentation
- Records of contractor meetings and phone calls
- - Correspondence
- Copy of evaluation of contractor's performance.

Further guidance for establishing a filing system can be found in the FAR, subpart 4.803, (a) and (b). In addition, part of every filing system should include a tracking system for milestones and deliverables which can be used as a monitoring tool. The forms contained in Appendix C are one example of a deliverable tracking system. All files and documentation should be organized so that any individual reviewing the file could determine the requirements and status of current work being performed under the DO.

PHASE 3. MONITORING THE DELIVERY ORDER

There are five steps that support the monitoring and direction of technical performance. They are:

- Approve contractor's Project Plan
- Communicate directly with contractor
- Review draft deliverables
- Monitor work through progress reports
- Communicate contractor performance problems.

The paragraphs below highlight the main points for each action.

Step 1: Approve Contractor's Project Plan

The first monitoring tool the DOPO should refer to is the contractor's Project Plan. The Project Plan is always the first task deliverable due. It explains how the contractor will accomplish the tasks in the SOW, within the established timeframe and the estimated budget. The DOPO should review the Project Plan to determine whether the approach can successfully meet the DO's objectives. By comparing the Project Plan to the SOW the DOPO can also determine the contractor's overall understanding of the assignment.

It is important that DOPOs review the resumes of all proposed CSC staff before accepting them. Under the TOSS contract, the CO and the PO only review the resumes of key personnel. Therefore, in order to ensure the most qualified support, DOPOs should review all resumes and check to determine that the labor category requirements are met regarding:

- Required level of education
- Adequate amount of experience

- Necessary skills.

The DOPO is required to complete a Project Plan Approval Form similar to the one provided in Appendix C. If the DOPO does not approve of the contractor's approach, the DOPO should contact the contractor to resolve the issues. If the DOPO agrees with the contractor's approach, the Project Plan becomes the accepted guide for completing the task requirements. The DOPO should also identify any changes that the contractor made from the SOW to the Project Plan and prepare a modification to officially incorporate the changes into the DO.

Step 2: Communicate Directly with Contractor Throughout Life of DO

A second way to monitor contractor progress is to communicate directly with the contractor. This can be accomplished through telephone conversations or face to face meetings. These communications provide opportunity to identify changing circumstances and ensure that both parties continue to understand the strategy and outcomes of the task requirements. The DOPO can clarify work specifications and reaffirm awareness to the contract scope and limitations. While direct communication is necessary, it is important that the DOPO not direct the contractor to perform work outside the DO scope.

Step 3: Review Draft Deliverables Within Specified Timeframe, Prior to Final Version

Reviewing draft and intermediate versions of deliverables is an important means for monitoring contractor performance. The DOPO should comment on reports prior to receiving a final version. This ensures that a desired product will be produced. DOPOs should review drafts within the specified time frame stated in the SOW in order to obtain the final product on time. It is also useful to incorporate sufficient EPA review time into modifications that revise the deliverable schedule.

Step 4: Monitor Performance Through Monthly Progress Reports

Contractor performance should also be monitored by reviewing monthly progress reports. The contractor's written progress provides a picture of work performed under a DO. Progress reports generally contain information provided by the contractor about work completed during the current period, work planned for the following period and significant issues or problems. An example of a completed progress report can be found in Exhibit III-10. Progress reports confirm timeliness of deliverable progress and ensure performance is within the DO scope and budget. Whenever the DOPO identifies possible problems, clarification should be obtained from the contractor.

Progress reports play a key role in the TOSS contract for the following reasons:

- Progress reports ensure that deliverables have been developed and presented in a timely and satisfactory manner
- Progress reports bring to the attention of the DOPO and other EPA contract management staff any problems or issues of concern which may have arisen during the reporting period
- Progress reports assist the DOPO in the evaluation of contractor performance at the close of the Delivery Order
- Progress reports are an acceptable vehicle for indicating changes in staff mix or labor hours.

Additionally, under the TOSS contract the DOPO is authorized to approve modifications in the staff mix within the original delivery order direct labor budget without submission of a formal modification request to the PO and CO. Documentation of the modification and approval of the staff mix is provided through regular progress reports. For example, the number of hours for a computer programmer could be increased while reducing the number of research hours in order to perform the work effectively, as long as the changes don't affect the total direct labor budget.

EXHIBIT III-10

PROGRESS REPORT

EPA Number: 0043-C82

Delivery Order Number: 0043-0

Delivery Order Title: OWPE Support for Superfund Systems

EPA Project Officer:

CSC Operations Director:

CSC Department Manager:

Reporting Period: 5/1/91 - 5/31/91

ABSTRACT

The purpose of this Delivery Order is to provide OWPE with ADP technical support for the continued development and enhancement of CERCLIS and INSITE, as well as to continue the implementation and support of integrated office systems for OWPE.

WORK PERFORMED

- o Converted and ran April 1991 data and reports.
- o Delivered Insite reports to EPA.
- o Transmitted March 1991 Insite data files to EPA.
- o Continued enhancement of the programs and procedures.

TECHNOLOGY TRANSFER

- o Exchange of information at NMI biweekly technical meetings.

PROBLEMS/SOLUTIONS

- o None

WORK PLANNED

- o Conversion and delivery of the April 1991 CERCLIS data and reports.
- o Continued maintenance and enhancement to the Insite programs.

STAFFING TABLE

NAME	CATEGORY	% OF TIME ON THIS DO
	Assistant Program Manager	4
	Senior Word Processing Op.	2
	Senior Technical Writer	9
	Technical Writer	1
	Senior LAN Specialist	43
	Sr. Systems Analyst	24

BUDGET TABLES AND VARIANCES

See Attachment A

CERTIFICATION FOR CHANGES AND TECHNICAL DIRECTION

Notification of Changes - With respect to delivery order 0043-082 there were no changes of the type subject to the Notification of Changes provision of the contract during the period covered by the progress report.

Technical Direction - With respect to delivery order no. 0043-082 the DOPO has not issued technical direction during the period covered by this progress report.

Step 5: Communicate Contractor Performance Problems

On occasion, contractor performance problems may develop during the course of the DO. The DOPO should address minor issues directly with the contractor, such as questions regarding progress reports, e.g., inadequate documentation of an issue. For more serious matters, such as the failure by the contractor to produce deliverables, the DOPO must communicate the situation to the PO. Attempts to negotiate solutions to serious matters with the contractor may forfeit EPA's legal rights. If there is a problem, an evaluation form similar to the one presented in Appendix C provides needed documentation so that the PO or CO can determine the extent or consequences of the situation, and what negotiations or sanctions should be exercised.

PHASE 4. INITIATION OF MODIFICATIONS

The fourth phase of the DO lifecycle is the initiation of modifications. When initiating modifications to the SOW, the following steps must be followed:

- Review DO parameters
- Monitor contractor performance
- Propose SOW changes
- Prepare modification request memo
- Submit modification package to DO
- Incorporate changes after modification request is signed.

The section below describes the steps which will result in an official change to the SOW.

Step 1: Review DO Parameters

Upon receiving requests to modify an approved delivery order, the DOPO must review the DO's parameters. Parameters to be considered are:

- Period of performance (POP)
- Deliverable due dates
- Budgets
- GFP.

These parameters establish contractual limits in which the DO work can take place. DOPOs must ensure work is performed within these contractually binding guidelines. Occasionally, however, a

parameter may limit effective performance. The DOPO, for example, may decide that the products would be higher quality if a two-week EPA draft review was built into the deliverable schedule prior to submission of a final deliverable. A formal change to the parameter should occur to accommodate current conditions and revise the due dates on the deliverable schedule.

Step 2: Propose Official Changes to SOW Through a Modification

As indicated above, awareness of parameters and close monitoring of contractor performance may reveal the need to change a SOW during the life of a project. Changes are made official through a modification document signed by the CO. Modifications begin as written requests to the PO to incorporate changes. Various types of modifications exist to meet the changing needs of a project. There are separate ways to prepare each type of request. Exhibit III-11 indicates the most common types of modifications requested. Close monitoring by the DOPO will allow paperwork to be easily generated and submitted for processing early enough to avoid delaying work.

In addition to reviewing the DO's parameters, the DOPO should also monitor overall project direction and anticipate any future requirements. The DOPO can anticipate when the SOW may need to be changed, by routinely communicating with the contractor, identifying situations in the program office affecting the DO tasks, and reviewing deliverables or progress reports. For example, if it becomes necessary to expand a task due to complexities that developed during performance, the task description should be revised to document what is required of the contractor. The earlier the DOPO identifies a possible need to change the SOW, the more efficiently changes can be formally initiated.

EXHIBIT III-11

FREQUENTLY REQUESTED MODIFICATIONS

CHANGE REQUIRED	PURPOSE OF MODIFICATION	PAPER WORK	REQUIREMENTS
Alter POP	Justify modification of POP	<ul style="list-style-type: none"> • Memo 	<ul style="list-style-type: none"> • Identify old POP end date as well as revised end date
Revise SOW	Add, delete or modify requirements	<ul style="list-style-type: none"> • New task descriptions • Memo 	<ul style="list-style-type: none"> • Number of tasks added in sequential order • Identify task #s and names to be deleted • If task added in middle, renumber subsequent tasks
Revise deliverables schedule	Update deliverable due dates or changes in quantity, ship to, etc.	<ul style="list-style-type: none"> • New schedule or milestone table • Memo 	<ul style="list-style-type: none"> • Identify task name • Identify deliverable name • Identify new due date
Change Accounting Data	Change the accounts that fund the DO	<ul style="list-style-type: none"> • Memo • Justifications 	
Change in Designated DOPO	Replace DOPO assigned to DO	<ul style="list-style-type: none"> • Memo • Form 1900-65 	<ul style="list-style-type: none"> • Obtain appropriate signature • DOPOs not meeting training requirements must request a waiver or interim certification
Deobligate or add funding	Change the amount of money obligated to a ceiling level DO	<ul style="list-style-type: none"> • Memo • Revised budget • Form 1900-8 	<ul style="list-style-type: none"> • Obtain appropriate signature
Change budget	Shift hours between labor categories or revise ODC ceilings	<ul style="list-style-type: none"> • Memo • Revised budget 	<ul style="list-style-type: none"> • Total authorized amount of DO does not change

Step 3: Prepare Modification Request Memo

When the DOPO identifies the need to change the DO and determines a modification is necessary, paperwork should be initiated to officially incorporate the changes to the SOW. The actual modification request is usually prepared in the form of a memo. For example, the memo should include the DO number and explain the need for the modification and indicate how the SOW will change. An example of a modification request memo can be found in Exhibit III-12. Some types of modifications require the DOPO to complete other paperwork in addition to the request memo. The table in Exhibit III-11 lists attachments or forms needed for each modification type. All paperwork must be completed prior to submitting the package to the PO and CO for review and approval.

Step 4: Submit Modification Request Package to Contract Management Team (CMT) for Review Prior to Incorporating Changes

After the paperwork has been completed and checked for accuracy, the modification is ready to be submitted for review. Request packages should be forwarded to the CMT before the changes are needed, so that work progress is not delayed while the modification is being signed. Request packages are reviewed for completeness and accuracy of information and calculations. When the CO reviews the modification package and determines it satisfactory, the modification is executed. There are two types of modifications that the CO can issue: unilateral or bilateral. Unilateral modifications can be signed by the CO, without the contractor's consent, while bilateral modifications require the contractor's consent and signature before the CO can give approval. Regardless of the modification type, the proposed changes are not official until a modification has been approved.

EXHIBIT III-12

MODIFICATION REQUEST MEMO



UNITED STATES ENVIRONMENTAL PROTECTION AGENCY
WASHINGTON, D.C. 20460

JUN 10 1991

MEMORANDUM

OFFICE OF ENFORCEMENT

SUBJECT: Modification to Work Assignment 020, Contract 68-WO-0043

FROM: Don Franklin, Delivery Order Manager
Office of Federal Facilities Enforcement (OE 2261)

TO: Brenda Daly
Project Officer

Request modification of the Statement of Work (SOW) associated with Delivery Order 020 of Contract No. 68-WO-0043, with Computer Sciences Corporation, as follows:

Amend the third paragraph of item 7, GOVERNMENT FURNISHED EQUIPMENT, to read:

" EPA shall provide, either directly or through an authorized contractor purchase agreement, a high performance pc and appropriate supporting hardware, to be used in developing the software programming for FETS. The contractor shall furnish suitable McIntosh equipment, supporting wordprocessing and graphics software and laser printers, for production of the A-106 report."

It is in the best interest of the Government to allow the Contractor to purchase the equipment on behalf of the government with direct cost to the contract since the equipment will continue to be used by the Office of Federal Facilities Enforcement.

If you have any questions relative to this request, please contact me on 382-5908.

Printed on Recycled Paper

Step 5: Notify Contractor of Changes to the SOW

Contractors do not have the authority to perform the changes to the SOW and cannot begin any new work until a modification is approved by the PO and CO. Modifications being reviewed by the PO or CO do not represent formal approval. Contractors must await formal notification by the DOPO that the DO modification has been executed by the CO before performing the SOW as changed.

PHASE 5. MONITORING AND APPROVING EXPENDITURES

The fifth phase of the delivery order lifecycle is the monitoring and approving of expenditures. The DOPO should take the following two steps:

- Examine monthly invoices to ensure accuracy
- Adhere to the Prompt Payment Act.

The key components of this phase are described below.

Step 1: Examine Monthly Invoices to Ensure Accuracy

The contractor is required to submit monthly invoices in accordance with contract requirements. The DOPO must carefully review invoices to ensure that contractor funds are spent for the purposes for which they were intended. DOPOs should examine the following items on all invoices:

- Contract and delivery order numbers
- Period of performance compared to the period of incurred costs
- Personnel billing to the delivery order — the labor category, rates and ceilings
- Other direct costs compared to the SOW and Project Plan, e.g. travel, training and equipment
- Correct arithmetic.

The DOPO should accept the invoice if charges appear reasonable, correspond to the work performed, and the work quality is acceptable. If unreasonable charges appear on the invoice, the items in question should be disapproved for payment. The DOPO should also seek clarification from the contractor, and as necessary, back-up data be provided.

Step 2 Adhere to Prompt Payment Act for Paying Contractors

According to the Prompt Payment Act as described in FAR 52.232-25, the Government is required to make invoice payments to the contractor within 30 days of when the billing office receives a proper invoice, or after the Government has accepted supplies or services from the contractor. After the 30 day timeframe, the Government must begin paying interest on any unpaid invoices. In an effort to promote efficient invoice processing, DOPOs are normally required to approve or disapprove an invoice within five days after receiving a copy. In an effort to comply with the timeframe, DOPOs should first disapprove questionable charges and then attempt to resolve the problems with the contractor. Once the the DOPO receives the invoice approval/disapproval recommendation, the DOPO notifies the payment office to pay the contractor.

PHASE 6. DELIVERY ORDER CLOSE-OUT

The final phase of the lifecycle is the Delivery Order Close-Out. Functions to be performed in this phase include the following six steps:

- Deobligate unused funding
- Evaluate contractor performance
- Identify location of deliverables
- Review final invoice
- Retain DO file
- Account for Government-furnished property (GFP).

The following sections describe these steps.

Step 1: Deobligate Unused Funding Through Modification

Upon completion of the DO, the DOPO should review all costs incurred by the contractor. When contractor costs are less than the total DO funding, determine whether to initiate a modification to remove or deobligate the unused monies. Phase 4 of the delivery order life-cycle also provides direction on preparing modifications. The DO type indicates whether to deobligate any remaining funds. Unused funding should be deobligated through a modification from a ceiling-priced DO because the contractor is only paid up to the amount expended. Unused funding cannot be deobligated from a fixed price DO, because the contractor is guaranteed to receive a fixed payment regardless of whether the costs incurred were less than the total DO funding obligation. Refer to Phase 1 for additional guidance on TOSS DO pricing arrangements.

Step 2: Evaluate Contractor Performance

After the contractor has submitted all required deliverables, the DOPO is usually required to evaluate the contractor's overall performance. Acceptable performance ratings are usually taken as an indication that the final invoice will be approved. DOPOs will normally be required to complete a contractor evaluation form, similar to the one contained in Appendix C. Such a form, which is submitted to the PO, helps provide information about a contractor's strengths and weaknesses that may be required for future solicitations or proposal evaluation.

Step 3: Identify Through Memo the Organization Maintaining or Using Deliverables

Closeout procedures include the need to indicate which EPA organization will maintain or use the deliverables. The deliverables can refer to items in the form of a report, or to services provided and the location of performance. The DOPO may be requested to prepare a memo, submitted with the contractor evaluation form which documents where task deliverables can be found.

Step 4: Review Final Invoice for Payment

When the deliverables have been accepted, the DOPO will receive a final invoice for the services rendered. If the DOPO determines that the contractor's performance is satisfactory, the invoice should be paid in full. Final payment signifies the end of the contractor's obligation.

Step 5: Retain DO Records for Auditing Purposes

Upon DO completion, the DOPO shall retain DO files. Files should not only be retained for audit purposes, but also for possible Congressional inquiries, or questions that may arise from the PO, CO, or oversight groups. DO records are part of the necessary documentation for a complete contract file and can establish what products were received for the services procured. Although it may differ for every contract, the FAR subpart 4.805 describes the retention periods required for various documentation contained in a contract file.

Step 6: Account for Government-Furnished Property

Upon completion of the DO, the DOPO should be aware that the contractor will be required to perform an inventory of all residual expendable and non-expendable government furnished or contractor acquired property during the life of the DO. The contractor is also responsible for reporting the findings of their inventory to the Property Administrator, Contracting Officer and Project Officer by using EPA Form 1730-1, "Report of Non-Expendable Government Property Acquired by the Contractor," and EPA Form 1700-7, "Property Receipt and Transfer." More details concerning the inventory and accounting for GFP can be found in EPA's *Contractor's Guide for Control of Government Property*.

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GLOSSARY

bilateral modification - modifications, such as those which may necessitate substantive changes to a contract, which require agreement or approval by both the contractor and CO before becoming fully executed pg. 62.

budget - estimates of staffing time and resources required to complete work specifications pg. 41.

ceiling price delivery order - a type of delivery order pricing arrangement under which the government pays for all contractor costs up to an allowable amount and delivery order task specifications can not be clearly defined pg. 27.

Contract Officer (CO) - individual designated with authority to enter into, administer, and/or terminate contracts for the Government and make related determinations and findings (FAR 1.602) pg. 5.

contract - "a mutually binding legal relationship obligating the seller to furnish supplies or services and the buyer to pay for them." (FAR 2.101) pg. 3.

deliverables - the actual products or services, such as reports and hardware maintenance, that are produced by the contractor, and turned over to the agency as indicated in a statement of work pg. 54.

Delivery Order Project Officer (DOPO) - individual serving as the primary Agency contact for technical performance of the delivery order and is in direct contact with the contractor during the performance period and ensures that quality products are delivered. pg. 9.

delivery order - "an order for supplies or services placed against an established contract or with Government sources of supply" (FAR 13.101) pg. 13.

delivery order lifecycle - a breakdown of delivery order management into six sequential phases identified herein as delivery order planning, initiation of delivery order, monitoring the delivery order, initiation of modifications, monitoring and approving expenditures, and delivery order close-out pg. 21.

delivery order package - completed documentation required for submission and review by the PO and CO before formal approval is given for the contractor to begin providing products or services as detailed in a statement of work pg. 49.

delivery order parameters - contractual limits in which the delivery order work can take place pg. 59.

Designation and Appointment of DOPO/Form 1900-65 - a required form used for nominating individuals to the position of DOPO and alternate DOPO for each new delivery order pg. 32.

direct labor costs - estimated hours and contract costs for each labor category indicated in a labor mix pg. 41.

EPA Contract Management Manual - an EPA internal guidance document which provides material on procedures, definitions, and methodology relating to procurement activities pg. 7.

FAR (Federal Acquisition Regulation) - a reference volume which provides uniform policies and procedures for acquisitions by executive agencies of the federal government pg. 3.

fixed price delivery order - a type of delivery order pricing arrangement under which the government must pay a set price for products or services regardless of the contractor's actual costs and delivery order task specifications can be clearly defined pg. 27.

FP/IDIQ (fixed price/indefinite delivery, indefinite quantity) contract - a type of contract in which the government pays a set price for a service, regardless of the contractor's cost, but no set amount of products or services to be furnished by the contractor is listed, except for a minimum government order pg. 1.

formal work request - a procedure for extending a delivery order when work can not be adequately described at the task level, particularly for repetitive, short duration services pg. 33.

interim certification - authority given to individuals to act in the capacity of DOPO, prior to DOPO certification, when they are enrolled in contract administration training to receive certification pg. 32.

justification - an assurance that certain conditions exist which allow for various activities to take place under a delivery order pg. 48.

labor mix - an estimate of contract staffing levels that will be required to complete work specifications pg. 41.

modification - an official change to the statement of work pg. 60.

monthly invoices - reports provided by the contractor to the Agency on the same date each month, which indicate contractor costs incurred on each delivery order for a specified timeframe pg. 65.

multiple appropriations - funding a delivery order with more than one financial source pg. 26.

non-duplication of effort - a written statement indicating that no other work efforts exist that would duplicate or contradict the intentions of the proposed services and/or products pg. 24.

non-severable services - work that if interrupted would deny EPA of an end product or completed service critical to program mission pg. 25.

other direct costs (ODCs) - non-labor expenses approved for contractor use, such as copying, travel, or computer time pg. 41.

period of performance - timeframe in which work takes place under a delivery order, usually beginning the date the CO gives approval, until the last deliverable is due pg. 59.

Procurement Request/Form 1900-8 - a required form used for procuring products or services which indicates what items are being procured, their cost, and corresponding accounting data pg. 29.

progress reports - written descriptions provided by contractor which indicate work completed or planned on a delivery order during a given timeframe, along with any outstanding issues for the Agency to consider pg. 55.

prohibited activities - services or work which are considered inappropriate for contractors to perform, particularly in the area of policy decision-making, as indicated in Administrator's Reiley's memo (Exhibit A-1) pg. 33.

Project Officer (PO) - individual serving a central role in ensuring effective contract management and is the primary source of information and contact with the Delivery Order Project Officer pg. 7.

Project Plan - a written report produced by the contractor documenting how the tasks will be accomplished in the statement of work, within the established timeframe and the estimated budget pg. 53.

Prompt Payment Act - the Government is required to make invoice payments to the contractor within 30 days of when the billing office receives a proper invoice, or after the Government has accepted supplies or services from the contractor (FAR 52.232-25) pg. 66.

scope of work - the array of services or products that are being procured by an Agency, which are specified in either the contract or delivery order pg. 33.

Seven point justification for Government Furnished Property (GFP) - a written statement covering seven points which support the contractor's need to use GFP to complete the delivery order pg. 48.

severable services - work that can be interrupted without affecting the overall program mission or specific purposes of the delivery order pg. 25.

split funding justification - a written statement explaining how and why a delivery order will be funded with more than one appropriation pg. 48.

statement of work - a written description that describes the services or products required from the contractor and indicates when they are to be provided pg. 33.

Superfund justification - a written statement explaining how and why a delivery order will be funded either partially or fully with Superfund monies pg. 48.

task (descriptions/specifications) - a detailed statement outlining a single work effort to be performed by the contractor such as drafting a report pg. 33.

technical labor - professional or non-clerical contractor support required for assignment completion pg. 41.

unilateral modification - modifications, such as those that may direct an administrative change, which only require approval by the CO before becoming fully executed pg. 62.

waiver - authority given to individuals to function as a DOPO and exempt them from contract administration training pg. 32.

APPENDIX A

CONTRACT MANAGEMENT ISSUES AND CONCERNS

There are many important contracts management issues and concerns that DOPOs need to be aware of to ensure that both the Government and the contractor are following appropriate and required policies and procedures. Appendix A summarizes these issues and concerns and describes applicable EPA and contractor responsibilities, authorities, and requirements. Appendix A contains information regarding:

- Prohibited Use of Contract Services
- Personal Service Contacts
- Conflict of Interest
- Subcontracting and Consulting Limitations
- Technical Direction
- Travel, Conferences, and Training
- Publications and Printing
- Government Furnished Property
- Inspection and Acceptance.

1. PROHIBITED USE OF CONTRACT SERVICES

On April 17, 1990, EPA Administrator William Reilly issued an Agency-wide memorandum that discussed several new policies regarding EPA's use of contractor support:

- All EPA managers must include in their performance standards a requirement emphasizing contracting controls. This is designed to improve contract management effectiveness and ensure greater accountability at senior management levels.
- Certain activities are considered inappropriate for contractors to perform, and their incorporation into all future Agency contracts and subcontracts is therefore, prohibited. These activities are listed in the checklist shown in Exhibit A-1, which must be completed by the DOPO as part of every Delivery Order package.
- DOPOs need to be aware of certain "sensitive" activities that may place EPA in positions of vulnerability if performed by contractor personnel. These activities, which are listed in Exhibit A-2, are not activities from which contractor involvement is precluded, but are ones wherein EPA should exercise control in contracting for them. The policy requires that, prior to procuring support in any of these areas, adequate control measures must be established to ensure a final Agency product that is unbiased and represents Agency thinking. Therefore, DOPOs are required to complete the checklist in Exhibit A-2, indicating whether these activities will occur in their Delivery Orders and providing justification for those that will.

By completing the checklists shown in Exhibits A-1 and A-2, internal controls will be established to ensure that inappropriate contractor activities are not performed.

EXHIBIT A-1

PROHIBITED CONTRACTING ACTIVITIES AT EPA

Prohibited Contracting Activities at EPA (As Specified by Administrator Reilly)

As a Delivery Order Project Officer, you are expected to avoid the following activities. Read each item and check a Yes or No to indicate whether your order allows for the activity.

- | | |
|--|----------------|
| 1. The actual preparation of Congressional testimony | Yes () No () |
| 2. The interviewing or hiring of individuals for employment at EPA | Yes () No () |
| 3. Developing and/or writing Position Descriptions and Performance Standards | Yes () No () |
| 4. The actual determination of Agency policy | Yes () No () |
| 5. Participating as a voting member on a Performance Evaluation Board; participation in and/or attending Award Fee meetings | Yes () No () |
| 6. Preparing Award Fee letters, even under typing services contracts | Yes () No () |
| 7. The actual preparation of Award Fee Plans | Yes () No () |
| 8. The preparation of documents on EPA letterhead other than routine administrative correspondence | Yes () No () |
| 9. Reviewing vouchers and invoices for the purposes of determining whether cost, hours, and work performed are reasonable | Yes () No () |
| 10. The development of Statements of Work, Work Assignments, Technical Direction Documents, Delivery Orders, or any other work issuance document under a contract that the contractor is performing or may perform | Yes () No () |
| 11. On behalf of EPA, actually preparing responses to audit reports from the Inspector General, General Accounting Office, or other auditing entities | Yes () No () |
| 12. On behalf of EPA, actually preparing responses to Congressional correspondence | Yes () No () |
| 13. The actual preparation of responses to Freedom of Information Act requests, other than routine, non-judgmental correspondence in all cases, EPA must sign it | Yes () No () |
| 14. Any contract which authorizes a contractor to represent itself as EPA to outside parties | Yes () No () |
| 15. Conducting administrative hearings | Yes () No () |
| 16. Reviewing findings concerning the eligibility of EPA employee for security clearance | Yes () No () |
| 17. The actual preparation of an office's official budget request | Yes () No () |

EXHIBIT A-2

ACTIVITIES OF POTENTIAL VULNERABILITY

Activities of Potential Vulnerability
(As specified by Administrator Reilly)

The following activities very often require contractor involvement in programs that are dependent upon contractor support to accomplish their mission. These activities may result in the improper use of contractors if internal controls to ensure proper oversight have not been established. They may also lead to the perception that inherent Government functions have been assigned to contractors. Whenever contractors are used to perform these tasks, Agency employees must play an active role in overseeing the effort and making all final decisions. This requires close monitoring to ensure that final outputs reflect the Agency's positions, thoughts, and ideas.

For each item, check a Yes or No to indicate whether these activities will occur under your Delivery Order. If yes, please attach an explanation or justification for each item.

- | | |
|--|----------------|
| 1. Budget preparation support including workload modeling, fact-finding, efficiency studies, should-cost analyses, etc. | Yes () No () |
| 2. Reorganization and planning support | Yes () No () |
| 3. Support services such as analyses, feasibility studies, etc. to be used by EPA personnel in developing policy | Yes () No () |
| 4. Regulation development support | Yes () No () |
| 5. Any support in the in-house evaluation of another contractor's performance | Yes () No () |
| 6. Involvement in strategic acquisition planning | Yes () No () |
| 7. Support on improving contract management | Yes () No () |
| 8. Providing specialized expertise in the contractor selections process | Yes () No () |
| 9. Situations where contractors share office space with EPA employees | Yes () No () |
| 10. Providing specialized expertise in the development of Statements of Work, Work Assignments, other contract-ordered tasks | Yes () No () |
| 11. Support in preparing responses to Freedom of Information Act requests | Yes () No () |
| 12. Any situation wherein a contractor has access to Confidential Business Information and/or any other sensitive information | Yes () No () |
| 13. Any support involving EPA policy or regulatory interpretation, such as staffing hotlines, attending conferences on behalf of EPA, community relations efforts, conducting EPA training courses | Yes () No () |
| 14. Any situation where it can be assumed that the contractor is a PA, without specifically identifying itself as a contractor | Yes () No () |
| 15. Independently interpreting EPA policies or regulations on EPA's behalf to outside parties | Yes () No () |

2. PERSONAL SERVICE CONTRACTS

A personal services contract results when the Government assumes the right to instruct, supervise or control a contractor's employee in how that employee performs his or her work. It is the contractor's right to hire and fire the contractor's employees, and to assign and organize the contracted-for work.

In drafting statements of work for Delivery Orders, DOPOs must take care to avoid creating a Delivery Order that creates an employer/employee relationship between the Government and the contractor's employee. This is particularly a problem where the contractor's employees are working on-site with EPA personnel. Personal services are *illegal* and must be avoided in all situations.

While there are no definite rules for characterizing particular services as "personal" certain indicators warrant further investigation. The following bullets represent areas where the DOPO should exercise caution and sensitivity to ensure that no personal services are provided:

- Contractor performance is required on site
- Government provides principal tools and equipment not under a 7 point justification
- Services are applied directly to the integral effort of EPA or an organizational subpart to further its assigned function or mission which are not contained in the contract's SOW
- Comparable services are performed in the same or similar agencies using civil service personnel or labor categories not contained in the contract
- The need for the type of service can reasonably be expected to last beyond one year

- The inherent nature of the service, or the manner in which it is provided, reasonably requires, directly or indirectly, Government direction or supervision of contract employees.

All of these elements do not have to be present to have a service deemed personal and thus illegal. The most important element to be avoided is the supervision of contractor employees by Government personnel.

Personal services are more likely to occur when the contractor has not received clear direction in the initial SOW. The DOPO can avoid this situation by writing clear and effective SOWs.

3. CONFLICT OF INTEREST

In preparing statements of work, EPA staff must take into account the possibility of organizational or individual conflicts of interest.

Organizational conflicts of interest are situations that occur from time to time with respect to EPA contracts. It is always preferable to prevent such conflicts from arising during contract performance by identifying the possibilities during the pre-award phase and taking steps at that time to avoid them. However, conflicts of interest cannot always be foreseen or avoided prior to award and POs need to be aware of what they are and what to do about them if such situations do arise during the performance of a contract.

FAR Subpart 9.5 defines an organizational conflict of interest as a situation that exists "when the nature of the work to be performed under a proposed Government contract may, without some restriction on future activities, a) result in an unfair competitive advantage to the contractor, or b) impair the contractor's objectivity in performing the contract work." It is the latter situation that is of the most concern during contract performance.

Any of the contractor's outside interests, be they organizational, financial, contractual, or of some other type could affect its objectivity in performing work for EPA. This is most likely to occur in contracts involving consultant or management support services, but the possibility exists in all contracts. Regulations require that the CO take immediate steps to avoid, neutralize, or mitigate any actual, potential, or apparent conflict of interest once notified of its existence. POs and DOPOs are required to notify their CO immediately if they see or suspect a situation where a contractor's outside interests are affecting its independent judgment in performing work on an EPA contract, or if the appearance of such a conflict exists, even if the work performed by a contractor is not in fact biased or lacking in impartial judgment.

What To Look For

All EPA contracts over \$10,000 contain a clause requiring the contractor to disclose in writing to the CO any actual or potential conflict of interest discovered after contract award. Ideally, this would take care of all such situations and the PO and DOPO need not be further concerned. However, many times what may not be a conflict in the mind of the contractor could be a very significant problem in the opinion of the Agency, but if the contractor does not notify EPA, the CO is not aware of its existence. If the contractor is aware of such a situation and fails to notify the CO, the contract may be terminated for default. For these reasons, POs and DOPOs must be "on the lookout" at all times during contract performance for situations that might be classified as organizational conflicts of interest, and must notify the CO if a potential one is discovered.

POs and DOPOs should subject all such situations to the following tests:

- Is the contractor being asked to perform work that will affect an industry of which it is a part, or from which it derives a substantial portion of its income?
- Is the contractor performing an analysis for EPA that it is also performing for a firm that will be affected by the results of that analysis?
- Is the contractor performing consulting services for an industry regulated by EPA at the same time as it is under contract to EPA for any work on the same subject?
- Do the work results provided by a contractor appear to be lacking in complete objectivity from any aspect?
- On any Superfund contracts, can the contractor potentially be found liable as a responsible party on any site for which it is being asked to perform work for EPA?
- Is there any possibility that even the appearance of one of these situations might undermine the credibility of the work results in the opinion of the general public?

If the answer to any of these questions is in the affirmative, an actual or potential conflict of interest probably does exist, and the CO must be notified immediately.

Procedures to Follow

As stated above, if a determination is made that an actual potential, or apparent conflict of interest does exist, the CO must take immediate steps to avoid, neutralize, or mitigate the situation. This may take the form of a bilateral contract modification, under which the contractor agrees to refrain from performing any specific outside work for a certain period of time, or is barred from specific future EPA work for a specific period. Or the CO may direct the PO not to assign a specific Delivery Order to the contractor.

If the conflict is significant and the CO is unable to resolve or avoid it, the contract may have to be terminated for the convenience of the Government, either in whole or in part, depending on the nature of the conflict. Since all of these possibilities are less than desirable, it is far preferable to identify potential conflicts before award of the contract, and take steps at that time to prevent any conflicts of interest from occurring during performance of the work.

4. SUBCONTRACTING AND CONSULTING LIMITATIONS

Subcontracting and Consulting Limitations

A sizeable portion of many EPA contracts is performed by subcontractors. This is often necessary for the successful accomplishment of the program mission. It extends the expertise of the prime contractor to respond to the needs of the Delivery Order, and it provides specialized services for specific tasks that ordinarily would not be needed. Prime contractors can make use of two types of subcontractors:

- Team subcontractors, which are an integral part of the prime contractor's technical team and perform basic contract tasks as outlined in the prime contractor's proposal
- Non-team subcontractors, which provide very specialized services for the prime contractor that cannot ordinarily be provided by the prime or its team subcontractors

Team subcontractors can be used by the prime contractor to work on any assignment that the prime deems appropriate. EPA approval of team subcontractors is not required.

Non-team subcontractors are used by the prime contractor on an as-needed basis only, and must be procured competitively by the prime. All non-team subcontractors must be approved by EPA before they can begin work.

Federal and EPA acquisition regulations and procedures require that the prime contractor make reasonable advance notification to the CO of its intent to subcontract. This notification should provide the following information:

- Evidence that proposals from at least 3 firms were received and evaluated by the prime contractor

- A description of the supplies or services being ordered
- Name of the subcontractor that has been selected
- Explanation of why the subcontractor was selected and the degree of competition
- Proposed cost estimate of the selected subcontractor
- Summary of negotiations
- Type of subcontract.

On receipt of this notification, the CO should request assistance from the PO and the DOPO in reviewing the winning subcontractor proposal for technical adequacy and reasonableness. Following the PO's and DOPO's review, a recommendation is sent to the CO stating whether the subcontractor should be approved for work. The ultimate approval decision comes from the CO in the form of written modification to the contract signed by the CO.

The Government cannot direct the contractor to subcontract any part of the work. The Government may also not, under any circumstance, direct the prime contractor to subcontract with a specific firm. Even a suggestion of a particular firm or firms would be improper.

Exhibit A-3 provides a list of questions that the PO and DOPO should ask when reviewing non-team subcontractor proposals. Exhibit A-4 lists some key points to remember when reviewing subcontractor proposals.

EPA should be sure to allow sufficient time for the prime contractor to conduct its non-team subcontractor competitions. This will enable additional organizations such as 8(a) firms to compete.

Consultant Approval

Often in the performance of EPA contracts there is a need to bring in a consultant with a particular expertise to assist in some aspect of the work. Usually, the technical performance benefits greatly from

such expertise. However, hourly or daily rates charged by consultants are often prohibitive and may not be commensurate with the technical benefits EPA might derive. Therefore, when the use of consultants is anticipated, the CO will insert a clause into the contract requiring the contractor to obtain EPA approval before a consultant is used. The technical qualifications of the proposed consultant, the benefits to be derived from his or her use, the amount of usage, and the rate proposed are all reviewed by EPA before approval is granted.

The same rules about directing consultant work as set forth above for subcontractors are applicable. EPA cannot direct the contractor to hire any consultants or influence the selection of such consultants in any way.

EXHIBIT A-3

WHAT TO REVIEW IN NON-TEAM SUBCONTRACTOR PROPOSALS

1. Are the non-team subcontractor services necessary and can they be justified?
2. Is the non-team subcontractor better qualified than the prime contractor or any of the team subcontractors to provide the needed services?
3. Is the selection of supplies, equipment, or services technically justified?
4. Is the technical approach adequate to meet the SOW's requirements?
5. Does the subcontractor have a potential conflict of interest with the work to be performed?
6. Are the proposed deliverables the same as those specified in the DO SOW?
7. Have the technical requirements of the prime contract been translated into the subcontract?
8. Does the proposed schedule match that in the DO SOW and is it reasonable?
9. Are the level of effort and budget reasonable? Too generous? Too tight?
10. Are the subcontractor's costs justified?
11. Will the proposed subcontract require the use of government-furnished property or facilities and, if so, has proper consideration been obtained?

EXHIBIT A-4

KEY POINTS TO REMEMBER REGARDING THE REVIEW OF NON-TEAM SUBCONTRACTOR PROPOSALS

1. EPA cannot direct the prime contractor to subcontract with a specific firm.
2. Contractor requests for consent to subcontract for services or supplies outside the scope or terms of the contract shall be denied.
3. Only the CO can give consent to a subcontract.
4. EPA's only direct contractual relationship is with the prime contractor; no relationship or communications shall exist between EPA and any subcontractor at any time.
5. It is the prime contractor's responsibility to arbitrate any disputes it has with the subcontractor.
6. Subcontractor consent should be in the form of a written modification to the contract signed by the CO.
7. The prime contractor is completely responsible for total performance and management of its subcontractors.

5. TECHNICAL DIRECTION

Throughout the period of performance, the PO and/or DOPO will often need to communicate with the contractor to direct the effort and ensure that the desired results are achieved. Technical personnel must be careful, however, not to provide technical direction unless the contract contains a clause permitting them to do so.

Technical direction is the responsibility of the PO and the DOPO, as indicated in the Technical Direction clause. It specifies that the PO "will give technical direction on contract performance," including (1) direction to the contractor which assists the contractor in accomplishing the statement of work, and (2) comments on and approval of reports or other deliverables.

Technical Direction Must NOT:

- Order additional work outside the Delivery Order or contractual SOW
- Constitute a change in the Delivery Order or contractual SOW
- Increase or decrease the estimated cost of the Delivery Order or contract
- Alter the period of performance of the Delivery Order or contract
- Change other express terms and conditions of the Delivery Order or contract.

Technical direction must be provided in writing. If the DOPO provides technical direction orally to the contractor, this direction should be confirmed in writing within 5 calendar days. Copies of technical direction should be forwarded to the CO.

While there are many types of direction that are authorized for technical personnel, the following activities are prohibited.

EXHIBIT A-5

GUIDELINES FOR PROVIDING TECHNICAL DIRECTION

DON'T:

1. Discuss or divulge any information on a DO to a contractor or its subcontractors/consultants prior to issuance.
2. Authorize work to begin before issuance of a DO.
3. Make changes or issue orders that will affect the terms or conditions of the contract. Only the CO has this authority.
4. Give technical direction that will increase costs or the level of effort or change technical direction of the contract or DO.
5. Direct or request the contractor to perform services (e.g., hire and fire, assign and organize work) that create an employer/employee relationship (See PEA Directive 1900.1).
6. Direct the contractor to perform services that are "inherently governmental" in nature (e.g., making policy).
7. Direct any portion of work to be performed by a subcontractor rather than the prime contractor.
8. Instruct the prime contractor to subcontract with a specific firm.
9. Consent to a subcontract. Only the CO has that authority.
10. Provide technical direction to a subcontractor (only EPA and the prime contractor have a contractual relationship).
11. Create a personal COI situation, such as working as a part-time consultant in the technical field relating to the contract or approving situations that may create a COI.

6. TRAVEL, CONFERENCES, AND TRAINING

DOPOs should be aware of several policies with regard to travel, conferences and training:

- Time spent traveling to and from appropriate conferences and training should not be included as hours worked.
- The contractor shall not bill for travel not directly required for performance of the Delivery Order.
- The contractor shall not bill EPA for training its employees receive, unless it is a highly specialized training that has been approved in advance by the CO.
- The contractor shall not bill for attendance at conferences that are not specifically tied to the performance of the Delivery Order. Such conferences must be noted in advance in the Delivery Order's Statement of Work with detail supporting the relationship to the performance of the Delivery Order provided.

In addition, Comptroller Transmittal 88-27, issued September 22, 1988, addressed the matter of travel discounts for Government contractors, updated by the General Services Administration Federal Property Management Bulletin A-95, dated August 19, 1988. Agencies are encouraged to promote the use of travel discounts available to contractors to help reduce direct reimbursements for travel expenses. However, the provision for such discounts is at the discretion of each participating vendor.

The Federal Travel Directory (FTD) is the source document for determining which vendors have agreed to extend travel discounts to contractors. PCMD must furnish a letter of identification on Agency letterhead, signed by the authorizing CO, in order for the contractor to obtain such an authorization for each of the contractor's employees for each separate trip.

Recent guidance on procurement of conference support has been issued by EPA in the form of a draft chapter in the Contracts Management Manual. This guidance was issued by PCMD on February 17, 1991 and established policy and procedures for procuring services in support of EPA-sponsored meetings and conferences. The following requirements were issued as part of this guidance:

- EPA's Financial Management Division must concur on any plans to charge a registration fee to EPA employees at an EPA-sponsored conference, either directly or through a contractor.
- Initiators of procurement requests involving conferences or meetings at EPA Headquarters are responsible for contacting the Facilities Management and Services Division for the assignment of conference and meeting facilities. The Agency is required to use Government-controlled space for EPA conferences and meetings if suitable space is available in the area. If space is not available, the FMSD may authorize the procurement of commercial facilities.
- Generally, the cost of meals and refreshments is considered a personal expense even when it occurs in a business-related setting. Therefore, contracts should not normally include expenses related to the serving of meals or refreshments to participants at a meeting or conference. There are limited exceptions to this rule, such as to provide small "samples" of ethnic food as part of an ethnic awareness program.
- When it is necessary to pay a fee or honorarium in addition to the regular per diem rate in order to obtain a speaker or presenter, the proposed fee must be approved by the initiating program office and the CO prior to obligating the Government.
- Whenever audiovisual equipment is needed for EPA-sponsored meetings or conferences, the initiator should contact the cognizant Headquarters or Regional facilities management group to determine if the necessary equipment is available.

- **Transportation and lodging can be paid to non-EPA participants for attendance at an EPA-sponsored meeting, conference or symposium through issuance of an Invitation Travel Authorization, in accordance with procedures in the EPA Travel Manual (Resources Management Directives System 2550B).**
- **EPA will not provide funds for contractors or other non-EPA personnel to attend non-EPA sponsored conventions or meetings unless the Agency has specific statutory authority to do so. However, where travel to such conventions or meetings is incidental to the performance of a specific contract, EPA may reimburse travel and lodging expenses in accordance with the applicable cost principles in FAR.**

7. PUBLICATIONS AND PRINTING

The Facilities Management and Services Division manages EPA's printing facilities and is responsible for assuring that appropriate EPA publications are accessible to the taxpayer as required by the Joint Committee on Printing. The Division also provides copies of documents to the Headquarters Library for reference and use by EPA personnel.

There are several restrictions, based on P.L. 100-202, involving printing, binding, and copying by contractors. "Printing" means, in general, the artistic development of covers and the production of entire documents, generally using equipment and producing results that are superior to those found in day-to-day work at EPA. "Binding" means the various methods used to pull several sheets of paper into one document; it includes glueing, stitching, use of plastic spiral binders, etc. "Copying" means the reproduction of a document; otherwise known as "Xeroxing".

PCMD has stated that in general, any printing or binding must be done by either the EPA's printing plant (Room G-100D in Headquarters), or through the printing plant under a contract arranged with the Government Printing Offices (GPO). Apparent exceptions to this restriction involve classes of work the Joint Committee on Printing (JCP) considers to be urgent or necessary to have done elsewhere, and work authorized by law, which the Public Printer is not able or equipped to do at the GPO. For this latter case, the work may be produced elsewhere under contractors made by the Public Printer with the approval of the JCP.

Copying can be done by EPA contractors, within specified limits. Contractors may duplicate less than 5,000 units (copies) of only one page, or less than 5,000 units in the aggregate of multiple pages for any individual "requirement", which is interpreted to mean per delivery order. Keep in mind that copies of the monthly project status and financial reports count against this ceiling.

8. GOVERNMENT FURNISHED PROPERTY (GFP)

It is EPA's general policy that contractors should provide all resources necessary to perform Agency contracts. Nevertheless, situations do arise when it is in the best interests of the Government to furnish certain property to the contractor. When Government property is, or is proposed to be, in the hands of contractors, certain policies and procedures are applicable, and POs need to be aware of them.

Justification of Needs

Whenever a PO recommends property be provided to a contractor, a written justification of need must be submitted to the CO. The justification must address the following seven points, and must be signed and approved at the Division Director or equivalent level in the program office:

- (1) Identify the specific program and project for which the property is required, as well as the contract and the Delivery Order number. Also, identify the EPA account numbers that the item is to be charged against.
- (2) Identify the type, quantity, and estimated cost (including any transportation or installation costs) of each item of property required.
- (3) Explain why the property is necessary for contract performance.
- (4) Explain why it is in the interest of the Government to provide the property rather than to require the contractor to provide the property at no direct cost to the contract.
- (5) Identify the location of the contractor's facility at which the property will be used, and the contractor's

personnel responsible for acquisition and management of the property.

- (6) For property to be acquired by the contractor at Government expense, include a certification that no in-house or GSA excess property is available and include the concurrence of the local property office.
- (7) For equipment to be acquired by the contractor at Government expense, include a lease vs. purchase analysis.

The CO reviews the justification and may or may not concur with the recommendation. Of particular concern is whether or not the equipment is special purpose or general purpose. It is against Government policy to furnish items of a general purpose nature (such as furniture, typewriters, etc.) rather than the contractor.

Property Provided by the Government Versus Property Acquired by a Contractor

There are several reasons why it is preferable for the Government to provide property to the contractor rather than have the contractor acquire it at Government expense. First, it is usually less costly for the Government to purchase it. Second, the Agency's competitive procurement procedures should result in a better price than the contractor could obtain. Finally, it could be perceived that program offices are attempting to bypass budget ceilings on equipment and other items by using contract funds to obtain the property.

The Contract Property Administrator

A Property Administrator is an EPA employee designated by the CO in the contract to act as the CO's representative in certain matters concerning the management and control of Government property. POs should assure that both the CO and Property Administrator are always informed on all matters affecting contract property administration.

9. INSPECTION AND ACCEPTANCE

Inspection involves examining and testing products and services to determine whether they conform to contract requirements. The purpose of inspection is to ensure that the contractor complies with all technical requirements of the specifications or SOW.

According to the FAR, acceptance is the act of an authorized representative of the Government by which the Government assumes ownership of equipment or supplies, or approves specific services rendered as partial or complete contract performance.

In most cases, the CO delegates the authority and responsibility for performing inspections and acceptance to the PO and/or the DOPOs.

Inspection

Inspection of products and services can be performed using both simple and complex methods. A simple method, for example, might be to compare an actual service or product with what was specified in the Delivery Order or contract. A complex method, on the other hand, might use special monitoring and testing equipment to inspect a newly installed mainframe computer to ensure that it meets the specifications of the contract.

The types of inspections normally performed in conjunction with IR acquisitions include:

- **Hardware acceptance testing** - ensuring that the equipment meets a certain level of performance
- **Software acceptance testing** - comparing the final source code to the design specifications
- **Site visits** - compare actual performance with reported performance

Contract clauses contain general provisions for Government inspection, and the PO and DOPO need to know what these provisions say. The Government has the right to perform inspections during contract performance; however, inspections should not be performed in such a manner as to unduly interfere with or delay progress. Furthermore, if the Government is contractually obligated to perform an inspection at a specific date and time, or within a specified number of hours after request by the contractor, failure to meet the deadline is technically a breach of the contract by the Government, which could result in a claim from the contractor.

Acceptance

Acceptance is acknowledgement by the Government that supplies or services conform to applicable contract quality and quantity requirements. Acceptance should not be confused with delivery; work may be accepted before delivery, at the time of delivery, or after delivery, depending on the terms of the contract.

Acceptance is usually evidenced by execution of an acceptance certificate or by whatever means is specified in the contract. Any product that does not conform to the contract specifications may be rejected by the Government, but this seldom occurs because contractors are normally given the opportunity to correct defects.

If the contract cannot meet or correct the defects in time to meet a deadline, the Government has an alternative to rejection, which may be in its best interest. The non-conforming items may be accepted in return for some consideration, such as reduction in price. In firm fixed-price contracts, the contractor bears all costs associated with bringing supplies into conformance.

POs and DOPOs are major participants in this process, since COs often defer to their judgment on what course of action to take. Therefore, POs and DOPOs should be aware of the available options and recommend a decision that is best for their programs.

APPENDIX B

Appendix B contains a Model Delivery Order Package. The following completed forms are included:

- Procurement Request - Form 1900 - 8
- Administrator's Screens
- Split Funding Justification
- Superfund Justification
- Designation of DOPO - Form 1900 - 65
- Statement of Work
- Labor Mix and Budget
- Statement of Non-Duplication of Effort
- 7 Point Justification for Government Furnished Property
- Pricing Rationale if the Delivery Order is Ceiling Price



Procurement Request/Order

US Environmental Protection Agency
Washington, DC 20460

1. Name of Originator John Doe		2. Date of Requisition 12/19/90
3. Mail Code 3ES21	4. Telephone Number 301-266-9180	5. Date Item Required ASAP

Signature of Originator

John Doe

7. Recommended Procurement Method **NA; DO** under existing contract
☐ Competitive ☐ Other than full and open competition ☐ Sole source small purchase

8. Deliver To (Project Manager) John Doe		9. Address 839 Bestgate Road Annapolis, Md. 21401		10. Mail Code 3ES21	11. Telephone Number 301/266-9188
12. Financial Data	a. Appropriation 6810200/68-20X8145	b. Servicing Finance Office Number 22		NOTE: Item 12(d) Document Type — Contract = "C," Purchase Order = "P"	
FMO Use (c) (13 digits)		Document Control Number (e) (6 digits) NC0197	Account Number (f) (10 digits) 1A4E03NOAF	Object Class (g) (4 digits) 25.16	Amount (h) Dollars 25,796
			1TFA03N700		Cents 10
					60,190
					89

13. Suggested Source (Name, Address, ZIP Code, Phone/Contact) Computer Sciences Corp. 6565 Arlington Blvd. Falls Church, VA 22042 703-849-8833		14. Amount of money committed is: <input type="checkbox"/> Original <input type="checkbox"/> Increase <input type="checkbox"/> Decrease	15. For Small Purchases Only: Contracting Office is authorized to exceed the amount shown in Block 12(h) by 10% or \$100, whichever is less. <input type="checkbox"/> Yes <input type="checkbox"/> No
--	--	--	--

16. Approvals	
a. Branch/Office Orterio Vail Date 12-20-90	d. Property Management Officer/Designee Date
b. Division/Office Greene Jones Date	e. Other (Specify) Date 1/3/91
c. Funds listed in Block A 2 and Block 15 (if any) are available and reserved (Signature of Certifying Official) Rose Young Date 1/24/91	f. Other (Specify) Date
17. Date of Order	18. Order Number 143
19. Contract Number (if any) 68-WO-0043	
20. Discount Terms	

1. FOB Point	22. Delivery to FOB Point by On or before (Date)	23. Person Taking Order/Quote and Phone No.
24. Contractor (Name, address, ZIP Code)		
25. Type of Order <input type="checkbox"/> a. Purchase Please furnish the above on the terms specified on both sides of this order and on the attached sheets, if any, including delivery as indicated. <input type="checkbox"/> b. Delivery provisions on the reverse are deleted. The delivery order is subject to the terms and conditions of the contract. (See Block 19) c. <input type="checkbox"/> Oral <input type="checkbox"/> Written <input type="checkbox"/> Confirming		

26. Schedule							
Item Number (a)	Supplies or Services (b)	Quantity Ordered (c)	Unit (d)	Estimated Unit Price (e)	Unit Price (f)	Amount (g)	Quantity Accepted (h)
	Contract #68-WO-0043 Delivery order Title: Computer Operations Support Service to Central Regional Laboratory, Region III. -See Attached Statement of Work.			\$85,986.99			

70% charged to Superfund in accordance with existing Laboratory Allocation Policy.

Total \$

27. United States of America
By (Signature)

28. Typed Name and Title of Contracting Officer

Prohibited Contracting Activities at EPA
(As Specified by Administrator Reilly)

As a Delivery Order Project Officer, you are expected to avoid the following activities. Read each item and check a Yes or No to indicate whether your order allows for the activity.

- | | |
|--|----------------|
| 1. The actual preparation of Congressional testimony | Yes () No (X) |
| 2. The interviewing or hiring of individuals for employment at EPA | Yes () No (X) |
| 3. Developing and/or writing Position Descriptions and Performance Standards | Yes () No (X) |
| 4. The actual determination of Agency policy | Yes () No (X) |
| 5. Participating as a voting member on a Performance Evaluation Board; participation in and/or attending Award Fee meetings | Yes () No (X) |
| 6. Preparing Award Fee letters, even under typing services contracts | Yes () No (X) |
| 7. The actual preparation of Award Fee Plans | Yes () No (X) |
| 8. The preparation of documents on EPA letterhead other than routine administrative correspondence | Yes () No (X) |
| 9. Reviewing vouchers and invoices for the purposes of determining whether cost, hours, and work performed are reasonable | Yes () No (X) |
| 10. The development of Statements of Work, Work Assignments, Technical Direction Documents, Delivery Orders, or any other work issuance document under a contract that the contractor is performing or may perform | Yes () No (X) |
| 11. On behalf of EPA, actually preparing responses to audit reports from the Inspector General, General Accounting Office, or other auditing entities | Yes () No () |
| 12. On behalf of EPA, actually preparing responses to Congressional correspondence | Yes () No () |
| 13. The actual preparation of responses to Freedom of Information Act requests, other than routine, non-judgmental correspondence in all cases, EPA must sign it | Yes () No () |
| 14. Any contract which authorizes a contractor to represent itself as EPA to outside parties | Yes () No () |
| 15. Conducting administrative hearings | Yes () No () |
| 16. Reviewing findings concerning the eligibility of EPA employee for security clearance | Yes () No () |
| 17. The actual preparation of an office's official budget request | Yes () No () |

Activities of Potential Vulnerability
(As specified by Administrator Reilly)

The following activities very often require contractor involvement in programs that are dependent upon contractor support to accomplish their mission. These activities may result in the improper use of contractors if internal controls to ensure proper oversight have not been established. They may also lead to the perception that inherent Government functions have been assigned to contractors. Whenever contractors are used to perform these tasks, Agency employees must play an active role in overseeing the effort and making all final decisions. This requires close monitoring to ensure that final outputs reflect the Agency's positions, thoughts, and ideas.

For each item, check a Yes or No to indicate whether these activities will occur under your Delivery Order. If yes, please attach an explanation or justification for each item.

- | | |
|--|----------------|
| 1. Budget preparation support including workload modeling, fact-finding, efficiency studies, should-cost analyses, etc. | Yes () No (X) |
| 2. Reorganization and planning support | Yes () No (X) |
| 3. Support services such as analyses, feasibility studies, etc. to be used by EPA personnel in developing policy | Yes () No (X) |
| 4. Regulation development support | Yes () No (X) |
| 5. Any support in the in-house evaluation of another contractor's performance | Yes () No (X) |
| 6. Involvement in strategic acquisition planning | Yes () No (X) |
| 7. Support on improving contract management | Yes () No (X) |
| 8. Providing specialized expertise in the contractor selections process | Yes () No (X) |
| 9. Situations where contractors share office space with EPA employees | Yes () No (X) |
| 10. Providing specialized expertise in the development of Statements of Work, Work Assignments, other contract-ordered tasks | Yes () No (X) |
| 11. Support in preparing responses to Freedom of Information Act requests | Yes () No (X) |
| 12. Any situation wherein a contractor has access to Confidential Business Information and/or any other sensitive information | Yes () No (X) |
| 13. Any support involving EPA policy or regulatory interpretation, such as staffing hotlines, attending conferences on behalf of EPA, community relations efforts, conducting EPA training courses | Yes () No (X) |
| 14. Any situation where it can be assumed that the contractor is a PA, without specifically identifying itself as a contractor | Yes () No (X) |
| 15. Independently interpreting EPA policies or regulations on EPA's behalf to outside parties | Yes () No (X) |

Justification for Split Funding

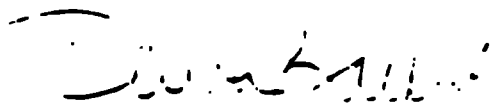
This request is for services of a Program Director and Program Assistant to effectively administer all of the records management services under the LABAT-ANDERSON, Incorporated (LAI) Contract, No. 68-W9-0052. The Program Director will direct and supervise all LAI records management staff providing services to EPA's Headquarters offices, Regions and field offices with the Program Assistant also providing support for this function.

During FY89, all work overseen by the Program Director and supported by the Program Assistant was for the Superfund Program. Records management services provided by LAI staff for the Superfund program included the development and operation of several Regional Superfund record centers, assistance in the compilation and maintenance of the Superfund Administrative Record and special projects such as providing support in managing the Regional Superfund FOIA process.

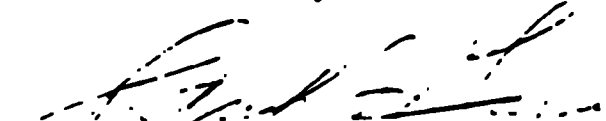
The Program Director and Program Assistant are now being asked to expand their administration of LAI services beyond Superfund to other non-Superfund activities. Besides the above mentioned Superfund activities, the Program Director's and Program Assistant's time will include oversight and support of non-Superfund records management projects such as the development and operation of RCRA record centers and file plan development for several non-Superfund Headquarters program offices.

The total cost for these two positions in FY90 is \$131,814.86. The amount to be allocated to the Superfund appropriation is \$110,724.48 and the amount to be allocated to the Agency's operating budget (S & E) is \$21,090.38. The rationale for this 84% to 16% split in funds was derived by determining the percentage of the Superfund resources to the total dollar amount of delivery orders received in FY90. The total dollar amount of delivery orders received for records management services was \$2,440,977. Of that total amount, \$2,044,921, or 84%, are Superfund dollars and \$396,056, or 16%, are S & E dollars. Therefore, this 84% to 16% is our split funding percentage. This rationale pertains only to the Program Director and Program Assistant positions and is not to be used as a standard for other records management services since they are specifically funded by delivery order.


It is expected that this percentage will hold stable throughout the remainder of the fiscal year. To assure that this split remains an accurate representation of orders funded out of the Superfund appropriation and the Agency's operating budget, this justification will be reviewed and, when needed, revised to reflect an accurate funding ratio.



Daiva Balkus, Director
Information Management and Services Division

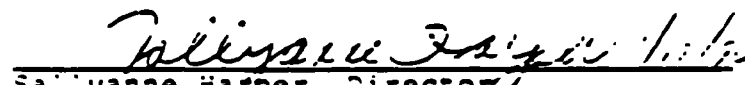


Patrick Garvey, Associate Director, OIRM
Management Planning and Evaluation



Rick Garman, Director
Program Operations Support Staff

1/11/90



Sallyanne Harper, Director
Financial Management Division

Justification for Superfund monies:

Delivery Order: "Computer Operations Support Service to Central Regional Laboratory, Region III"

The Central Regional Laboratory (CRL) has established support for a variety of EPA programs. Among the programs supported by CRL includes supporting the Superfund program. In addition CRL has a facility policy, supported by sample and data review loads, on appropriate expenditures charged to the Superfund program. The proposed delivery order supports the facility in general and therefore would charge appropriate expenditures against the Superfund program according to this policy.



**Designation and Appointment of Project Officer/
Work Assignment Manager/Delivery Order Officer**
(For Other Than Small Purchases)

Note: This form is not a Contracting Officer warrant. Delivery Order Officers and Administrative Delivery Order Officers require a warrant of Contracting Officer authority. Any request for a Delivery Order Officer warrant must be accompanied by the additional information required in Chapter 8 of the Contracts Management Manual.

1a. Name of Nominee <p align="center">John Doe</p>		b. Title <p align="center">Environmental Engineer</p>													
c. Organization Central Regional Lab		d. Mail Code 9398	e. Telephone (301) 266-9188												
		f. Years of Contract Experience 5													
2. The nomination is for: <input type="checkbox"/> Project Officer <input type="checkbox"/> Work Assignment Manager <input type="checkbox"/> Delivery Order Officer <input type="checkbox"/> Administrative Delivery Order Officer <input checked="" type="checkbox"/> Delivery Order Project Officer		3. The Nominee Has: <table border="0" style="width:100%"><tr><td>a. Completed the Basic Project Officer Course</td><td align="center"><input checked="" type="checkbox"/> Yes</td><td align="center"><input type="checkbox"/> No</td></tr><tr><td>b. Completed the Contract Administration Course</td><td align="center"><input checked="" type="checkbox"/></td><td align="center"><input type="checkbox"/></td></tr><tr><td>c. Incorporated appropriate contract management criteria in position description and performance standard. (If criteria have not been incorporated, they must be incorporated within 30 days of appointment.)</td><td align="center"><input checked="" type="checkbox"/></td><td align="center"><input type="checkbox"/></td></tr><tr><td>d. If the nominee has not completed the basic Project Officer Course or the Contract Administration Course, has a waiver or interim certification been provided</td><td align="center"><input type="checkbox"/></td><td align="center"><input type="checkbox"/></td></tr></table> <p><i>If the answer to items a, b, or c is "No," or the answer to item d is "No," attach an explanation.</i></p>		a. Completed the Basic Project Officer Course	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	b. Completed the Contract Administration Course	<input checked="" type="checkbox"/>	<input type="checkbox"/>	c. Incorporated appropriate contract management criteria in position description and performance standard. (If criteria have not been incorporated, they must be incorporated within 30 days of appointment.)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	d. If the nominee has not completed the basic Project Officer Course or the Contract Administration Course, has a waiver or interim certification been provided	<input type="checkbox"/>	<input type="checkbox"/>
a. Completed the Basic Project Officer Course	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No													
b. Completed the Contract Administration Course	<input checked="" type="checkbox"/>	<input type="checkbox"/>													
c. Incorporated appropriate contract management criteria in position description and performance standard. (If criteria have not been incorporated, they must be incorporated within 30 days of appointment.)	<input checked="" type="checkbox"/>	<input type="checkbox"/>													
d. If the nominee has not completed the basic Project Officer Course or the Contract Administration Course, has a waiver or interim certification been provided	<input type="checkbox"/>	<input type="checkbox"/>													
4. Estimated Dollar Amount of Contract, Work Assignment, or Delivery Order <p align="center">\$85,986.99</p>															
5. Nomination is for (Check one) <input checked="" type="checkbox"/> a new contract, work assignment, or delivery order entitled Computer Operations Support Services to Central Regional Laboratory, Region III <input type="checkbox"/> a change in the Project Officer, Work Assignment Manager, or Delivery Order Officer on Contract No. _____ <i>(If applicable, the work assignment no./delivery order no. is 68-WO-0043 DO #143)</i>															
Certification The undersigned nominee and requesting official certify that the designation of this nominee complies with the workload limitations and other requirements set forth in Chapter 7 of the Contracts Management Manual.															
6a. Signature of Nominee <p align="center">John Doe</p>		b. Date <p align="center">7-1-91</p>													
7a. Signature of Requesting Official (Division Director or Higher)		b. Name and Title <p align="center">Sally Smith Branch Chief</p>	c. Date												
8a. Signature of Approval Official (Contracts Organization)		b. Name and Title <p align="center">Larry Schlosser Contract Officer</p>	c. Date												

**Statement of Work to Provide:
Computer Operations Support Service To Central
Regional Laboratory, Region III**

1. **TITLE:** Computer Operations Support Service To Central Regional Laboratory, Region III

2. **PERIOD AND PLACE OF PERFORMANCE:**
Effective Date of Delivery Order through July 1, 1991.

3. **EPA DELIVERY ORDER PROJECT OFFICER**

Mr. John Doe
Central Regional Laboratory
839 Bestgate Road
Annapolis, Maryland 21401
Phone (301) 999-9999

ALTERNATE EPA DELIVERY ORDER PROJECT OFFICER

Ms. Sally Smith
Central Regional Laboratory
839 Bestgate Road
Annapolis, Maryland 21401
Phone (301) 777-7777

4. **PROJECT BACKGROUND INFORMATION**

The EPA Region III, Central Regional Laboratory's (CRL) Laboratory Branch in Annapolis, Maryland provides analytical laboratory capabilities in support of regional EPA activities. These activities include supporting Superfund, Public Water Supply, Water Quality Enforcement, and Water Quality Management program efforts. The CRL Quality Assurance (QA) Branch oversees regional EPA contract laboratories and is responsible for the development of QA documentation in support of internal environmental data collection activities and the review of data and QA documents for external operations. In addition, CRL conducts facility and discharge inspections in support of the National Permit Discharge Elimination System (NPDES) program. As a Regional Environmental Services Division facility, CRL is expected to be a center of scientific excellence and knowledge base supporting the Region's and Agency's environmental programs. In the past CRI has invested in modernizing (by introducing computerized tracking and reporting systems) its ability to quickly react to environmental issues with added computerization. Commensurate with added automation and electronic tracking is the need to maintain the systems introduced to support our role within the Agency.

Due to the high degree of specialization and experience required to operate a number of systems, CRL can not provide internal (EPA staff) computer support staff with the experience and knowledge to operate, maintain, repair or service this hardware and software on a daily basis. The Central Regional Laboratory requires contractor support and services to manage computer operations supporting each Branch. These operations include the facility's Laboratory Information Management System (LIMS) and the facility's office automation local area network (LAN). Thus CRL requires LAN and PC maintenance, repair and operations support. The Technical Operational Support Services Contract provides the mechanism to perform this service. All tasks will be consistent with the Agency's Scientific ADP modernization plans.

Contractor support is also required to assist in the development of documentation for standardization and automation of quality assurance activities as well as to update statistical packages and to develop software to assist the QA Branch in its tracking efforts. These efforts are not related to Laboratory Analytical automation activities are are therefore not covered by other Scientific Automation contracts that the Agency currently maintains. Further, documentation to be developed must be consistent with EPA policies.

Requirement studies will be used to provide evaluations and recommendations of systems or software which would implement computer automation technology within the facility.

5. PURPOSE

The purpose of this delivery order is obtain contractor services for the support and management of current ADP systems. Additionally, support is required for the production of user and technical guides.

6. TASK DESCRIPTIONS

Task 1: Project Plan

The contractor shall prepare a draft project plan which describes specific tasks to be accomplished. In the project plan, the contractor shall include:

- A description of how all tasks will be carried out, including a brief description of each task
- The proposed approach for completing each task
- A list of milestones, reports and deliverables
- A list of any potential problem areas or assumptions

- A detailed budget, including a breakout of labor hours and other direct costs. A rationale needs to be provided for any changes from the budget ordered in the statement of work
- Resumes of contractor staff assigned to each task.

The draft project plan shall be delivered to the DOPO and ADOPO no later than 15 days from start of the delivery order, for review and comment. Once the DOPO and ADOPO have reviewed and commented, the contractor shall revise and finalize the project plan within 5 days for EPA approval.

Deliverables: 1a Draft Project Plan
 1b Final Project Plan

Task 2: Maintain Existing Software Packages

Existing information management systems will be managed, maintained and possibly modified. The contractor will provide operational support and software modifications as requested by the delivery order project officer. Due to the uncertainty associated with this task, this delivery order will follow a FORMAL WORK REQUEST SYSTEM employed at this facility (see Attached Form.) The existing programs include, but are not limited to the following systems:

- A. Contract Coordinator Program (AFC)
- B. Laboratory Chemical Inventory System (LCIS)
- C. Regional Sample Control Center (RSCC)
- D. Time Accounting System (TIME)
- E. Travel Accounting System (TRAV)
- F. Accounting of CRL Blanket Purchase Req. (ACCOUNT)
- G. Statistical Packages for CRL Audits (SUMSTAT)
- H. Metals QC Program (METQC)
- I. QA Document Tracking System (QAP)
- J. ESAT Tracking System (ESAT)

Deliverables: 2 Completed Formal Work Request Form

Task 3: Create a Technical Assistance Reporting Tracking System

Create a technical assistance reporting tracking system to help the QA branch track provided technical assistance. The system is to track the names, dates, categories of assistance, and requestor for technical activities provided by the staff. The system must conform to CRL QA software policies ("CRL POLICY For the Development of PC Based Software", DEVEL.POL, 5/3/88, Attachment D to FY91 PC PLAN and "CRL POLICY For PC Based Software Modifications, Enhancements or Alternations of CRL Application Programs", MODIFY.POL, 3/17/88, Attachment E to FY91 PC PLAN) and will be implemented on the facility's LAN system. The

software used to create the system must be compatible with dBase III+ and menu driven.

Deliverables: **3a Menu Driven System Software**
 3b System User Guides

Task 4: Operate and Manage Existing LAN and Administrative Computers

The contractor shall operate existing systems so that these systems are compatible with CRL operations. These systems include tape management, disk management, equipment scheduling, communications and communications sub-systems, maintenance and repair of hardware and software documentation library, logging of hardware and software errors and downtime, and corrective action for problems of a routine nature. The contractor will provide backups on a regularly scheduled basis and keep inventories of ADP equipment and supplies. an operations guide will be maintained on-line and modified as procedures change.

The functions which the contractor shall perform in the system management and operations area include the following:

- A. Maintain system backups of programs and data
- B. Maintain a systems documentation library
- C. Maintain user accounts
- D. Develop and adhere to systems procedures, document systems procedures in an Operations Guide
- E. Evaluate system performance on the LAN(s) and administrative computer systems
- F. Install and upgrade system and application software
- G. Investigate systems problems and initiate corrective actions where appropriate
- H. Make recommendations to EPA for hardware and software purchases
- I. Schedule preventative and corrective maintenance when required
- J. Manage disk and tape libraries
- K. Inform users of scheduled outages
- L. Provide on-site user support
- M. Repair and or provide the parts necessary to fix CRL PCs and LAN equipment.

Deliverables: **4 Modified On-line Operations Guide**

Task 5: Provide Training

The contractor shall provide training to EPA staff on requested terms such as the Concurrent Minicomputer and/or VAX training, PC-SAS, the EPA Permit Compliance System (PCS), microprocessor systems and on software developed or modified by the contractor. Training may include the use of agency standard software (such as dBase III Plus, Lotus, word-processing, communications, and graphics) targeted to actual CRL tasks. Assist in the scheduling, preparation, and teaching of computer related courses for CRL staff. The delivery order project officer will identify topics, class size, target audience, class length and frequency. The delivery order project officer will use the FORMAL WORK REQUEST SYSTEM to inform the contractor of the desire to have training sessions. AD HOC training is expected to provide to the end users helpful information on the efficient and effective use of PCs. AD HOC training will be allowed if the duration of the training is less than 1/2 hour for each instance. If the requested training is anticipated to take longer than 1/2 hour, the FORMAL WORK REQUEST SYSTEM will be employed.

It is anticipated that the contractor will be required to provide two (2) scheduled PC related training sessions during the period of performance. The topics of the courses will be determined by the delivery order officer after consultations with Central Regional Laboratory management. The tentative course requirements include LOTS 1-2-3 for laboratory applications, CRL LAN practices for sharing documents, dBase III for QA Branch tracking systems or telecommunications access to Agency computer applications. The contractor is required to schedule and organize classes, prepare outlines, materials and handouts. Set up equipment and teach class. Afterwards, provide to the DOPO a list of attendees, completed course evaluations and summary of evaluations.

Deliverables:	5a	Training Session Outlines
	5b	Training Materials
	5c	List of Attendees
	5d	Completed Course Evaluations
	5e	Summary of Course Evaluations

Task 6: Develop Standard Operating Procedures and Manuals

Manuals and users guides must be developed for computerized systems concerning data handling, review, and validation. The standard CRL format shall be adopted as provided by CRL's QC officer and all materials shall be in conformance with EPA guidance documents and policies. Standard operating specifications for the use of laboratory hardware and software are expected. Again, the FORMAL WORK REQUEST SYSTEM will be employed to identify and formalize the requested documentation.

Deliverables: 6a Standard Operating Specifications
 6b System Manuals
 6c System User Guides

Task 7: Provide End User PC Support

Maintain up to date catalog for the ACI contract (EPA's PC contract) with information provided by the delivery order project officer of the PC Site Coordinator. Maintain a paper-electronic inventory of general use supplies needed for the continued operation of PCs and peripherals. Notify the delivery order officer when identified supplies need to be resupplied. Consumable supplies will be procured through normal Agency procurement channels by Agency personnel.

Further, the contractor will set up, configure, troubleshoot and repair computer equipment on an as needed basis. Due to the infrequency of this occurrence, FORMAL WORK REQUEST SYSTEM procedures will be followed. Customary PC and LAN repairs and troubleshooting are expected to be performed under this delivery order. Computer equipment requiring extensive, specialized or proprietary repairs will not be performed without prior approval by the delivery order project officer. Supplies or parts necessary to perform any repairs will be first procured through existing contracting mechanisms (by EPA staff) and then (if customary channels do not exist) by the contractor. One criteria on how the parts will be procured will be determined by comparing the cost of buying through contractor vs. Agency/GSA channels and the speed with which a repair can be made. Due to the nature of our operations (critical operations related to environmental enforcement), speed of repair will be given more weight than the cost when comparing the potential source of repair parts and service.

Deliverables: 7a Current and Amended ACI catalog
 7b Monthly List of Needed PC Supplies

Task 8: Maintain CRL's PC Inventory

The Central Regional Laboratory PC Inventory is designed to track specific hardware and software articles on CRL PC equipment (LAN items are included and are inseparable from PC only items). This inventory augments but is separate from the Property Inventory maintained by the Property Custodians. The contractor therefore is charged with the task of maintaining a current and accurate reflection of CRL hardware and software distribution.

Deliverables: 8 Maintained CRL PC Inventory

Task 9: Develop and Maintain User Guides

The contractor shall develop and maintain Users Guides for all contractor generated software systems developed for CRL. The user guides must include basic information about eh developed system (date of software, location of operation, system requirements, help features, purpose of the software and how to use the software.) Enhancements and corrections to existing software will require documenting the changes and updating the user guides accordingly.

Deliverables: 9 User Guide for each Software System

Task 10: Produce In-house PC Newsletter

The contractor shall provide PC Notes for distribution to CRL staff. The intent of the PC Notes is to inform staff on subjects related to PCs and microcomputers in general. The notes may be of original works of a compilation of Agency, public or copyrighted documentation. In the event the contractor chooses to use copyrighted material all copyright laws will be strictly followed. the newsletter is intended to support the staff in using the computer option available. The newsletter may be provided in conjunction with other EPA in-house publications (e.g., Infostructure.) The publication of the newsletter will be provided at least quarterly.

Deliverables: 10 Quarterly In-House Newsletter

Task 11: Attend the Site Managers Meeting

The contractor site management is expected to attend the annual contractor site meeting in Atlanta, Ga. during the month of June. the purpose of this meeting is to enlighten the management on EPA policies and goals. Information learned at this meeting will be used to effectively implement these delivery order.

7. DESCRIPTION OF DELIVERABLES

- 1a Draft Project Plan**
- 1b Final Project Plan**
- 2 Completed Formal Work Request Form**
- 3a Menu Driven System Software**
- 3b System User Guides**
- 4 Modified On-line Operations Guide**
- 5a Training Session Outlines**
- 5b Training Materials**
- 5c List of Attendees**
- 5d Completed Course Evaluations**

- 5e Summary of Course Evaluations
- 6a Standard Operating Specifications
- 6b System Manuals
- 6c System User Guides
- 7a Current and Amended ACI catalog
- 7b Monthly List of Needed PC Supplies
- 8 Maintained CRL PC Inventory
- 9 User Guide for each Software System
- 10 Quarterly In-House Newsletter

8. ACCEPTANCE PROCEDURES FOR DELIVERABLES

A. Task 1 - Written plan delivered within 10 days of receipt of Contract. The nature and content of the work plan will be judged by the delivery order project officer (DOPO) as to whether the task components have been met.

B. Task 2 - The DOPO will ensure that all points in the FORMAL WORK REQUEST have been met. Principle analysts or staff members assigned to provide input on the creation or modification of existing software will be asked to review the delivered product to determine whether the product addresses the functional specifications outlined in the FORMAL WORK REQUEST. Upon concurrence with the principle staff the product will be accepted after a demonstration of functionality.

C. Task 3 - The DOPO will ensure that all points in the task have been met. Principle analysts or staff members assigned to provide input on the creation or modification of existing software will be asked to review the delivered product to determine whether the product addresses the functional specifications outlined in the FORMAL WORK REQUEST. The system will be accepted upon the demonstration of functionality for a period of two months.

D. Task 4 - The contractor will provide acceptable performance if the assigned computer systems are maintained and operating within acceptable standards of operation. The contractor is expected to immediately report non-operational systems to the DOPO. Failure to immediately (within 1 hour for severe or major malfunctions and within 8 hours for minor disruptions) report system malfunctions would lead to an unacceptable performance.

E. Task 5 - Course evaluations by the class will determine whether the contractor has performed with compliance and acceptability. The evaluation forms will be provided by the contractor.

F. Task 6 - The documents provided by the contractor will be evaluated by the QC officer and principle EPA staff members to ensure completeness and appropriateness.

G. Task 7 - The DOPO will monitor contractor performance through the use of surveys of staff assisted by the contractor. The surveys will include a check on whether the requested system or help was performed in a timely and thorough manner.

H. Task 8 - The DOPO with the assistance of EPA custodial officers will periodically spot check the validity and accuracy of the inventory.

I. Task 9 - The DOPO will ensure that the user guides meet EPA standards. Other EPA staff will be requested to review and comment on the documents where appropriate.

J. Task 10 - The DOPO will ensure that the publications are provided on a quarterly basis. Quality of the information will be solicited from facility staff to assure that the information provided is acceptable and useful.

9. SCHEDULE OF TASKS AND DELIVERABLES

<u>Task</u>	<u>Deliverable</u>	<u>Weeks After Award</u>	<u>Copies</u>
1	Draft Work Plan		
1	Final Work Plan		
2	Completed Formal Work Request Form		
3	Menu Driven System Software		
3	System User Guides		
4	Modified On-line Operations Guide		
5	Training Session Outlines		
5	Training Materials		
5	List of Attendees		
5	Completed Course Evaluations		
5	Summary of Course Evaluations		
6	Standard Operating Specifications		
6	System Manuals		
6	System User Guides		
7	Current and Amended ACI catalog		
7	Monthly List of Needed PC Supplies		
8	Maintained CRL PC Inventory		
9	User Guide for each Software System		
10	Quarterly In-House Newsletter		

10. REPORTING REQUIREMENTS

The contractor shall submit standard delivery order reports due by the tenth day of the following month. The monthly reports will include graphic representation of percent of money spent to money available with an indication of when 60% of contract funds have been used.

The contractor will meet on a bi-monthly (once every two weeks) basis to review contractor performance. The meeting will be held to ascertain the status of work in progress and deliverables.

11. LABOR MIX REQUIREMENTS/STAFF QUALIFICATIONS

The contract requires the use of a Site Manager that is experienced and has a demonstrated ability to supervise a small number of employees. The manager must be able to rely on the contractor's support team for essential services such as time keeping and programmatic support. Three years of ADP experience is required. Knowledge of LAN operations, small minicomputer operations are essential.

The manager must be assisted by an in-house support team of computer experienced individuals. Since experience on computer systems are extremely time sensitive the following additional requirements have been identified: Individuals supporting LAN applications or tasks must have at least one year of LAN - programming, design, or analysis experience within the past 15 months. Experience with Novell's Netware 286 version 2.15 is required. Individuals supporting the LIMS system must have at least four years of computer related experience and at least two years of Perkin Elmer Concurrent LIMS experience within the last 12 months.

12. ESTIMATE OF STAFFING BY TASK IN LABOR HOURS

<u>Labor Category</u>	<u>Hours by Task</u>										
	1	2	3	4	5	6	7	8	9	10	11
Site Manager IV											
Technical Project Leader											
Senior Systems Analyst											
Data Analyst											
Database Management Systems											
Specialist											

Senior Computer Specialist

Technical Writer

Total

13. SPECIAL AREAS OF CONCERN

As with contracts of this type and scope the delivery order project officer must protect against the appearance of personal services.

14. SECTIONS OF CONTRACT SCOPE OF WORK AUTHORIZING THIS WORK

This work is authorized under Attachment A of the TOSS contract as follows:

- Task 1 - Section 2.0**
- Task 2 - Sections 3.8 and 3.6**
- Task 3 - Sections 3.8 and 3.6**
- Task 4 - Sections 3.1 and 3.5**
- Task 5 - Sections 3.6 and 3.7**
- Task 6 - Section 3.8**
- Task 7 - Sections 3.6 and 3.7**
- Task 8 - Sections 3.3 and 3.1**
- Task 9 - Sections 3.8 and 3.6**
- Task 10 - Section 3.7**
- Task 11 - Section 3.1**

Attachment 1

**Proposed Budget for Computer Operations Support Service to Central
Regional Laboratory, Region III**

Budget (1/1/91 - 7/1/91)

Technical Operations and System Support

1. Technical Labor Hours

Position	Rate	Hours	Cost
Site Mngr. I	\$29.31	150	\$4,396.50
Senior Sys. - Analyst	37.99	585	22,224.15
Programmer Technician	13.17	1280	16,857.60
Lab Auto Specialist	24.62	1280	31,513.60
LAN Specialist	22.47	100	2,247.00
<hr/>			
Tech Labor			\$77,238.85
5.5% Program Management			4,248.14
Other Direct Charge			4,500.00
DELIVERY ORDER TOTAL			\$85,986.99

MEMORANDUM

SUBJECT: Statement of Non-duplication of Effort

FROM: John Doe *John Doe*
CRL (Mail Code 9398)

TO: Pat Garvey
Project Officer

I have determined that the work being ordered under Contract 68-W0-0043 for computer operations support services for the Central Regional Laboratory in Region III does not duplicate any previous work efforts of our office.



UNITED STATES ENVIRONMENTAL PROTECTION AGENCY
WASHINGTON, D.C. 20460

File # 1175-1

JUN 10 1988

OFFICE OF ENFORCEMENT

MEMORANDUM

SUBJECT: Justification of need to Furnish Property to
Computer Sciences Corporation,
Contract No. 68-WO-0043

FROM: John Doe, Delivery Order Project Officer

THRU: Clarence Dade, Contract Property Administrator
Facilities and Support Services Division (PM-215)

TO: Larry Schlosser, Contract Officer, Procurement and
Contracts Management Division (PM-214-F)

In accordance with Chapter 5 of the Contracts Management Manual, a seven-point justification to furnish property to Computer Sciences Corporation under Contract 68-WO-0043 Delivery Order 000 follows:

1. This project provides technical and operations support for the Office of Federal Facilities Enforcement (OFFE), including operations, maintenance and enhancement of the Federal Facilities Information System (FFIS) and the Federal Facilities Tracking System (FFTS). This configuration is needed to complete the scheduled enhancements to FFTS. This configuration will be used to support software development, system documentation, mainframe communications, and data transfer for the National FFTS data base.

2. The items to be furnished can be contractor acquired through a purchasing agreement. A quote for the above options are listed below, one from a retail vendor (which includes onsite maintenance):

ALR Business VEISA 386/33 Model 101	\$ 1700
Sony 1.44 MB 3.5" Floppy	70
NEC SuperVGA Monitor w/VGA card	680
120 MB Hard Disk	490
Mountain 80 MB Tape Backup	250

Intel 80387-33 Math Coprocessor	540
2400 Baud External Modem	170
4 MB Additional RAM	224
Logitech Serial Mouse	100
MSDOS 4.01	92
EMI/RFI/Noise/Surge Protector	45
Onsite Maintenance	175
4 Boxes 1.2 MB 5.25" Diskettes	40
2 Boxes 1.44 MB 3.5" Diskettes	30
3 80 MB Tapes	75
Miscellaneous Cables	70
Taxes	214

Total..... \$ 4965

3. The equipment is required in order to perform the services described in the Statement of Work for Delivery Order 020 under Contract 68-WO-0043.

4. It is in the best interest of the Government to allow the Contractor to purchase the equipment on behalf of the government with direct cost to the contract since the equipment will continue to be used by the Office of Federal Facilities Enforcement.

5. The equipment described above will be located at:

Computer Sciences Corporation
Software Services Department
6565 Arlington Blvd
Falls Church, Va 22042

6. In house excess equipment is available: _____ yes ☒ no

Concurrence: Clarence Dade

Date: 2/24/81

Clarence Dade
Contract Property Administrator
Facilities and Support Services Division

7. The cost of the equipment is approximately \$4,965, which include maintenance for the first year. Lease of the same equipment is approximately \$789 per month or \$9,468 per year.

The purchase of the equipment will provide for the ongoing needs of the Federal Facilities Regional Coordinators (FFCs), as well as OFFE.

Please allow the Contractor to purchase the equipment as Contractor A Property.

Concurrence: *Bruce Rothrock* Date: 06/23/91
Bruce Rothrock
Senior Information Management Officer

Concurrence: *Brenda Daly* Date: 7-1-91
Brenda Daly
Project Officer

Concurrence: _____ Date: _____
Larry Schlosser
Contract Officer

Attachment

cc: Mike Kurgan
Lyn Burchfield (CSC)
Dro Der Minassian

Concurrence: *Tom Sullivan, FCI*

RATIONALE FOR ISSUANCE OF A CEILING PRICED DELIVERY ORDER

PART I • IDENTIFYING INFORMATION

CONTRACT NUMBER 68-WO-0043 DELIVERY ORDER NUMBER 143

DELIVERY ORDER TITLE Computer Operations Support Services to Central
Regional Laboratory, Region III

DELIVERY ORDER PROJECT OFFICER (DOPO) John Doe PHONE (301) 266-9188

PROJECT OFFICER Pat Garvey PHONE (202) 382-2381

PART II - RATIONALE (CHECK APPROPRIATE BOX)

- ☐ DEVELOPMENT OF SYSTEM CONCEPT ORIENTED FEASIBILITY STUDIES
- ☐ DEVELOPMENT OF FUNCTIONAL REQUIREMENTS DOCUMENT OR DESIGN SPECIFICATIONS
(IF THE CURRENT CONTRACTOR WILL ALSO PERFORM THE REQUIREMENT, SEPARATELY ADDRESS THE MATTER IN WHICH IV & V
WILL BE ACCOMPLISHED ON THE WORK PRODUCT)
- ☒ ON-GOING SYSTEM MAINTENANCE AND MINOR ENHANCEMENTS
- ☒ CONTRACTOR MANAGEMENT SUPPORT, E.G., IDENTIFICATION OF OPPORTUNITIES FOR
IMPROVEMENT OF INFORMATION SYSTEMS MANAGEMENT; RESOURCE OPTIMIZATION
- ☐ OTHER (PROVIDE SUPPORTING NARRATIVE BELOW).

PART III - SIGNATURES

John Doe
DELIVERY ORDER PROJECT OFFICER (RECOMMENDS)

7-1-91
DATE

PROJECT OFFICER (CONCURS)

DATE _____

CONTRACTING OFFICER (APPROVES)

DATE _____

APPENDIX C

Appendix C contains a blank copy of all the forms used during the Delivery Order process. They include:

- Rationale for Issuing a Ceiling Priced DO
- Procurement Request - Form 1900-8
- Designation of Delivery Order Officer
- Form 1900-65
- DO Statement of Work Review
- TOSS SOW Review Checklist
- Contract Deliverables List
- Project Plan Approval Form
- Request for Brief or Brief Support
- Contractor Performance Review

RATIONALE FOR ISSUANCE OF A CEILING PRICED DELIVERY ORDER

PART I • IDENTIFYING INFORMATION

CONTRACT NUMBER _____ **DELIVERY ORDER NUMBER** _____

DELIVERY ORDER TITLE _____

DELIVERY ORDER PROJECT OFFICER (DOPO) _____ PHONE _____

PROJECT OFFICER _____ PHONE _____

PART II - RATIONALE (CHECK APPROPRIATE BOX)

- ☐ DEVELOPMENT OF SYSTEM CONCEPT ORIENTED FEASIBILITY STUDIES
- ☐ DEVELOPMENT OF FUNCTIONAL REQUIREMENTS DOCUMENT OR DESIGN SPECIFICATIONS
(IF THE CURRENT CONTRACTOR WILL ALSO PERFORM THE REQUIREMENT, SEPARATELY ADDRESS THE MAJOR IN WHICH IV & V WILL BE ACCOMPLISHED ON THE WORK PRODUCT)
- ☐ ON-GOING SYSTEM MAINTENANCE AND MINOR ENHANCEMENTS
- ☐ CONTRACTOR MANAGEMENT SUPPORT, E.G., IDENTIFICATION OF OPPORTUNITIES FOR IMPROVEMENT OF INFORMATION SYSTEMS MANAGEMENT; RESOURCE OPTIMIZATION
- ☐ OTHER (PROVIDE SUPPORTING NARRATIVE BELOW).

[illegible]

PART III - SIGNATURES

DELIVERY ORDER PROJECT OFFICER (RECOMMENDS)

DATE _____

PROJECT OFFICER (CONCUS)

DATE _____

CONTRACTING OFFICE (APPROVES)

DATE _____

US Environmental Protection Agency Washington, DC 20460		1. Name of Originator		2. Date of Request			
Procurement Request/Order		3. Mail Code	4. Telephone Number	5. Date Item Required			
6. Signature of Originator			7. Recommended Procurement Method <input type="checkbox"/> Competitive <input type="checkbox"/> Other than full and open competition <input type="checkbox"/> Sole source small purchase				
8. Deliver To (Project Manager)		9. Address		10. Mail Code	11. Telephone Number		
12. Request Date	a. Appropriation	b. Servicing Federal Office Number		NOTE: Item 12(a) Document Type — Cont. Purchase Order = "P"			
..... FMS Use (a) (73 digits)	ST (a)	Document Control Number (a) (15 digits)	Account Number (a) (10 digits)	Class Code (a) (4 digits)	Amount (\$) Dollars		
13. Suggested Source (Name, Address, ZIP Code, Phone/Contract)			14. Amount of money authorized as: <input type="checkbox"/> Original <input type="checkbox"/> Increase <input type="checkbox"/> Decrease		15. For Small Purchases Only: Contracting Office is authorized to exceed the amount shown in Block 12(a) by 10% if necessary, if less.		
			<input type="checkbox"/> Yes <input type="checkbox"/> No				
16. Approvals							
a. Branch/Office		Date	d. Property Management Officer/Designee		Date		
b. Division/Office		Date	e. Other (Specify)		Date		
c. Funds listed in Block 12 and Block 15 (if any) are available and reserved. (Signature of Contracting Officer)		Date	f. Other (Specify)		Date		
17. Date of Order		18. Order Number		19. Contract Number (if any)	20. Discount Terms		
21. FOB Point		22. Delivery to FOB Point by On or before (Date)		23. Person Taking Order/Quote and Phone No.			
24. Contractor (Name, address, ZIP Code)			25. Type of Order <input type="checkbox"/> a. Purchase		Reference your quote (See Block 2)		
			Please furnish the above on the terms specified on both sides of this order or the attached sheets, if any, including delivery as indicated.				
			<input type="checkbox"/> b. Delivery provisions on the reverse are deleted. The delivery order subject to the terms and conditions of the contract. (See Block 19)				
			c. <input type="checkbox"/> Oral <input type="checkbox"/> Written <input type="checkbox"/> Confirming				
26. Schedule							
Item Number (a)	Supplier or Service (a)	Quantity Ordered (a)	Unit (a)	Estimated Unit Price (a)	Unit Price (a)	Amount (a)	Class Code (a)
Total \$							
27. United States of America By (Signature)				28. Types Name and Title of Contracting Officer			



Designation and Appointment of Project Officer/ Work Assignment Manager/Delivery Order Officer (For Other Than Small Purchases)

Note: This form is not a Contracting Officer warrant. Delivery Order Officers and Administrative Delivery Order Officers require a warrant of Contracting Officer authority. Any request for a Delivery Order Officer warrant must be accompanied by the additional information required in Chapter 8 of the Contracts Management Manual.

1a. Name of Nominee		b. Title																
c. Organization	d. Mail Code	e. Telephone	f. Years of Contract Experience															
2. The nomination is for: <input type="checkbox"/> Project Officer <input type="checkbox"/> Work Assignment Manager <input type="checkbox"/> Delivery Order Officer <input type="checkbox"/> Administrative Delivery Order Officer <input type="checkbox"/> Delivery Order Project Officer		3. The Nominee has: <table border="1"><thead><tr><th></th><th>Yes</th><th>No</th></tr></thead><tbody><tr><td>a. Completed the basic Project Officer Course</td><td><input type="checkbox"/></td><td><input type="checkbox"/></td></tr><tr><td>b. Completed the Contract Administration Course</td><td><input type="checkbox"/></td><td><input type="checkbox"/></td></tr><tr><td>c. Incorporated appropriate contract management criteria in position description and performance standard. (If criteria have not been incorporated, they must be incorporated within 30 days of appointment.)</td><td><input type="checkbox"/></td><td><input type="checkbox"/></td></tr><tr><td>d. If the nominee has not completed the basic Project Officer Course or the Contract Administration Course, has a waiver or interim certification been provided</td><td><input type="checkbox"/></td><td><input type="checkbox"/></td></tr></tbody></table> <i>If the answer to items a, b, or c is "No," or the answer to item d is "No," attach an explanation.</i>			Yes	No	a. Completed the basic Project Officer Course	<input type="checkbox"/>	<input type="checkbox"/>	b. Completed the Contract Administration Course	<input type="checkbox"/>	<input type="checkbox"/>	c. Incorporated appropriate contract management criteria in position description and performance standard. (If criteria have not been incorporated, they must be incorporated within 30 days of appointment.)	<input type="checkbox"/>	<input type="checkbox"/>	d. If the nominee has not completed the basic Project Officer Course or the Contract Administration Course, has a waiver or interim certification been provided	<input type="checkbox"/>	<input type="checkbox"/>
	Yes	No																
a. Completed the basic Project Officer Course	<input type="checkbox"/>	<input type="checkbox"/>																
b. Completed the Contract Administration Course	<input type="checkbox"/>	<input type="checkbox"/>																
c. Incorporated appropriate contract management criteria in position description and performance standard. (If criteria have not been incorporated, they must be incorporated within 30 days of appointment.)	<input type="checkbox"/>	<input type="checkbox"/>																
d. If the nominee has not completed the basic Project Officer Course or the Contract Administration Course, has a waiver or interim certification been provided	<input type="checkbox"/>	<input type="checkbox"/>																

4. Estimated Dollar Amount of Contract, Work Assignment, or Delivery Order

5. Nomination is for (Check one)

☐ a new contract, work assignment, or delivery order entitled _____

☐ a change in the Project Officer, Work Assignment Manager, or Delivery Order Officer on Contract No. _____

(If applicable, the work assignment no./delivery order no. is _____)

Certification

The undersigned nominee and requesting official certify that the designation of this nominee complies with the workload limitations and other requirements set forth in Chapter 7 of the Contracts Management Manual.

6a. Signature of Nominee		b. Date
7a. Signature of Requesting Official (Division Director or Higher)	b. Name and Title	c. Date
8a. Signature of Approval Official (Contracts Organization)	b. Name and Title	c. Date

TO BE USED BY MPES/PCMB ONLY

ADMINISTRATIVE CONTRACTS MANAGEMENT SECTION • DO/WA STATEMENT OF WORK REVIEW

CONTRACTOR _____ CONTRACT NO. _____ DO/WA NO. _____
PROJECT OFFICE _____ DOPO/WAM _____ SPECIALIST _____

ITEMS 1 - 10 BELOW MUST BE ADDRESSED PRIOR TO DO/WA EXECUTION

____ 1. THE SOW IS OUTSIDE THE SCOPE OF THE CONTRACT (DESCRIBE BRIEFLY):

____ 2. THE SOW CONTAINS AN ACTUAL/POTENTIAL CONFLICT OF INTEREST (DESCRIBE BRIEFLY):

____ 3. THE SOW CONTAINS ELEMENTS WHICH ARE INHERENTLY GOVERNMENTAL FUNCTIONS (DESCRIBE BRIEFLY):

____ 4. THE SOW CONTAINS ELEMENTS IDENTIFIED AS PROHIBITED BY ATTACHMENT
"A" OF THE ADMINISTRATOR'S 4/17/90 MEMORANDUM SUBJECT "CONTRACTING AT EPA".
(BOXES CORRESPOND TO ITEMS IN CITED ATTACHMENT. APPLICABLE BOXES MARKED.)

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐ 8 ☐ 9 ☐ 10 ☐ 11 ☐ 12 ☐ 13 ☐ 14 ☐ 15 ☐ 16 ☐ 17

____ 5. THE SOW CONTAINS ELEMENTS REQUIRING APPROPRIATE INTERNAL CONTROLS
(SEE ATTACHMENT "B" OF THE ADMINISTRATOR'S 4/17/90 MEMORANDUM SUBJECT
"CONTRACTING AT EPA") TO ENSURE EPA OVERSIGHT. NO MEASURES HAVE BEEN IDENTIFIED
TO PROTECT AGAINST THE PROBLEMS ASSOCIATED WITH THESE ELEMENTS.
(BOXES CORRESPOND TO ITEMS IN CITED ATTACHMENT. APPLICABLE BOXES MARKED.)

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐ 8 ☐ 9 ☐ 10 ☐ 11 ☐ 12 ☐ 13 ☐ 14 ☐ 15

____ 6. THE SOW PROVIDES FOR AN INAPPROPRIATE PERSONAL SERVICES RELATIONSHIP
DIRECTLY, INDIRECTLY, OR THROUGH AN IMPROPER SOW.

____ 7. THE SOW PROVIDES FOR INAPPROPRIATE TECHNICAL DIRECTION LIKELY TO:
(APPLICABLE BOXES MARKED.)

☐ IMPACT COST ☐ IMPACT SCHEDULE ☐ IMPACT CONTRACT TERMS/CONDITIONS

____ 8. SUBJECT SOW NEEDS TO PROVIDE ADDITIONAL BACKGROUND OR DETAIL
(NOTED ON ATTACHED SOFTWARE DEVELOPMENT CHECKLIST AND/OR ON ATTACHED SOW.)

____ 9. OTHER NOTES, E.G., UNNECESSARILY RESTRICTIVE SPECIFICATION, TASK BREAKOUT, ETC. (DESCRIBE BELOW):

____ 10. BASED ON THIS REVIEW, A () CEILING PRICED () FIXED PRICE PRICING ARRANGEMENT APPEARS APPROPRIATE
FOR PERFORMANCE OF THIS DELIVERY ORDER.

____ 11. THE SOW IS ADEQUATE AS SUBMITTED.

Lawrence A Schlosser
Contracting Officer

(TYPED/PRINTED NAME) CONTRACTING OFFICER _____

DATE _____

ATTACHMENTS (CHECK ALL THOSE THAT APPLY)

- () ATTACHMENT "A" OF THE ADMINISTRATOR'S MEMORANDUM OF 4/17/90 SUBJECT "CONTRACTING AT EPA"
- () DETAILED DISCUSSION OF BOXES CHECKED IN ITEM 4. ABOVE
- () ATTACHMENT "B" OF THE ADMINISTRATOR'S MEMORANDUM OF 4/17/90 SUBJECT "CONTRACTING AT EPA"
- () DISCUSSION OF GENERAL CONCERNS ASSOCIATED WITH BOXES CHECKED IN ITEM 5. ABOVE
- () SOFTWARE SOW DEVELOPMENT CHECKLIST
- () ANNOTATED SOW
- () OTHER (SPECIFY)

DOPO: _____

DO #: _____

TOSS SOW Review Checklist *

Your Statement of Work is inadequate in the following areas:

1. Title

_____ Is inappropriate in the context of the scope of work.

2. Period and Place of Performance

_____ Deliverable due dates are outside the period of performance.

_____ Period of performance is not within the fiscal year.

_____ Work site (EPA location or contractor site) is not stated.

3. DOPO and Alternate Information

Missing for _____ DOPO and/or _____ Alternate DOPO:

_____ Name, _____ address, _____ mail code, _____ FTS and _____ commercial telephone numbers, and _____ Email number

4. Project Background

_____ It is not clear how this project fits in your organizational mission.

_____ Other related (past, present, and planned) efforts are not described.

_____ Referenced systems are not defined or described.

5. Purpose

_____ Is not clear.

_____ Does not flow logically from the project background.

6. Task Descriptions

_____ First task is not the development of a management plan.

_____ Requirements of the management plan are not outlined.

_____ Tasks _____ not sufficiently defined to allow contractor to work independently.

_____ Are not within the contract scope of work.

_____ Tasks _____ are inherently government functions.

The following tasks require these additional revisions:

7. Description of deliverables

- ☐ Are not clear and understandable.
- ☐ Do not relate to specific tasks.

8. Acceptance Procedures for Deliverables

- ☐ Criteria for acceptance are not provided.

9. Schedule of Tasks and Deliverables

- ☐ Schedule is not within the period of performance.
- ☐ Deliverables are not included in the schedule.
- ☐ Specific due dates are not given.
- ☐ Schedule is not realistic.

10. Reporting Requirements.

- ☐ None are provided.
- ☐ No reporting schedule is provided.
- ☐ Required contents of written reports are not specified.

11. Labor Mix and Estimate of staffing in labor hours.

- ☐ Labor mix requirements and staff qualifications are not clearly stated.
- ☐ Clearances have not been addressed.

12. Estimate of Staffing by Task in Labor Hours

- ☐ Labor categories and estimated hours for each task are not given.
- ☐ Labor categories are not valid.

13. Special areas of Concern

- ☐ Personal services.
- ☐ Conflicts of interest.
- ☐ Activities prohibited by the Administrator are included.
- ☐ Activities listed as "vulnerable" by the Administrator are included.
- ☐ Vulnerable activities do not indicate the necessary control measures.

14. Sections of contract Scope of Work Authorizing the Work

- ☐ Specific sections or subsections are not referenced.

Additional requirements to make this SOW acceptable:

* See TOSS User Guide for specifics on preparation of a SOW

CONTRACT DELIVERABLES LIST

CY NUMBER

DO/WA NUMBER

TITLE

COL REFERENCE NO.

DO TASK REFERENCE

DATE DUE

DELIVERABLE

TO

SPECIAL
DIRECTION

HARD COPY

HARD COPY QUANTITY

MAGNETIC MEDIA

MAGNETIC MEDIA QUANTITIES

5 1/4 LOW DENSITY

3 1/2 LOW DENSITY

5 1/4 HIGH DENSITY

3 1/2 HIGH DENSITY

COL REFERENCE NO.

DO TASK REFERENCE

DATE DUE

DELIVERABLE

TO

SPECIAL
DIRECTION

HARD COPY

HARD COPY QUANTITY

MAGNETIC MEDIA

MAGNETIC MEDIA QUANTITIES

5 1/4 LOW DENSITY

3 1/2 LOW DENSITY

5 1/4 HIGH DENSITY

3 1/2 HIGH DENSITY

COL REFERENCE NO.

DO TASK REFERENCE

DATE DUE

DELIVERABLE

TO

SPECIAL
DIRECTION

HARD COPY

HARD COPY QUANTITY

MAGNETIC MEDIA

MAGNETIC MEDIA QUANTITIES

5 1/4 LOW DENSITY

3 1/2 LOW DENSITY

5 1/4 HIGH DENSITY

3 1/2 HIGH DENSITY

CONTRACT DELIVERABLES LIST

CONTRACT NUMBER

DO/WA NUMBER

CONTINUATION PAGE

COL REFERENCE NO.		DO TASK REFERENCE		DATE DUE	
DELIVERABLE					
TO					
SPECIAL DIRECTION					
HARD COPY		HARD COPY QUANTITY			
MAGNETIC MEDIA		MAGNETIC MEDIA QUANTITY			
6 1/4 LOW DENSITY		3 1/2 LOW DENSITY			
6 1/4 HIGH DENSITY		3 1/2 HIGH DENSITY			

COL REFERENCE NO.		DO TASK REFERENCE		DATE DUE	
DELIVERABLE					
TO					
SPECIAL DIRECTION					
HARD COPY		HARD COPY QUANTITY			
MAGNETIC MEDIA		MAGNETIC MEDIA QUANTITY			
6 1/4 LOW DENSITY		3 1/2 LOW DENSITY			
6 1/4 HIGH DENSITY		3 1/2 HIGH DENSITY			

COL REFERENCE NO.		DO TASK REFERENCE		DATE DUE	
DELIVERABLE					
TO					
SPECIAL DIRECTION					
HARD COPY		HARD COPY QUANTITY			
MAGNETIC MEDIA		MAGNETIC MEDIA QUANTITY			
6 1/4 LOW DENSITY		3 1/2 LOW DENSITY			
6 1/4 HIGH DENSITY		3 1/2 HIGH DENSITY			

PROJECT PLAN APPROVAL FORM

Part 1 - Overall Approach

- A. Does the contractor demonstrate a complete understanding of all project elements? ☐ YES ☐ NO
☐ COMMENT ATTACHED
- B. Has the contractor identified and supported all of the assumptions underlying its approach? ☐ YES ☐ NO
☐ COMMENT ATTACHED
- C. Has the contractor identified all questions and problems which will need to be resolved as well as the manner in which they will be resolved? ☐ YES ☐ NO
☐ COMMENT ATTACHED

Part 2 - Staffing Plan

- A. Does the staffing plan provide personnel qualified to perform the SOW? ☐ YES ☐ NO
☐ COMMENT ATTACHED
- B. Is the labor mix appropriate? ☐ YES ☐ NO
☐ COMMENT ATTACHED
- C. Is the proposed level of effort realistic? ☐ YES ☐ NO
☐ COMMENT ATTACHED
- D. Are the labor rates those contained in the contract? ☐ YES ☐ NO
☐ COMMENT ATTACHED

Part 3 - Subcontracts (For Each Subcontract Proposed)

- A. Does the Project Work Plan specify what portion of the SOW will be subcontracted? ☐ YES ☐ NO
☐ COMMENT ATTACHED
- (1) Does the staffing plan provide personnel qualified to perform the SOW? ☐ YES ☐ NO
☐ COMMENT ATTACHED
- (2) Is the labor mix appropriate? ☐ YES ☐ NO
☐ COMMENT ATTACHED
- (3) Is the proposed level of effort realistic? ☐ YES ☐ NO
☐ COMMENT ATTACHED
- (4) For those subcontracts approved for use under the contract, are the labor rates those contained in the contract? ☐ YES ☐ NO
☐ COMMENT ATTACHED
- B. What is the level of subcontracting?
- ☐ <10% OF ESTIMATED COST
☐ 10% - 25% OF ESTIMATED COST
☐ >25% OF ESTIMATED COST
- C. If the contractor has proposed more than 25% of the estimated cost in subcontracts, is there too much subcontracting? Can the contractor retain adequate control over the project? ☐ YES ☐ NO
☐ COMMENT ATTACHED

Part 4 - Other Direct Costs

- A. Does the level of ODCs exceed 10% of the total estimated cost of performance? ☐ YES ☐ NO
☐ COMMENT ATTACHED

- B. If 4.A is a yes and you concur in the proposed ODCs, attach an appropriate justification (unless this was done prior to issuance of the DO).

☐) CONCUR, JUSTIFICATION ATTACHED
☐) CONCUR, JUSTIFICATION PREVIOUSLY SUBMITTED
☐) NON-CONCUR, COMMENT ATTACHED

- C. Is the amount of travel reasonable?

☐) YES ☐) NO
☐) COMMENT ATTACHED

- D. Has the contractor proposed any training for its personnel (remember, the contractor is required to provide fully qualified personnel)?

☐) YES ☐) NO
☐) COMMENT ATTACHED

- E. If 4.D is yes, what is the nature of this training?

ATTACH COMMENT

Part 5 - Schedule

- A. Has the contractor taken exception to the EPA's delivery schedule?

☐) YES ☐) NO
☐) COMMENT ATTACHED

- B. Are the proposed milestones supporting the deliverables reasonable?

☐) YES ☐) NO
☐) COMMENT ATTACHED

- C. Do the deliverables specified in the subcontracts, if any, support deliverables required by the prime? Do they provide for adequate leadtime where they are to be incorporated into the prime contractor's deliverable.

☐) YES ☐) NO
☐) COMMENT ATTACHED

Part 6 - Other Areas of Concern

- A. If this is a fixed price DO, has the contractor identified any contingent costs?

☐) YES ☐) NO
☐) COMMENT ATTACHED

- B. If 6.A is yes, what are the contingent costs and what can be done to reduce or eliminate the contingency?

☐) COMMENT ATTACHED

☐) CONTINGENCY CAN NOT BE REDUCED OR ELIMINATED

- C. If this application has privacy concerns, have these issues been adequately addressed?

☐) YES ☐) NO
☐) COMMENT ATTACHED

- D. If this application has CBI concerns, have these issues been adequately addressed?

☐) YES ☐) NO
☐) COMMENT ATTACHED

- E. If this application has conflict of interest concerns, have these issues been adequately addressed?

☐) YES ☐) NO
☐) COMMENT ATTACHED

- F. If this application has work areas identified in the Attachment "B" of the Administrator's memorandum (See _____ of the manual) as "vulnerable", have the issues relating to the identification of an audit trail regarding opinions and recommendations offered by the contractor been adequately addressed?

☐) YES ☐) NO
☐) COMMENT ATTACHED

TYPED NAME, TITLE, AND SIGNATURE OF DOPO

JF

CONTRACTOR PERFORMANCE REVIEW
Questionnaire

Contractor: _____ Contractor No.: _____
DOPO Name: _____ Delivery Order No. _____
Timeframe: _____

PROGRAM MANAGEMENT:

1. Has the Program Manager/Assistant Program Manager provided sufficient oversight of the project?
More than adequate _____ Adequate _____ Inadequate _____
2. Has the Program Manager/Assistant Program Manager managed subcontractors effectively?
Well managed _____ Adequate _____ Poorly managed _____
3. Has the Program Manager/Assistant Program Manager been actively involved in problem detection and problem resolution?
Actively involved _____ Not involved _____

TECHNICAL LEADERSHIP:

4. Has the Technical Project Leader demonstrated an understanding of the technical requirements of the project?
Sound understanding _____ Average understanding _____
Deficient understanding _____
5. Do the project plans contain a technical approach, a management approach and project controls?
Yes, all three _____ Two of the three _____ Just one _____
6. What is the quality of the overall schedule?
Too ambitious _____ Appropriate _____ Too generous _____

STAFFING:

7. Have the qualifications of assigned staff matched those of the needs of the project?
Always _____ Sometimes _____ Very seldom _____
8. Have recruitment methods resulted in timeliness of staff assignments?
Always _____ Generally _____ Very seldom _____
9. Is there excessive turnover of staff?
Yes _____ Sometimes _____ Never _____

DELIVERABLES:

10. Are deliverables produced on time?

Always _____ Generally _____ Never _____

11 What is the quality of deliverables?

Complete and thorough _____ Adequate _____ Poor _____

REPORTS:

12. Are contractor progress reports:

Timely?	Yes _____	No _____
Accurate?	Yes _____	No _____

Do they:

Identify problems?	Yes _____	No _____
Recommend solutions?	Yes _____	No _____

13. Are financial reports:

Timely?	Yes _____	No _____
Accurate?	Yes _____	No _____

Do they reflect:

Expenditures to date?	Yes _____	No _____
Identification of ODC's?	Yes _____	No _____
Conformance with cost projections?	Yes _____	No _____

INVOICES:

14 Are monthly vouchers received routinely?

Always _____ Sometimes _____ Never _____

15 Are charges properly supported with documentation?

Always _____ Sometimes _____ Never _____

APPENDIX D

Appendix D contains Attachment A of the Statement of Work from the TOSS contract.

3.0 Scope. This contract will provide the IRM technical and operational computer systems support required by EPA's Headquarters Program Offices, Regional Offices, Laboratories, and other Agency sites to meet EPA's mission. EPA has other IRM-related contracts which may be the preferred vehicle for some areas of support services included in this contract. These contracts will be indicated in the appropriate section.

Service areas covered by this contract include:

- o **3.1 Facilities Management/Operations Support;**
- o **3.2 Document Processing, Publication, Graphic, and Micrographic Support;**
- o **3.3 OA and Records Management;**
- o **3.4 Telecommunications Support;**
- o **3.5 LAN Support;**
- o **3.6 Microcomputer/Personal Computer (PC) Technical Support;**
- o **3.7 Information Center Support; and**
- o **3.8 Applications/Systems Development Support.**

3.1 Facilities Management/Operations Support. The contractor shall provide facilities management and operations support at various facilities throughout the Agency, to include operation and management of the various facility computer centers. This contract may be used in addition to the national contract at a local level. EPA does not intend that this contract be the only support for its facilities management and operations requirements. EPA utilizes other contracts as preferred sources for support of selective requirements and may expand their utilization in the future.

Within the scope of Facilities Management, and when direct specific task delivery order, computer operations services include, but not be limited to:

- o Computer Room Support. The contractor shall ensure clean, safe, and orderly environment is maintained within computer room and data preparation areas related to ongoing delivery order tasks. The contractor shall also order computer supplies as specified by individual delivery orders.

The contractor shall control the flow of data within the computer center. This includes, but is not limited to, review of regularly scheduled IRM system programs for abnormal job endings (ABEND); notifying EPA Delivery Order Project Officer (DOPO) of all ABENDs and the action taken to eliminate the cause of the ABENDs; when requested, notifying system users of completion or problems; distributing system output reports via U.S. mail or through distribution to bins for local user pickup; development of procedures for computer jobs assigned to the computer center on a production basis; maintaining production schedule; performing regularly scheduled quality control checks of work produced by computer operations personnel; output administrative functions (e.g., photocopying, binding, booking, bursting, microfilming, and developing reports).

Contractor provided computer operators shall process all data according to established, documented procedures or detailed written operation instructions submitted with a delivery order, specific job order, if task involves a production run, by procedures and instructions contained in the manual or job run sheet. Additions, deletions, and changes to procedures shall be specified by the EPA DOPO.

- o Controlling and Monitoring the Computer Systems Hardware. The contractor shall operate EPA computer systems and associated hardware according to policies and procedures specified in approved delivery order. The contractor's operations staff's technical proficiency shall be at a level consistent with resolution of basic system-related computer hardware and software operations problems.
- o Data Entry/Data Management. The contractor shall provide data entry/data management services as specified by individual delivery order. This shall include, but not be limited to, entering data into automated tracking systems or databases, maintaining data files.

and producing system-generated reports.

If a data error is noted by the data entry operator, and if a correction can be readily accomplished; it shall be corrected. Otherwise, the record shall be flagged for update after a detailed analysis of the problem.

- o Machine Edit. The contractor shall, as part of any software development support, include programming capability to perform automated data entry edits wherever possible (e.g., comparison of input to an established table of acceptable data; and checking for alpha, numeric, or alpha/numeric data input).
- o Data Analysis/Verification. The contractor shall analyze and verify data entry items according to established delivery order criteria.
- o Database User Support. The contractor shall provide database user support through background information analysis; data searches; data retrieval and report assembly; support for ad hoc projects; and provision of hardcopy and micrographic reporting through on-line retrieval techniques. The contractor may also be required to assist in analysis of database contents and data-access techniques.
- o System Hardware Logistical Support. The contractor shall perform logistical services which shall be limited to functions such as diagnostic testing of software; addition or exchange of externally connected accessories; installation and replacement of internal circuit boards, batteries, and disk drives; and attachment, relocation, or detachment of cabling. These services shall exclude functions such as replacement of chips, resistors, and straps on a board; making mechanical printer adjustments; and equipment or component customization or alteration which would permanently change a unit relative to a manufacturer's design or originally intended function.

The contractor shall notify the EPA DOPO when existing EPA maintenance contracts are required for depot level repair or replacement of system-related hardware. The contractor shall disconnect such hardware, arrange to transfer it to a depot maintenance site, and reinstall it once a repaired or replacement unit is received.

- o Managing Tape and Disk Resources. When directed by delivery order, the contractor shall manage tape and disk resources. This includes providing incremental and full system backup tapes and the operation and

maintenance of a magnetic tape and/or disk library in support of uninterrupted computer operations. Library operation includes, but is not limited to, storage, distribution, cleaning, degaussing, and filing.

- o Record Keeping. The contractor shall maintain all records related to IRM systems involved with an authorized delivery order task. Records include, but are not limited to, downtime logs, system activities log, hours of operation, equipment malfunction log, daily task sheets, spool unload tape log, stand-alone dump log, and data management logs. EPA will inspect these records at least quarterly.
- o Reference Library. The contractor shall maintain an organized reference library of all manuals and guides necessary to assist agency and contractor personnel in the operation of EPA IRM systems. The library shall be located at EPA facilities.

3.2 Document Processing, Publication, Graphic, and Micrographic Support. The contractor shall provide document processing, publication, graphic, and micrographic support as directed by individual delivery order. The contractor shall provide personnel capable of producing high quality, effective visual communication tools used for management presentations (e.g., speeches, meetings, training courses, and public display and special exhibits), and publication of documents (e.g., research papers and users' manuals).

Support services may include, but are not limited to:

- o Operation of Data Plotting Equipment. Includes, but is not limited to, cleaning equipment and loading the plotting fluids, inks, paper, toner, and pens; receiving and mounting plot data tapes; identification and labeling of plots; storage of plot output and plot data tapes; and the keeping of plot usage/jobs records.
- o Analysis of Graphic Needs. The contractor shall be able to provide computer graphics expertise including interfacing of graphics to mainframe systems, with particular emphasis on Geographic Information Systems (GIS), PCs, and workstations; however, considerable emphasis will be on development and implementation of GIS. This includes recommendation of graphic presentation styles.

The requirement to write programs producing original graphics will range in complexity from the very simple to those requiring the production of interactive, high

resolution, color graphical displays on various terminals and workstations.

Graphics and operating software will include IGL, GDDM, other graphics software, DOS, UNIX, and other operating systems. Knowledge of ARC/INFO software, its operation in DEC and PRIME environments, and operation in PC and workstation environments is desirable. Programs must incorporate the ability to drive these machines from a host with original software having multiple graphic features (e.g., local display lists, segment image transformations, multiple surfaces and views, color blending, and 3-dimensional imagery with realtime graphic rotation). Developed graphics programs must display data and accept input using full-screen (IBM 3270) protocols, requiring the vendor to use the IBM Graphics Display Manager program and ISPF.

Additional program requirements include production of plots using noninteractive equipment such as CALCOMP plotters.

- o Printing of Documents. When delivery orders require production of camera-ready copy for printing, the contractor shall prepare documents in a style and format consistent with Federal standards and as described in the applicable delivery order. If there are no directions to the contrary, camera-ready copy shall be submitted unbounded on 8-1/2" x 11" paper and include as a minimum a title sheet, index, reference section, and, if applicable, figures, tables, appendices, and other illustrative materials.

Printing documents may require use of normal, bold, or italic type; portrait or landscape text page positioning; the use of subscripts or superscripts; and Greek and math character sets in any of several typefaces (e.g., Letter Gothic, Pica, and Elite).

- o Documents Processing. Documents processing includes, but is not limited to receiving, certifying, logging, data editing, indexing, abstracting, paginating, separating, filing, microfilming, accessing, and the coding of documents received or generated in response to EPA regulations or requirements. Processing of unique documents may require development of unique procedures and methodology. Document processing may also include the operation and staffing of a reading room whose primary purpose is to provide access to hardcopy reference material and microfilm files in support of review or regulatory processes.

The contractor may also be required to operate document processing centers that receive, process, control, and organize data collected in response to EPA regulations or requirements. Functions include receipt and distribution of all mail and documents containing confidential business information (CBI) or other staff-generated classified material; tracking these documents; retrieving documents for users; mailing of CBI documents; typing and telephone support; telefaxing of documents; and document archiving/micrographic/optical disk operations related to preparing the documents for permanent storage.

- o **Micrographics.** The contractor shall provide archival quality microfilm, microfiche or microform of documents, as specified in each delivery order. The micrographics may include document filming, microfilm and microfiche duplicating, optical disk scanning, document bar-coding, hardcopy production, and maintaining an archival master film file of all microfilm, including associated indices.
- o **General Art and Original Drafting.** Includes finished art in black and white or color; and may include simple line drawing to full color illustration of complex nature. Black and white charts, graphs, and maps shall include all of the basic methods (e.g., bar, line, pie). Callouts shall be set in type and striped on the original. (Computer graphics may have eliminated the need for this.) Unless otherwise specified, hand lettering, Varitype, LeRoy, and similar lettering will not be acceptable. The contractor shall furnish the original artwork for all figures or graphics, and the original pasts-ups of any oversized tables, together with reduced versions of these tables for inclusion in the document. The maximum image area for all text and tabular material shall not exceed 7" x 9-1/2", including the page number.
- o **Still Photography.** Includes the camera work for the furnishing of negatives, prints, or slides in black and white or color, and other related services.
- o **Typing of Manuscript Copy.** Includes proofreading for typographical errors; correcting errors, and typing of camera copy, as specified. Typing shall be performed on a PC or wordprocessor using the most current version of WordPerfect, or whatever WP package is specified in the applicable delivery order. Floppy-disks shall be returned to the originator if requested.

- o Checking and Marking Page Proofs. Includes, but is not limited to, tasks such as checking corrections from galley proofs; placement of illustrations, legends, and captions; page make-up, folios, and running heads; addition of page numbers to contents and indexes; and the preparation of instructions to the printer.
- o Mechanical Editing. Includes close reading of manuscript to ensure correct grammar, spelling, and punctuation; consistency of capitalization, spelling and hyphenation; verb and subject agreement; agreement of pronouns; correct adverbs and adjective use; beginning and ending quotation marks and parentheses; correct use of ellipsis; and many other details of style as specified in the Government Printing Office (GPO) Style Manual; crosschecking contents with text to verify accuracy and consistency of heading, subheadings, and page numbers.
- o Substantive Editing. Involves, but is not limited to, rewriting or reorganizing sentences, paragraphs, and sections; arranging or rearranging tabular material; assessing illustrations to determine the clarity of a presentation, and the need for redrawing and retouching; standardizing symbols; verifying and restyling reference citations; crosschecking information in the text to tables, figures, appendices, and references and correcting apparent disagreements; correcting inconsistencies in format and style; rewriting as needed to assure tone and complexity of document are appropriate for the intended audience; writing transitional sentences where necessary.
- o Checking References. Ensuring all references cited in a document, and only those references, are included in the reference section of the document, and verifying accuracy, completeness, and adherence to established format. In the event information is missing, consulting authors or procuring copies of cited material to complete reference. Whenever possible, references are checked against original sources to ensure accuracy.
- o Proofreading. Requires two (2) people crossreading, one reading from the manuscript and the other checking the final document for errors. Government-accepted rules governing spacing, spelling, division of words, and other standards of good English shall be observed. Proofreading shall include assuring consistency and accuracy of chemical formulae, mathematical expressions, tables, figures, equations, chemical and biological names, and other technical details of the document. Standard proofreaders' marks shall be used.

- o Other Support Functions. Includes, but is not limited to, performance of other support functions such as reproduction, collating, and assembling into final publications.
- o Documentation. The contractor shall develop and maintain current documentation for all Document Processing Center and Micrographics operations, including maintenance and standard operating procedures. Documentation updates shall be made at the time system modifications, enhancements, or additions are made.

3.3 Office Automation (OA) and Records Management. EPA does not intend that this contract be the only support for its office automation (OA) and records management requirements. EPA utilizes other contracts as preferred sources for support of selective requirements and may expand their utilization in the future.

The contractor shall provide OA and records management support.

This support includes, but is not limited to:

- o File maintenance (automated and manual);
- o Automation of office functions including requirements analysis and definition, system design, software development and maintenance, and the development of system documentation and operating manuals;
- o Maintenance of library collections of books, journals, and micrographics at EPA locations;
- o Maintenance of clearinghouses of information on special subject areas or initiatives of concern to EPA to aid communications and facilitate technology transfer;
- o Managing, maintaining, cataloging, retrieving, and controlling acquisition/disposition of records; and
- o Maintaining dockets of official legal activities.

3.4 Telecommunications Technical Support. EPA does not intend that this contract be the only support for its telecommunications technical support requirements. EPA utilizes other contracts as preferred sources for support of selective requirements and may expand their utilization in the future. EPA continuously reviews the opportunities to update its voice and data telecommunications configurations to optimize system capabilities through advances in digital technologies, alternate vendor offerings, and opportunities to reduce costs. This contract shall provide technical services related to voice and data telecommunications support, including technical assistance and advice on telecommunications requirements,

and definition of new service specifications. The contractor shall identify system needs, support requirements and problems, and shall monitor the quality of system service to individual site locations,

Contractor support includes, but is not limited to:

- o Routine system hardware and software problem isolation, evaluation, and resolution;
- o Advising the site manager and the DOPO of system problem areas and actions taken or recommended for problem resolution;
- o Technical and operational assistance in the implementation of major phases of new systems or substantial modifications to existing systems or services;
- o Installation, relocation, and deinstallation of voice and data telecommunications cabling (subject to local restrictions imposed by unions, building owners, GSA, municipal codes, etc...);
- o Attachment, detachment, and exchange of voice and data telecommunications cabling to workstations, servers and other IRM equipment;
- o Installation, modification, in-house relocation, operation, and deinstallation of voice and data telecommunications hardware;
- o Assuring thorough implementation of both physical and data system security procedures;
- o Providing EPA users with assistance (e.g., answering questions and suggesting solutions) and training in the areas of voice and data telecommunications purposes, uses, capabilities and operating procedures;
- o Developing and maintaining current documentation for all systems standard operating procedures, operation, and maintenance (Documentation updates shall be made whenever system modifications/enhancements/additions are made);
- o Providing on-site technical support of EPA's data communications network, to include data switch, multiplexor, modems, and all interconnect lines;
- o Developing and maintaining a telecommunications database inventory to include hardware and software;

- o Developing and maintaining a database capable mapping design needs; and
- o Sending and receiving data via telefax.

3.5 LAN Technical Support. An integral part of the agency telecommunications effort, EPA continues to upgrade LANs operated at its Headquarters, Regional Offices, and Laboratory sites. When new LAN requirements are identified, EPA shall initiate delivery orders to meet these needs. The contractor shall provide technical support services necessary for the design of LAN hardware and software configurations and presentation of functional capabilities requirements, implementation, operation, modification, and logistical support during the LAN life-cycle. The contract will not be utilized to acquire workstations or other LAN system components which may be available through EPA national contracts.

The LAN life-cycle consists of:

- o Requirements analysis;
- o Network design;
- o Approval;
- o Equipment ordering;
- o Training;
- o Installation;
- o Acceptance;
- o Operation;
- o Troubleshooting;
- o Modification; and
- o User support.

Contractor support shall include, but is not limited to:

- o Routine system hardware and software problem isolation, evaluation, and resolution;
- o Installation, relocation, and deinstallation of LAN cabling (subject to local restrictions imposed by unions, building owners, GSA, municipal codes, NPDN and Operational Policies, etc...);

- o Attachment, detachment, or exchange of LAN cabling to workstations, servers and other IRM equipment;
- o Installation, modification, in-house relocation, operation, and deinstallation of LAN-related hardware;
- o Familiarizing EPA personnel with LAN purposes, uses, capabilities and operating procedures; providing user assistance and training; identifying problems and recommending solutions to those problems;
- o Developing and maintaining current documentation for all LAN standard operating procedures, operation, and maintenance. Updates to the documentation shall be made whenever system modifications/enhancements/additions are made;
- o Assuring thorough implementation of both physical and data system security procedures;
- o Assisting in hardware/software upgrades, including requirements analysis and researching product availability;
- o Providing on-site technical support of EPA's LANs. This includes all related hardware, software, and the interconnect cables;
- o Evaluating systems capabilities against user requests for new requirements. Make recommendations for system enhancements and procedural changes. Work with users to define new requirements and perform initial system design;
- o Developing and maintaining a network database inventory to include hardware and software;
- o Developing and maintaining a database capable of mapping design needs;
- o Developing and maintaining a computerized system to transfer LAN topology through menu driven access screens for EPA LAN users;
- o Aiding backup and recovery management for LAN-related software and data;
- o Helping establish a LAN Administrator's group for various EPA locations. Provide information to these groups on particular LAN requirements;

- o Helping establish a LAN user group and LAN bulletin board serving various EPA locations; and
- o Development and presentation of user training for all EPA LANs.

3.6 Microcomputer/Personal Computer (PC) Technical Support.

The Environmental Protection Agency (EPA) accumulates large amounts of data at the local municipality, state, and EPA Headquarters, Regional Office, and Laboratory levels. This data is passed in various formats (e.g., printed reports, computer magnetic tape, computer floppy disk) to the EPA National Computer Center (NCC) located at Research Triangle Park in North Carolina, and/or the appropriate Program Offices at EPA's Washington D.C. Headquarters, and/or the Regional Offices, for storage, evaluation, manipulation (e.g. sorting and consolidating data), and production of reports required for proper management and monitoring of EPA environmental programs.

There is an increasing agency emphasis on program offices' use of local microcomputers to process and manipulate data residing on either NCC mainframe computers or on local office microcomputers/Personal Computers (PC). The PC is a component of EPA's IRM, telecommunications, and LAN initiatives, and is able to provide a cost and time-effective means for local data management which has resulted in an improved overall EPA program response.

The contractor shall provide PC technical support services in the areas of PC system hardware configuration and software design, installation, implementation, operation, modification, problem diagnosis and resolution, and related training.

Support includes, but is not limited to:

- o Design of PC hardware configurations and associated software application programs able to meet individual Program Office delivery order requirements;
- o Coordinating with the DOPO all PC system hardware and software repairs under the current depot maintenance contract;
- o Installation, operation, modification, in-house relocation, and deinstallation of PC system related hardware (e.g., PCs, circuit boards, printers, modems, cables, disk drives, and all associated multiplexing equipment) and software application programming;
- o Development and updating of PC software program documentation;

- o Identification, diagnosis, and resolution of PC system hardware and software problems; and
- o Development and presentation of user training for all EPA PCs, related software packages, and individual Program Office applications.

3.7 Information Center Support. EPA, as a critical element of an agencywide IRM initiative, anticipates establishing Information Centers at several remote sites listed in Section 3.9. EPA promotes end-user computing at its Headquarters, Regional Office, and Laboratory sites through this Information Center concept.

The contractor shall provide end-user computer support to EPA staff at selected Agency locations during scheduled Information Center hours. Software support and instructions shall be given both in formal classes and on a walk-in basis, and shall include basic computer applications, spreadsheet, database, desktop publishing, PC networking, graphics, wordprocessing and other technologies.

Information Center support shall include, but is not limited to:

- o Operation of the Information Center Help Desk. This includes answering and tracking all calls, questioning callers to determine the area of expertise necessary to respond to their problems, scheduling of appointments, ensuring call follow-up, and maintaining a Help Desk database;
- o Organization and conducting agencywide training in general use of PCs, electronic mail (E-Mail), major application/spreadsheet software packages (e.g., Basic, dBase III+, LOTUS 1-2-3, FOCUS, and INFO); and other selected software (e.g., Wordperfect, Crosstalk, Freelance/Graphwriter, and Sidekick). Additionally, the logistics associated with training are also the responsibility of the Information Center support staff;
- o Helping users develop their own applications using commercially available software packages (e.g., dBase III, Basic, INFO, FOCUS, and Lotus 1-2-3);
- o Development and updating of training materials (e.g., hardware/software user guides, classroom texts, automated tutorials, and self-help instructional lessons);
- o Assistance in the selection of appropriate hardware and software before the initiation of a project (e.g., mainframe vs. PC, and FOCUS vs. dBase III) in response to Agency and Program Office IRM needs;

- o Assistance with establishment, operation, and enhancement of Agency LANs;
- o Development and maintenance of a PC database containing course-related data (e.g., the course name, location, date, and student names and phone numbers) for all Information Center training activities. The database shall be maintained on a realtime basis and reports shall be made available as requested by the EPA Project Officer or his designee;
- o Consultation service for analysis of agency and Program Office physical and electronic security requirements, including determination of sensitivity of data, and identification of alternative solutions to identified deficiencies;
- o Assistance in identifying Agency and Program Office IRM support requirements, and proposing automated alternatives able to meet those requirements;
- o Development of selected PC-based software applications in areas which could benefit several Agency organizations (e.g., budgetary and administrative tracking systems);
- o Producing reports from procurement and inventory databases as requested by the EPA project officer or his authorized designee;
- o Providing technical assistance to end-users on the transfer of files to and from PCs using Crosstalk or to and from an NCC mainframe using PCs equipped with IBM 3270 protocol emulation boards;
- o Assisting end users seeking to install new equipment or to move existing equipment;
- o Providing direction on performing system backups using local tape backup units;
- o Providing troubleshooting assistance to help diagnose software and hardware problems concerning the PC, either solving the problem directly, or recommending a service call be placed if there is a suspected hardware malfunction beyond the capability of contractor staff;
- o Development and maintenance of an inventory of all databases developed;

- o Maintenance of a PC-based procurement tracking database containing all relevant procurement identification numbers, dates, items descriptions, quantities, costs, and delivery/receipt data. The contractor shall be responsible for prompt handling of receiving reports, immediately identifying incomplete or unacceptable deliveries to the EPA Project Officer or his authorized designee. The contractor shall also ensure conversion of information from the procurement database to the inventory database is timely and complete; and
- o Providing instruction to EPA personnel in IRM system preventive maintenance procedures, including scheduling of backups of hard disks, establishment of controls for the use of high and low density floppy diskettes, the periodic cleaning of equipment, and monitoring to ensure necessary procedures are regularly followed.

3.8 Applications/Systems Development Support. EPA does not intend that this contract be the only support for its applications/systems development support requirements. EPA utilizes other contracts as preferred sources for support of selective requirements and may expand their utilization in the future. The contractor shall design, develop and/or implement application systems comprised of multiple software modules, or single purpose, stand-alone software.

Services shall include, but not be limited to:

- o Statistical Analysis. The contractor shall provide technical services using mathematical, statistical and IRM-related skills to review requirements for data reduction and analysis, to apply statistical methods and standard software packages, and for development of statistical and mathematical models and algorithms as required by individual delivery orders.
- o Requirements Analysis. The contractor shall review management and functional requirements specified by EPA and develop detailed technical requirements which lead to system design and development.
- o Systems Analysis. The contractor shall perform detailed analysis of the user's information processing requirements related organizational mission objectives and functional activities. The contractor shall review the use of existing systems, interview system users and other designated personnel, review available documentation, develop data element requirements, and determine if existing tools, data integration techniques, and procedures may be used to meet user requirements. The contractor shall review existing systems and hardware/

software resources for efficiency of operation, cost effectiveness, and ability to satisfy delivery order requirements.

- o System Design. Using system analysis results, the contractor shall complete the definition of functional requirements and data specifications, identify required system modules, and develop detailed design specifications. The design specifications shall definitize data sources and format, systems module interfaces, data flow through the system, information processing steps, data generation, and output reporting. The contractor shall also specify the user system interface and shall provide an overview of system operating procedures.
- o Program Design. The contractor shall refine design specifications applicable to individual system modules and include information related to hardware/software physical characteristics, database and datafile structures, schema, record layouts, data linkages, data integration techniques and data processing specifications.
- o Implementation. Using program design specifications, the contractor develops coded instructions using an approved procedural or nonprocedural program language. The contractor shall test individual modules, integrating all functional and general design specifications, using suitable test data and formal test plans.
- o System Installation. The contractor shall perform all steps necessary to load, test, and operate IRM system and software modules for EPA approved computer systems. Installation includes an installation plan, program compilations, development and cataloging of job control language procedures and load modules, initialization of source data files, preparation of production runbooks and development of diagnostic test procedures.
- o System Evaluation and Audit. The contractor shall perform all steps necessary for complete evaluation and audit of specified EPA IRM application systems. This may include interviewing systems users; reviewing and analyzing systems design documentation, user manuals, program source code and system output reports to determine the degree to which a system performs the intended functions; the efficiency and cost effectiveness of system operation; and design quality and integrity.
- o Training. The contractor shall provide IRM system users and other interested Program Office personnel training in the use and operation of application

systems, and shall provide technical and management briefings on system functional capabilities and design as required..

- o Documentation. The contractor shall provide technical writing and text editing necessary to provide an accurate record and description of the system design and its functional capabilities. This includes the provision of instruction documents for operation and use. Typical documents developed include the system description; detailed program design specifications; user manual; database dictionary; and a program maintenance manual.
- o Software Quality Assurance. The contractor shall provide a Software Quality Assurance (SQA) plan for use in the development, validation, and maintenance of software products for EPA. The SQA plan shall encompass all phases of the software development life-cycle and shall include the EPA System Design and Development Guidance Manual (OIRM 87-02) by reference.

APPENDIX E

Appendix E contains the Labor Rate Schedule for CSC employees, as taken from the original TOSS contract Statement of Work.

Fixed Labor Rates
OPTION PERIOD ONE

COMPUTER SCIENCES CORPORATION

CLIN	DESCRIPTION	ON-SITE		OFF-SITE	
		ESTIMATED HOURS	FIXED RATE	ESTIMATED HOURS	FIXED RATE
10010	PROGRAM MANAGER		\$70.03		\$73.34
10020	ASST PROGRAM MANAGER	1,800	45.13	1,300	48.47
10030	QUALITY ASSURANCE COORD		47.07		50.39
10040	SITE MGR IV	17,400	43.11	1,600	46.43
10050	SITE MGR III	18,400	36.06	1,600	39.38
10060	SITE MGR II	10,800	30.43	1,200	33.75
10070	SITE MGR I	4,400	29.31	1,000	32.62
10080	TECH PROJECT LEADER	18,300	31.54	1,000	34.86
10090	SR DBMS SPEC	7,400	33.48	1,000	38.80
10100	DBMS SPEC	15,400	28.69	1,000	32.00
10110	SR MINICOMPUTER SPEC	37,500	27.85	1,500	31.17
10120	MINICOMPUTER SPEC	46,500	27.34	1,500	34.86
10130	SR MICROCOMPUTER SPEC	37,000	30.33	1,200	33.63
10140	MICROCOMPUTER SPEC	27,900	24.02	280	27.38
10150	QA/VP SPEC	6,100	37.33		40.64
10160	SR SYS ANALYST	51,100	27.99	11,400	41.30
10170	SYS ANALYST	11,900	23.04	1,200	28.36
10180	DATA ANALYST	83,000	11.94	1,000	15.26
10190	SR PRGRM/ANALYST	32,800	31.78	1,900	35.30
10200	PRGRM/ANALYST	18,300	21.74	1,000	21.06
10210	SR PRGRM	46,400	21.41	1,000	21.75
10220	PRGRM	15,200	11.53	4,600	12.48
10230	PRGRM TECH	15,800	11.73	4,600	12.64
10240	IRM SECURITY SPEC	9,400	13.45	1,000	14.76
10250	SR MICROGRAPH SPEC	6,400	16.06	1,000	16.93
10260	MICROGRAPH SPEC	13,400	10.27	1,000	10.99
10270	SR TECH WRITER	4,900	20.73	1,000	24.03
10280	TECH WRITER	8,700	18.00	1,000	21.11
10290	SR VP OPERATOR	43,100	15.41	1,000	15.43
10300	VP OPERATOR	24,400	13.47	1,000	15.73
10310	SR LAN SPEC	3,900	23.87	1,000	24.79
10320	LAN SPEC	10,400	17.33	1,000	20.43
10330	SR EQUIP INST & LOG SUP TECH	10,400	17.33	1,000	20.43
10340	EQUIP INST & LOG SUP TECH	6,400	17.33	1,000	20.43
10350	JR EQUIP INST & LOG SUP TECH	15,400	15.30	1,000	16.62
10360	TELECOMM MGMT ANALYST	15,400	15.30	1,000	16.62
10370	TELEPHONE SVC & EQUIP SPEC	15,400	15.30	1,000	16.62
10380	OPERATIONS SUPERVISOR	11,100	23.67	3,200	28.99
10390	SR COMPUTER OPERATOR	45,000	16.77	1,000	17.04
10400	COMPUTER OPERATOR	43,400	16.82		17.47
10410	JR COMPUTER OPERATOR	63,000	11.42	11,400	12.86
10420	DATA ENTRY OPERATOR	63,000	11.42		12.86
10430	COMPUTER DISK/TAPE LIBRARIAN	10,400	17.33	6,600	20.22
10440	SR DATA CONTROL CLERK	10,400	17.33	6,600	20.22
10450	DATA CONTROL CLERK	10,400	17.33	6,600	20.22
10460	SR INFO CTR SPEC	41,000	19.26	1,000	20.70
10470	INFO CTR SPEC	41,000	19.26	1,000	20.70
10480	SR STATISTICIAN	11,100	23.67	1,000	24.40
10490	STATISTICIAN	11,100	23.67	1,000	24.40
10500	SR SCIENCE SPEC	22,000	22.27		24.00
10510	SCIENCE SPEC	22,000	22.27		24.00
10520	SR LAS AUTOMATION SPEC	6,400	22.27		24.40
10530	LAS AUTOMATION SPEC	6,400	22.27		24.40
10540	SR TECH INFO SPEC	6,400	22.27		24.40
10550	TECH INFO SPEC	6,400	22.27	2,200	24.40
10560	DOCUMENT ABSTRACTOR	6,400	22.27	1,000	24.40
10570	DOCUMENT INDEXER	6,400	22.27	1,000	24.40
10580	LEAD INFO PROC SPEC	6,400	22.27	1,000	24.40
10590	INFO PROC SPEC	6,400	22.27	1,000	24.40
10600	INFO MGMT SPEC	6,400	22.27	1,000	24.40
10610	MICROFILM EQUIP OPERATOR	6,400	22.27	1,000	24.40
10620	MICROFILM SPEC	6,400	22.27	1,000	24.40
10630	DOCUMENT CONTROL CLERK	15,400	10.27	3,000	10.99
10640	SCIENCE INFO SPEC	6,400	22.27	1,000	24.40
10650	SR COMPUTER SPECIALIST	57,000	17.72	1,000	19.09
10660	COMPUTER SPECIALIST	114,000	17.72	1,000	19.46
		1,526,800		463,560	

Fixed Labor Rates
OPTION PERIOD ONEAttachment B
Page 2 of 30Subcontractor:
NMI/CRC SYSTEMS, INC.

CLIN	DESCRIPTION	---ON-SITE---		---OFF-SITE---	
		EST HOURS	FIXED RATE	EST HOURS	FIXED RATE
10020	PROGRAM MANAGER	-	-	1,800	61.24
10080	TECH PROJECT LEADER	900	37.24	1,800	42.81
10130	SR MICROCOMPUTER SPEC	1,800	32.70	1,800	37.57
10140	MICROCOMPUTER SPEC	3,600	24.83	2,520	28.54
10150	OA/WP SPEC	1,800	31.42	1,260	36.10
10160	SR SYS ANALYST	2,700	36.11	1,800	31.50
10170	SYS ANALYST	3,600	27.53	2,520	31.67
10190	SR PRGMR/ANALYST	3,600	33.60	2,520	38.6
10200	PRGMR/ANALYST	2,700	24.29	1,890	27.92
10220	PRGMR	9,000	22.13	3,200	25.44
10270	SR TECH WRITER	-	-	900	34.01
10280	TECH WRITER	-	-	1,800	28.54
10290	SR WP OPERATOR	-	-	900	22.54
10300	WP OPERATOR	-	-	900	18.50
10310	SR LAN SPEC	900	40.67	630	46.75
10320	LAN SPEC	2,700	27.42	1,890	31.51
10340	EQUIP INST & LOG SUP TECH	1,800	19.88	1,260	22.86
10370	TELE SVC & EQUIP SPEC	1,000	34.37	-	-
TOTAL		36,100		29,390	

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Fixed Labor Rates
OPTION PERIOD ONE

Attachment B
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Subcontractor:
ATLIS FEDERAL SERVICES, INC

CLIN	DESCRIPTION	---ON-SITE---		---OFF-SITE---	
		EST HOURS	FIXED RATE	EST HOURS	FIXED RATE
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10020	ASST PROGRAM MANAGER	-	-	1,800	69.54
10130	SR MICROCOMPUTER SPEC	-	-	1,800	49.78
10160	SR SYS ANALYST	-	-	3,600	49.78
10170	SYS ANALYST	-	-	4,500	40.24
10190	SR PRGMR/ANALYST	-	-	1,800	36.57
10200	PRGMR/ANALYST	-	-	900	30.23
10220	PRGMR	-	-	5,400	27.48
10270	SR TECH WRITER	-	-	900	36.57
10280	TECH WRITER	-	-	1,800	30.23
10290	SR WP OPERATOR	-	-	900	25.97
10300	WP OPERATOR	-	-	900	22.68
10440	SR DATA CONTROL CLERK	-	-	18,000	24.71
10450	DATA CONTROL CLERK	-	-	11,700	22.68
10550	TECH INFO SPEC	-	-	400	27.48
10560	DOCUMENT ABTRACTOR	-	-	1,400	27.47
10570	DOCUMENT INDEXER	-	-	1,800	24.99
10580	LEAD INFO PROC SPEC	-	-	2,700	20.64
10610	MICROFILM EQUIP OPERATOR	-	-	800	16.16
10620	MICROFILM SPEC	-	-	450	18.50
10630	DOCUMENT CONTROL CLERK	-	-	14,400	16.16

	TOTAL			75,950	

Fixed Labor Rates
OPTION PERIOD ONEAttachment B
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AUTOMATED SCIENCES GROUP, INC

CLIN	DESCRIPTION	---ON-SITE---		---OFF-SITE---	
		EST HOURS	FIXED RATE	EST HOURS	FIXED RATE
10020	ASST PROGRAM MANAGER	-	-	1,800	51.93
10130	SR MICROCOMPUTER SPEC	-	-	1,800	37.35
10150	OA/WP SPEC	-	-	400	33.96
10160	SR SYS ANALYST	-	-	2,700	41.54
10220	PRGMR	-	-	1,800	26.36
10290	SR WP OPERATOR	-	-	900	20.20
10300	WP OPERATOR	-	-	900	17.37
10310	SR LAN SPEC	-	-	450	37.35
10320	LAN SPEC	-	-	900	30.16
10440	SR DATA CONTROL CLERK	-	-	18,000	23.37
10450	DATA CONTROL CLERK	-	-	6,300	17.37
10560	DOCUMENT ABTRACTOR	-	-	1,400	23.37
10570	DOCUMENT INDEXER	-	-	3,600	23.37
10610	MICROFILM EQUIP OPERATOR	-	-	1,500	17.37
10620	MICROFILM SPEC	-	-	450	17.37
TOTAL				42,900	

Contract 68-W0-0043

Fixed Labor Rates
OPTION PERIOD ONE

Attachment B
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Subcontractor:
META, INCORPORATED

CLIN	DESCRIPTION	---ON-SITE---		---OFF-SITE---	
		EST HOURS	FIXED RATE	EST HOURS	FIXED RATE
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10020	ASST PROGRAM MANAGER	-	-	900	71.16
10130	SR MICROCOMPUTER SPEC	-	-	3,600	45.06
10140	MICROCOMPUTER SPEC	-	-	2,700	35.56
10160	SR SYS ANALYST	-	-	4,500	54.60
10170	SYS ANALYST	-	-	7,200	47.43
10200	PRGMR/ANALYST	-	-	3,600	43.87
10220	PRGMR	-	-	1,800	33.20
10290	SR WP OPERATOR	-	-	450	27.29
10300	WP OPERATOR	-	-	450	22.23

	TOTAL			25,200	

OPTION PERIOD ONE

EDWARD W. BRAND, CONSULTANT

CLIN	DESCRIPTION	-----ON-SITE----- ESTIMATED HOURS	FIXED RATE	-----OFF-SITE----- ESTIMATED HOURS	FIXED RATE
10160	SR SYS ANALYST	1.200	\$43.57		
		1.200			

OPTION PERIOD TWO

COMPUTER SCIENCES CORPORATION

CLIN	DESCRIPTION	-----ON-SITE-----		-----OFF-SITE-----	
		ESTIMATED HOURS	FIXED RATE	ESTIMATED HOURS	FIXED RATE
10010	PROGRAM MANAGER		\$72.48	1.800	\$75.80
10020	ASST PROGRAM MANAGER	1.980	46.73	21.700	50.04
10030	QUALITY ASSURANCE COORD		48.73	2.000	52.04
10040	SITE MGR IV	19.140	44.63	2.860	47.93
10050	SITE MGR III	20.240	37.33	1.760	40.63
10060	SITE MGR II	11.880	31.50	3.520	34.82
10070	SITE MGR I	4.840	30.33	3.960	33.63
10080	TECH PROJECT LEADER	20.130	32.65	3.300	35.96
10090	SR DBMS SPEC	8.140	36.71	9.460	40.03
10100	DBMS SPEC	18.940	29.69	11.660	33.01
10110	SR MINICOMPUTER SPEC	63.250	28.83	13.750	32.14
10120	MINICOMPUTER SPEC	31.150	22.30	4.930	23.62
10130	SR MICROCOMPUTER SPEC	40.700	31.38	1.320	34.70
10140	MICROCOMPUTER SPEC	30.690	24.90	308	28.22
10150	QA/VP SPEC	6.710	28.29	484	31.61
10160	SR SYS ANALYST	38.330	39.31	12.540	42.63
10170	SYS ANALYST	13.090	25.92	8.008	29.23
10180	DATA ANALYST	91.300	12.35	105.600	13.66
10190	SR PRGRM/ANALYST	36.080	33.08	14.608	36.40
10200	PRGRM/ANALYST	20.130	24.58	6.171	27.89
10210	SR PRGRM	7.040	29.40	1.760	32.72
10220	PRGRM	53.020	22.29	5.060	23.61
10230	PRGRM TECH	17.380	13.63	4.620	16.93
10240	IRM SECURITY SPEC	10.340	20.13	1.860	23.44
10250	SR MICROGRAPH SPEC	7.040	16.62	1.760	19.93
10260	MICROGRAPH SPEC	14.740	13.73	1.760	17.03
10270	SR TECH WRITER	3.390	21.44	330	24.76
10280	TECH WRITER	9.370	18.64	1.970	21.96
10290	SR VP OPERATOR	47.410	15.65	1.923	18.97
10300	VP OPERATOR	26.840	12.84	493	16.16
10310	SR LAN SPEC	310.450	30.90	372	34.22
10320	LAN SPEC	37.620	23.26	341	28.38
10330	SR EQUIP INST & LOG SUP TECH	11.440	21.92	3.060	23.24
10340	EQUIP INST & LOG SUP TECH	7.040	17.93	2.694	21.23
10350	JR EQUIP INST & LOG SUP TECH	4.400	15.85	2.200	19.16
10360	TELECOMM NGMT ANALYST	16.720	28.40	4.480	21.71
10370	TELEPHONE SVC & EQUIP SPEC	1.100	24.90		28.22
10380	OPERATIONS SUPERVISOR	18.480	26.57	3.320	29.89
10390	SR COMPUTER OPERATOR	33.330	17.31	330	20.63
10400	COMPUTER OPERATOR	48.400	14.65		17.97
10410	JR COMPUTER OPERATOR	3.500	12.97		16.29
10420	DATA ENTRY OPERATOR	69.830	11.86	12.340	13.17
10430	COMPUTER DISK/TAPE LIBRARIAN	4.400	14.08		17.40
10440	SR DATA CONTROL CLERK	12.340	16.50	72.160	19.82
10450	DATA CONTROL CLERK	11.340	14.23	2.600	17.57
10460	SR INFO CTR SPEC	19.140	30.43	2.860	33.74
10470	INFO CTR SPEC	48.180	22.71	4.920	26.02
10480	SR STATISTICIAN	3.100	34.17	1.100	37.48
10490	STATISTICIAN	3.100	33.33	1.100	36.58
10500	SR SCIENCE SPEC	25.300	33.66		37.14
10510	SCIENCE SPEC	25.300	33.66		34.70
10520	SR LAB AUTOMATION SPEC	4.400	33.18		38.80
10530	LAB AUTOMATION SPEC	4.400	33.18		33.34
10540	SR TECH INFO SPEC	6.600	38.02		33.13
10550	TECH INFO SPEC	7.880	39.82	3.080	33.73
10560	DOCUMENT ABSTRACTOR	7.480	30.44	2.440	33.73
10570	DOCUMENT INDEXER	10.200	28.82	2.860	33.18
10580	LEAD INFO PROC SPEC	10.613	24.88	7.863	27.20
10590	INFO PROC SPEC	340.613	23.88	10.833	27.19
10600	INFO NGMT SPEC	39.440	24.13	19.360	23.47
10610	MICROFILM EQUIP OPERATOR	1.210	14.13	660	17.43
10620	MICROFILM SPEC	1.840	14.41	770	17.73
10630	DOCUMENT CONTROL CLERK	16.720	21.68	33.440	13.00
10640	SCIENCE INFO SPEC	9.900	27.24	1.100	30.86
10650	SR COMPUTER SPECIALIST	63.700	24.93	1.800	38.26
10660	COMPUTER SPECIALIST	123.400	27.03	39.800	30.37
		1.679.600		514.406	

Fixed Labor Rates
OPTION PERIOD TWO

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Subcontractor:
NMI/CRC SYSTEMS, INC.

CLIN	DESCRIPTION	---ON-SITE---		---OFF-SITE---	
		EST HOURS	FIXED RATE	EST HOURS	FIXED RATE
10020	PROGRAM MANAGER	-	-	1,800	63.69
10080	TECH PROJECT LEADER	990	38.75	1,980	44.54
10130	SR MICROCOMPUTER SPEC	1,980	34.01	1,980	39.09
10140	MICROCOMPUTER SPEC	3,960	25.82	2,772	29.69
10150	OA/WP SPEC	1,980	32.66	1,386	37.55
10160	SR SYS ANALYST	2,970	27.55	1,980	43.1
10170	SYS ANALYST	3,960	28.63	2,772	32.90
10190	SR PRGMR/ANALYST	3,960	34.94	2,772	40.18
10200	PRGMR/ANALYST	2,970	25.27	2,079	29.03
10220	PRGMR	9,900	23.01	3,520	26.46
10270	SR TECH WRITER	-	-	990	35.36
10280	TECH WRITER	-	-	1,980	29.69
10290	SR WP OPERATOR	-	-	990	23.43
10300	WP OPERATOR	-	-	990	19.25
10310	SR LAN SPEC	990	42.29	693	48.61
10320	LAN SPEC	2,970	28.50	2,079	32.75
10340	EQUIP INST & LOG SUP TECH	1,980	20.69	1,386	23.77
10370	TELE SVC & EQUIP SPEC	1,100	35.75	-	-
		-----		-----	
	TOTAL	39,710		32,149	

Fixed Labor Rates
OPTION PERIOD TWO

Attachment B
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Subcontractor:
ATLIS FEDERAL SERVICES, INC

CLIN	DESCRIPTION	---ON-SITE---		---OFF-SITE---	
		EST HOURS	FIXED RATE	EST HOURS	FIXED RATE
10020	ASST PROGRAM MANAGER	-	-	1,800	72.34
10130	SR MICROCOMPUTER SPEC	-	-	1,980	51.78
10160	SR SYS ANALYST	-	-	3,960	51.78
10170	SYS ANALYST	-	-	4,950	41.84
10190	SR PRGMR/ANALYST	-	-	1,980	38.02
10200	PRGMR/ANALYST	-	-	990	31.44
10220	PRGMR	-	-	5,940	28.58
10270	SR TECH WRITER	-	-	990	38.02
10280	TECH WRITER	-	-	1,980	31.44
10290	SR WP OPERATOR	-	-	990	27.02
10300	WP OPERATOR	-	-	990	23.59
10440	SR DATA CONTROL CLERK	-	-	19,800	25.72
10450	DATA CONTROL CLERK	-	-	12,870	23.59
10550	TECH INFO SPEC	-	-	440	28.58
10560	DOCUMENT ABTRACTOR	-	-	1,540	28.56
10570	DOCUMENT INDEXER	-	-	1,980	25.98
10580	LEAD INFO PROC SPEC	-	-	2,970	21.46
10610	MICROFILM EQUIP OPERATOR	-	-	880	16.81
10620	MICROFILM SPEC	-	-	495	19.25
10630	DOCUMENT CONTROL CLERK	-	-	15,840	16.81
TOTAL				83,365	

Fixed Labor Rates
OPTION PERIOD TWO

Attachment B
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Subcontractor:
AUTOMATED SCIENCES GROUP, INC

CLIN	DESCRIPTION	---ON-SITE---		---OFF-SITE---	
		EST HOURS	FIXED RATE	EST HOURS	FIXED RATE
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10020	ASST PROGRAM MANAGER	-	-	1,800	53.74
10130	SR MICROCOMPUTER SPEC	-	-	1,980	38.67
10150	OA/WP SPEC	-	-	440	35.14
10160	SR SYS ANALYST	-	-	2,970	43.00
10220	PRGMR	-	-	1,980	27.30
10290	SR WP OPERATOR	-	-	990	20.90
10300	WP OPERATOR	-	-	990	17.97
10310	SR LAN SPEC	-	-	495	38.67
10320	LAN SPEC	-	-	990	31.1
10440	SR DATA CONTROL CLERK	-	-	19,800	24.19
10450	DATA CONTROL CLERK	-	-	6,930	17.97
10560	DOCUMENT ABTRACTOR	-	-	1,540	24.19
10570	DOCUMENT INDEXER	-	-	3,960	24.19
10610	MICROFILM EQUIP OPERATOR	-	-	1,650	17.97
10620	MICROFILM SPEC	-	-	495	17.97

	TOTAL			47,010	

Fixed Labor Rates
OPTION PERIOD TWO

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Subcontractor:
META, INCORPORATED

CLIN	DESCRIPTION	---ON-SITE---		---OFF-SITE---	
		EST HOURS	FIXED RATE	EST HOURS	FIXED RATE
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10020	ASST PROGRAM MANAGER	-	-	900	74.72
10130	SR MICROCOMPUTER SPEC	-	-	3,960	47.30
10140	MICROCOMPUTER SPEC	-	-	2,970	37.33
10160	SR SYS ANALYST	-	-	4,950	57.33
10170	SYS ANALYST	-	-	7,920	49.79
10200	PRGMR/ANALYST	-	-	3,960	46.07
10220	PRGMR	-	-	1,980	34.84
10290	SR WP OPERATOR	-	-	495	28.63
10300	WP OPERATOR	-	-	495	23.34

	TOTAL			27,630	

OPTION PERIOD TWO

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EDWARD W. BRAND, CONSULTANT

CLIN	DESCRIPTION	ON-SITE		OFF-SITE	
		ESTIMATED HOURS	FIXED RATE	ESTIMATED HOURS	FIXED RATE
10160	SR SYS ANALYST	1.200	\$46.47		
		1.200			