

**CHANGE**

U.S. DEPARTMENT OF TRANSPORTATION  
FEDERAL AVIATION ADMINISTRATION

1370.74 CH 3

9/25/92

TRANSMITTAL OF OFFICE AUTOMATION TECHNOLOGY AND SERVICES  
SUBJ: (OATS) ADVISORY INFORMATION

1. PURPOSE. This change transmits procedural changes for inclusion in Appendix 1, Procedural Advisory Broadcast (PAB).
2. EXPLANATION OF CHANGES. OATS implementation coordinators (OIC) should assure site coordinators (SC) and others with the need to know are advised of contents of broadcasts 92-1-3 and 92-1-4. Respectively, these procedural broadcasts provide general directions for ordering from the OATS contract and specific procedures for processing task orders under the contract.
3. DISPOSITION OF TRANSMITTAL. This transmittal should be retained after filing the attached pages.

PAGE CONTROL CHART

Remove Pages	Dated	Insert Pages	Dated
Page i (thru x)	2/14/92	Page i thru ii (thru x)	9/25/92
		Within Appendix 1 Pages 25 thru 37 (thru 40)	9/25/92
		Within Appendix 1 Pages 41 thru 61 (thru 64)	9/25/92

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APPENDIX 1. PROCEDURAL ADVISORY BROADCAST (PAB)  
Figure 3, Broadcast No. 92-1-3, General Procedures for Ordering  
from the Office Automation Technology and Services (OATS) Contract

1. PURPOSE. To provide general guidance to individuals who wish to order from the OATS contract. Specific requirements relative to ordering hardware, software, network, training, or support services are covered in individual PABs.
2. DISTRIBUTION. A working draft of this PAB is initially distributed directly to headquarters, regional, and center OATS implementation coordinators (CIC); formally approved copies will be distributed to all information resource managers (IRM) and OIC's.
3. ACTION. Copy this information and distribute to all appropriate individuals who need to use the OATS contract. Makes copies available to end users in accordance with local ADP procedures.
4. BACKGROUND.
  - a. The OATS contract, DTFA01-90-D00009, was awarded on December 21, 1989, to the Federal Systems Division of AT&T. Since that date, however, AT&T and NCR have entered into a formal merger agreement in which NCR, a wholly-owned subsidiary of AT&T, is now responsible for networked computer systems.
  - b. Agency directive 1370.72, Transitioning to an Office Automation Technology and Services Environment, set the agency's acquisition policy for any microcomputer and/or minicomputer-type hardware, software, and/or associated network products. It establishes that ordering must be done through the OATS contract.
  - c. Agency directive 1370.75, Using the Office Automation Technology and Services Contract, establishes specific criteria and waiver procedures under which offices may acquire office automation hardware, software, networks, and services from non-OATS sources.
  - d. Effective January 1, 1992, processing of OATS requests/orders will be done through the System for Acquisition Management (SAM) at the regional, center, or headquarters Data General of the receiving office (of the ordered systems or service) regardless of source of funds.
5. FORMS. Any formats prescribed in this appendix are not mandatory. If any are used, local reproduction is authorized.
6. DIRECTION. The contract serves as a readily-available and cost-effective source for office automation support. Ordering of hardware, software, and networking systems are mandated from the OATS contract. Training and maintenance, although they are not mandatory are encouraged. Technical support services are available and are orderable at the option of the requester.

Figure 3, PAB No. 92-1-3 (Cont.)

7. DEFINITIONS.

- a. Configuration statement Document or brief narrative statement which accompanies the hardware and software procurement requests and ultimately their respective delivery orders. This statement contains information critical to the contract's assembly, delivery, and installation performance and is not required for support services orders, e.g., training, maintenance, or technical support.
- b. IRM or sub-IRM authorized to approve requests for OATS Individual formally designated by an executive director or assistant/associate administrator, regional/center administrator who has delegated authority to approve requests for OATS acquisitions.
- c. OATS Catalog (hard copy) Marketing tool developed and distributed by the contractor. Within it are descriptions for each of the orderable items under the contract. When catalog information conflicts with contract information, the contract prevails.
- d. OATS Hotline Contractually required customer assistance hotline, its official phone number is 1-800-322-OATS. All calls for services shall be directed through this number.
- e. OATS SAM Catalog Electronic listing of OATS CLINs and products generated within the SAM system. Is used within SAM to support the Master Shopping Lists.
- f. OATS SAM shopping list index To ease an individual's search for specific products within a SAM shopping master list, this index has been developed to direct the researcher directly to a specific item number within a master list.
- g. OATS SAM shopping master lists Lists of OATS contract available products contained within SAM. Orders for OATS products shall use these lists to generate items for inclusion on a requesters' procurement request. These lists are updated to reflect technology refreshment changes as well as fiscal and contract year CLIN and price changes.
- h. Procurement request, Form DOT F 4200.1 Official Government document used to initiate request(s) for hardware, software, or services.
- i. SAM System for Acquisition Management is the agency's official procurement processing system. All OATS procurements must be processed through this system. (See section 8b for details.)

Figure 3, PAB No. 92-1-3 (Cont.)

## 8. PROCESSING REQUIREMENTS.

a. When ordering hardware, software, or networking components from the OATS contractor, the contractor has available to the Government (as a no-cost item) a pre-configuration service. This service is offered in good faith by the contractor in order to help lessen the number of unacceptable delivery orders which reach its order processing facility. Take advantage of this service. To get assistance, call 1-800-322-OATS, option 3, or get in touch with the local account manager.

## b. System for Acquisition Management (SAM).

(1) All OATS procurements must be processed through the agency's System for Acquisition Management (SAM). SAM is resident at each of the agency's regional, center, and headquarters Data General systems and has an individual responsible for assuring its operability. (Figure 3-1, FAA Regional, Center, and Headquarters SAM Managers, lists the agency's SAM managers.)

(2) SAM has built within it catalogs of OATS product information which is further developed into shopping master lists.

(a) The IT Contracts Management Division, AIT-500, will maintain these master lists and update them as contract year, fiscal year, or technology refreshment price or other changes occur. (Figure 3-2, Summary of SAM OATS Shopping Master Lists, provides an abstract of master lists.) Information within any of these lists can be reviewed while on-line in SAM or a printout can be generated directly from SAM.

(b) The IT Contracts Management Division, AIT-500, will produce indexes to assist requesters easily locate specific CLINs within a master list. These will be updated simultaneously with updates to master lists.

(3) SAM has been customized with specific blocks of procurement request numbering to correlate to program office, headquarters-to-region/center, alignment.

(a) The numbering alignment will carry through agencywide in order to simplify reporting and tracking requirements. (Figure 3-3, PR Numbering Schemes for Headquarters Funded Requests, and Figure 3-4, PR Numbering Schemes for Regionally Funded Requests, provide the methodology for this numbering. Figure 3-5, FY 92 OATS PR Numbers, provides the specific categorization of numbers for all headquarters generated numbers.)

(b) Each region/center SAM manager will establish specifically defined organization codes, constant data and IDs. This will establish HQ IPM organizations in all SAM systems, and allow the creation of HQ funded PR's in all SAM systems. (See Figure 3-6, Constant Data (for HQ funded PRs), for methodology.)

Figure 3, PAB No. 92-1-3 (Cont.)

(c) All region/center SAM managers will establish organization code and constant data pertaining to their respective region. This will establish a PR series in all SAM systems to allow the creation of regional/center funded PRs in the respective region. (See Figure 3-7, Constant Data (for regional/center funded PRs.)

(4) All OATS procurement requests that are converted to OATS delivery or task orders will follow a specific numbering scheme as well.

(a) Hardware/software/networking orders will be prefaced with an A in their delivery order number. Region/center identifiers will also be included in the order number. Numbering will be sequentially based on type of order. (See Figure 3-8, DO Numbering Schemes, for details and example.)

(b) Task orders will be prefaced with a T. Region/center identifiers and numbering sequence will be similarly used as in hardware/software/networking orders. (See Figure 3-8.)

(c) Maintenance orders will be prefaced with an M. Region/center identifiers and number sequence will be similarly used as in hardware/software/networking orders. (See Figure 3-8.)

(d) Training orders will be prefaced with an R. Region/center identifiers and number sequence will be similarly used as in hardware/software/networking orders. (See Figure 3-8.)

c. At the end of each fiscal year, and on occasion during the fiscal year, progress reports are needed to manage the OATS ordering effectively. Generating these specific reports is the responsibility of the local SAM manager. Pooling these reports to generate an agencywide report is the responsibility of the headquarters SAM manager.

d. Specific line item number order reports can be generated through the SAM system. Generating these adhoc reports will be the responsibility of the respective regional/center/headquarters OIC or AIT analyst needing the information. Generating the flat file from which this report is generated is the responsibility of the local SAM manager.

9. APPROVING REQUIREMENTS.

a. Agency directive 1370., OATS Implementation, prescribes approval processes for clearing OATS requests.

b. Any OATS procurement request must have the following approvals as a minimum:

- (1) Manager's approval. (As established by local requirements.)
- (2) Funds certification approval. (As established by local requirements.)

Figure 3, PAB No. 92-1-3 (Cont.)

(3) IRM approval. (As described in agency order 1370., OATS Implementation, delegated authorities shall be formally established and approvals shall be within established office automation plans filed with the IT Policy and Plans Division, AIT-200.

(4) OIC approval (or coordination). The OIC for region/center/headquarters for which the procurement action requests delivery should coordinate on procurement requests. The OIC will be working with the contracting (assistant) officer on assuring delivery, acceptance, warranty fulfillment, and invoicing is properly executed.

## 10. MINIMUM CONTENTS ON PROCUREMENT REQUEST

a. Each procurement request shall contain the following information as a minimum. Failure to provide any of these items can result in rejection of the delivery order by the vendor.

(1) Name of requester, organization identifier, FTS and commercial telephone number.

(2) Name of consignee, FTS and commercial telephone number, (room number if appropriate), street address (PO Box is unacceptable), city, state, and zip code.

(3) Valid appropriation code.

(4) In cases of modifications to existing delivery/task orders, cross reference to original order.

(5) "Invoice to" address (Cite the region, center, or Washington accounting organization of the location processing the PR/DO).

(6) Signatures of approving officials, (See paragraph 9 above.)

b. In the event OATS procurement requests are processed electronically without coordination/clearance of specific hard copy, the requirements as stated in paragraph 10a must appear in the electronic version.

Figure 3, PAB No. 92-1-3 (Cont.)

Figure 3-1. FAA Regional, Center and Headquarters SAM Managers

R/C/HQ	SAM Manager	FTS Voice Phone No.
AAC	Maria Robinson	(405) 680-6116
AAL	Dave Homes	(907) 271-5571
ACE	Ginny Oeltjen	(816) 426-3183
ACT	Edward Cochran	(609) 482-6166
AER	Jim Ostaszewski	(718) 995-0394
AGL	Russ Lightfoot	(312) 694-7803
ANE	Kim Bento	(617) 273-7378
ANM	Teresa Miller	(206) 227-2059
ASO	Bob Armstrong	(404) 763-7521
ASW	Chris Robertson	(817) 624-5596
AWP	Kathy Thompson	(310) 316-0297

Other Contacts:

Tina Amereihn (ASU-20) National SAM System 267-8890

Figure 3, PAB No. 92-1-3 (Cont.)

Figure 3-2. Summary of SAM OATS Shopping Master Lists

Category	Master List Identifier	No. of Lists
Software	OASW preface to: OSNW, LANG, UTIL COMM, OAPKG, CMAIL, CBI	7
Training	Pre-7/92, OATRC or OATRAINI	16
Training	Post-6/92, OATRC	5
Per Call Maintenance	Pre-7/92, OAPRCAL	3
Per Call Maintenance	Post-6/92, OAPRCAL	1
Mail In Maintenance	Pre-7/92, OAMALIN	3
Mail In Maintenance	Post-6/92, OAMALIN	0
Documentation	OADOCUMNT	1
Hardware	OAHW preface to: MSC, LAP, WS, PRINT, STORE, MON, NW, IO, OASWFONT	9
On call maintenance	Pre-7/92, OAM preface to: MS, LP, WS, PR, ST, MN, NW, IO	136
On call maintenance	Post-6/92, OAM preface to M386WK, M486CBI, MIONZ	3
Support	OASUPPORT	1
Recertification	Post-6/92, OARECERT	1
Duplication Service (CBI)	OADUPSERV	1
SuperCLINs	OAWSM	1
Software upgrades (actually maintenance for software)	OASWU preface to: OSNW, LANG, UTIL COMM, OAPK, CBI	6
OATS procurement signature line	OAMSIG	2

Figure 3, PAB No. 92-1-3 (Cont.)

Figure 3-3. PR Numbering Scheme for HQ Funded Requests

Format for a headquarters-funded procurement request in the SAM system (in the field):

Fiscal Year	Region/Center	Sequential No.
2	C	9999

Region/center identifiers to be included in the PR number are:

A	AAL	S	ASO
C	ACE	W	ASW
E	AEA	P	AWP
G	AGL	T	ACM
N	ANE	K	AAC
M	ANM		

Sequential numbers match IRM numbering schemes used in headquarters and will be used to denote the IRM organization funding the PR:

ASF	0600-1099	AAT	4800-5299
AVR	1200-1699	AHR	5400-5899
AAF	1800-2299	AGC	6600-7099
ACR	2400-2899	ARP	7200-7699
APA	3000-3499	ACS	7800-8299
AXD	3600-4099	AVS	9000-9200
AIT	4200-4699		

Examples of headquarters-funded PR numbers which will be created in regional/center SAM systems:

AAF headquarters funded PR, equipment to be delivered to ANM, with PR created in ANM SAM system, DO cut in ANM SAM system:

PR number: 2M1800

ARP headquarters funded PR, equipment to be delivered to ASO, with PR created in ASO SAM system, DO cut in ASO SAM system:

PR number: 2S7200

Figure 3, PAB No. 92-1-3 (Cont.)

Figure 3-3. PR Numbering Scheme for HQ Funded Requests

Format for a headquarters-funded procurement request in the SAM system (in the field):

Fiscal Year	Region/Center	Sequential No.
2	C	9999

Region/center identifiers to be included in the PR number are:

A	AAL	S	ASO
C	ACE	W	ASW
E	AEA	P	AWP
G	AGL	T	ACM
N	ANE	K	AAC
M	ANM		

Sequential numbers match IRM numbering schemes used in headquarters and will be used to denote the IRM organization funding the PR:

ASF	0600-1099	AAT	4800-5299
AVR	1200-1699	AHR	5400-5899
AAF	1800-2299	AGC	6600-7099
ACR	2400-2899	ARP	7200-7699
APA	3000-3499	ACS	7800-8299
AXD	3600-4099	AVS	9000-9200
AIT	4200-4699		

Examples of headquarters-funded PR numbers which will be created in regional/center SAM systems:

AAF headquarters funded PR, equipment to be delivered to ANM, with PR created in ANM SAM system, DO cut in ANM SAM system:

PR number: 2M1800

ARP headquarters funded PR, equipment to be delivered to ASO, with PR created in ASO SAM system, DO cut in ASO SAM system:

PR number: 2S7200

Figure 3, PAB No. 92-1-3 (Cont.)

Figure 3-5. FY 92 OATS PR Numbers on Headquarters SAM

ORGANIZATION	PR NUMBERS		
<b>HQOATS</b>	<b>2H0001-2H9999</b>		
OAAPI	2H0001-2H0499		
AAOEE	2H0020-2H0099		
AAAI	2H0100-2H0199		
OAAPO	2H0200-2H0299		
OAAPI18	2H0300-2H0399		
OAAAF	2H0600-2H1099		
OAAVR	2H1200-2H1699		
OAVR10	2H1200-2H1249		
OAAFS	2H1250-2H1499		
OAAIR	2H1500-2H1649		
OAAARM	2H1650-2H1699		
CAAAF	2H1800-2H-2299		
CAACR	2H2400-2H2899		
CAAPA	2H3000-2H3499		
CAAXD	2H3600-2H4099		
OAAIT	2H4200-2H4699		
OAAAA	2H4200-2H4275		
OAAGI	2H4276-2H4299		
OAAEU	2H4300-2H4375		
OAAALG	2H4376-2H4499		
OAAAMS	2H4500-2H4699		
OAAAT	2H4800-2H5299		
OAAHR	2H5400-2H5899		
OAAHR1	2H5400-2H5420		
OAAHR4	2H5421-2H5440		
OAAHR20	2H5441-2H5460		
OAAHR100	2H5461-2H5480		
OAAHD	2H5481-2H5560		
OAAHR	2H5561-2H5600		
OAAFN	2H5601-2H5660		
OAAHT	2H5661-2H5720		
OAAADM	2H6000-2H6499		
OAAAGC	2H6600-2H7099		
OAAARP	2H7200-2H7699		
OAAACS	2H7800-2H8299		
OAAAS	2H9000-2H9200		
<b>OA Contract Modifications</b>	<b>2H9300-2H9500</b>		
OAAAC	2R8000-2R8699		
<b>OSOATS</b>	<b>2S0001-2S9999</b>		
OAS	2S0001-2S0699	OAM	2S4000-2S4699
OAGC	2S0800-2S1499	OAMA	2S4800-2S5499
OAHW	2S1600-2S2299	OARS	2S5600-2S6299
OAFR	2S2400-2S3099	OATC	2S6800-2S8000
OANH	2S3200-2S3899	OATG	2S8500-2S9000

Figure 3, PAB No. 92-1-3 (Cont.)

Figure 3-6. Constant Data for Headquarters Funded PRs

Each region/center SAM manager will establish the following organization codes, constant data, and IDs. This will establish headquarters IRM organizations in all SAM systems, and allow the creation of headquarters-funded PRs in all SAM systems.

X Indicates regional/center identifier

QQ Indicates regional/center identifier for DG IDs

QQ represented as:

AL for AAL	SO for ASO
CE for ACE	SW for ASW
EA for AEA	WP for AWP
GL for AGL	CT for ACT
NE for ANE	AC for AAC
NM for ANM	

<u>Org Code/ PR Series</u>	<u>PR Number Range</u>	<u>USERID</u>	<u>Password</u>
OAAF	2X0600-2X1099	AQQSXCASF	
OAAVR	2X1200-2X1699	AQQSXCAVR	
AAAAF	2X1800-2X2299	AQQSXCAAF	
OAACR	2X2400-2X2899	AQQSXCACR	
OAPPA	2X3000-2X3499	AQQSXCAPA	
OAXD	2X3600-2X4099	AQQSXCAXD	
OAAIT	2X4200-2X4699	AQQSXCAAD	
OAAAT	2X4800-2X5299	AQQSXCAAT	
OAAHR	2X5400-2X5899	AQQSXCAHR	
OAGC	2X6600-2X7099	AQQSXCAGC	
OARP	2X7200-2X7699	AQQSXCARP	
OACS	2X7800-2X8299	AQQSXCACS	
OAVS	2X9000-2X9200	AQQSXCAVS	

Figure 3, PAB No. 92-1-3 (Cont.)

Figure 3-7. Constant Data (for regional/center funded PRs)

Each region/center SAM manager will establish the following organization code and constant data pertaining to their respective region. This will establish a PR series in all SAM systems to allow the creation of regional/center funded PRs in the respective region.

The second position in the PR number is the region/center identifier; the "R" indicates it is a regional/center funded PR.

<u>Org Code/ PR Series</u>	<u>PR Number Range</u>	<u>ID</u>	<u>PASSWORD</u>
OAAAL	2AR001-2AR999	TBD	TBD
OAACE	2CR001-2CR999	TBD	TBD
OAAEA	2ER001-2ER999	TBD	TBD
OAAGL	2GR001-2GR999	TBD	TBD
OAANE	2NR001-2NR999	TBD	TBD
OANM	2MR001-2MR999	TBD	TBD
OAASO	2SR001-2SR999	TBD	TBD
OAASW	2WR001-2WR999	TBD	TBD
OAAWP	2PR001-2PR999	TBD	TBD
OAACM	2TR001-2TR999	TBD	TBD
OAAAC	2KR001-2KR999	TBD	TBD

IDs and passwords for regional/center funded and created PRs should be processed through the SAM manager in the respective region.

Figure 3, PAB No. 92-1-3 (Cont.)

## Figure 3-8. Delivery Order Numbering Schemes

The format for an OATS delivery order (DO) which is cut in a region or center is as follows:

<u>FY</u>	<u>Type of OATS DO</u>	<u>Reg/Cen</u>	<u>Sequential No.</u>
2	T	N	999

This number identifies a FY92 OATS task order generated in ANE.

DOs are categorized into the following types:

A	Order for hardware/software/networks
T	Task order
M	Order for maintenance
R	Training

Region/center identifiers to be included in the DO number are:

A	AAL	S	ASO
C	ACE	W	ASW
E	AEA	P	AWP
G	AGL	T	ACM
N	ANE	K	AAC
M	ANM		

DO numbers are generated sequentially based on the type of order, i.e., task order, maintenance, etc.



## APPENDIX 1. PROCEDURAL ADVISORY BROADCAST (PAB)

Figure 4. Broadcast No. 92-1-4, Acquiring Technical Support Services

1. PURPOSE. To provide guidelines to individuals seeking technical support services under the OATS contract.
2. DISTRIBUTION. A working draft of this PAB is initially distributed directly to headquarters, regional, and center OATS implementation coordinators (OIC); formal approved copies will be distributed to all information resource managers (IRM) and OICs.
3. ACTION. Copy this information and distribute to all appropriate individuals who are seeking technical support services under the OATS contract. Make copies available to end-users in accordance with local ADP procedures.
4. BACKGROUND.
  - a. Technical support services can be ordered from the OATS contract through task orders. The services cover a wide range of office automation curriculums for Journeyman Installer to Computer Technical Specialist. The contractor provides the services to the Government on an as-required basis in response to identified user requirements. Within the contract terms and conditions, there is a specific exclusion, i.e., the contract specifically excludes significant new applications development except as provided for Computer Based Instruction (CBI).
  - b. During the initial two years of the OATS contract, ordering procedures evolved from a process which required seven weeks to award a task order to a process requiring only two weeks. Initially, individual statements of work were negotiated until a bilateral agreement was reached. Recently, AT&T has chosen to work with potential customers as a marketing strategy by developing a memorandum of understanding which is used in conjunction with an independent Government cost estimate to produce a bilaterally agreed upon task order.
5. DIRECTION. The contract serves as a readily-available and cost-effective source of technical support services to the FAA and the Department of Transportation. The services of the contract are available to complement and supplement in-house office automation resources, to provide additional support during peak workload periods, and to provide "instant expertise" in the latest office automation technologies. Use of the contract can satisfy the spirit as well as the intent of OMB Circular A-76, the Office of Management and Budget document which directs the Government to rely on private sector resources.
6. FORMS. Formats prescribed in this appendix are non-mandatory. If used, local reproduction is authorized.

Figure 4, PAB 92-1-4 (Cont.)

7. DEFINITIONS. The following definitions relate to all OATS delivery and/or task orders.

<u>TERM</u>	<u>DEFINITION</u>
a. Assistant contracting officer	Individual formally designated to have authority to place orders against the OATS contract
b. Consignee	Individual responsible for receiving services ordered with the task order
c. Contracting officer	Individual responsible for terms and conditions of the OATS contract
d. Independent Government cost estimate (IGCE)	The Government user-prepared document which cites estimated costs to complete the tasks identified within the statement of work. This document is not prepared by the contractor for the Government user.
e. Information resource manager (IRM) or sub-IRM	Individual delegated authority to approve procurement requests, assuring their compliance with requirements of agency order 1370.52C and other OATS implementation directives.
f. Memorandum of understanding (MOU)	The contractor-prepared document which provides the contractor's interpretation of the user's requirements as specified in the Statement of Work. An MOU should not be necessary if the SOW accurately specifies the requirement (including delivery schedule). (See figure 4-9.)
g. OATS implementation coordinator (OIC)	Individual responsible for working with user organization to develop workable statements of work prior to submission to the contracting officer (or designated assistant) for award as task order.
h. Qualitative and quantitative analysis (Q&Q)	When the Government chooses to issue a statement of work and requests a task order proposal from the contractor, a Q&Q is required. This Government user-prepared document evaluates the contractor's proposal and provides the contracting (or assistant) officer with data to determine if the proposal is of the quality expected and fulfills the quantities requested.
i. Statement of work (SOW)	The Government user-prepared document which cites required services. (See figures 4-3 through 4-4.)
j. User organization	Office requesting services

Figure 4, PAB 92-1-4 (Cont.)

8. CONTRACTUAL REQUIREMENTS. Procurement requests to initiate task orders for technical support services are subject to the same approval requirements that are applicable to all other OATS procurement requests.

a. Section C.5.1, Technical Support Services, specifies minimum requirements. (See Figure 4-1 for specific contract terms and conditions for technical support services.)

b. Section G.2.1.2, Task Order Processing, addresses specifications for task orders. (See Figure 4-2 for specific contract terms and conditions for task order processing.) Making sure that the specifications are met is imperative. Specific guidance as to how to ensure all specifications are met are contained in Figures 4-1 and 4-2 this directive.

9. GENERAL PROCESSING REQUIREMENTS. Developing the request for technical support services. The request for technical support services consists of a statement of work (SOW), independent Government cost estimate, and a System for Acquisition Management (SAM) procurement request.

10. STATEMENT OF WORK.

a. The statement of work (SOW) is the single, most important function to be performed when acquiring technical support services. If it is well written, easily understood, and thorough in its coverage, the contractor's proposal will be an accurate representation of needed resources, and the end product of the contractor's effort will satisfy the consignee's requirement for services. Conversely, if the SOW does not adequately address essential elements, it is likely that the delivered product will be late, deficient, and/or more expensive. As the SOW is developed, the consignee should ask the following:

(1) "Would I understand the task to be performed based on the information given?"

(2) "If the contractor delivers services which minimally satisfy the requirements of the task, will I be satisfied?"

(3) "Does the SOW require checkpoints (e.g., reviews, reports, etc.) which will detect problems in their early stages?"

(4) "Have I provided enough detail for the contractor to properly size the task and its required resources."

b. The SOW is the consignee's definition of the task which must be performed. As such, it is the consignee's document. It should contain as much content and detail as needed to properly define the requirements for service. Similarly, just as the document should be thorough in its scope, the consignee should not feel restricted in placing requirements on the contractor. For instance, if the consignee determines that an interim deliverable product is necessary to monitor development, it should be included as part of the task.

Figure 4, PAE 92-1-4 (Cont.)

c. To aid in developing an acceptable SOW, Figures 4-3 through 4-6 provide helpful checklists and guides for writing a SOW.

(1) Figure 4-3, Guide and Checklist for Writing SOW. Summarizes list of mandatory and some non-mandatory elements of the SOW. Is not intended to be all-inclusive or to be a format or an outline for composing a SOW. Choose the format that most clearly conveys the consignee's requirements.

(2) Figure 4-4. Software Conversion SOW Possible Deliverables. This listing conveys typical deliverables for the various stages of a conversion process.

(3) Figure 4-5. On-Site Configuration Analysis Deliverable Products. This figure provides a listing of deliverable products that are required by the contract (section C.5.1.1) in accordance with a delivery order for on-site configuration analysis.

(4) Figure 4-6. Remote Site Configuration Analysis Deliverable Products. This figure provides a listing of deliverable products required by the contract (section C.5.1.2) in accordance with a delivery order for remote site configuration analysis.

d. The SOW must contain the following eight mandatory elements. The order of the elements in the SOW is not important; their inclusion is. They do not need to be identified as separate entities. For example, the description of the task does not need to be a separate narrative from the definition of the deliverable products. For simple tasks, both could be described under the same heading. Format is important only to the degree that it contributes to the clarity of the overall statement.

(1) Description of the task, including subtasks if applicable.

(a) The description of the task states what the contractor must do (e.g., design a system, enter data, perform a study, etc.) The description typically includes an introduction, the history and background of the effort, the purpose and objectives of the task, the scope of the requirements, descriptions and definitions of tasks and subtasks, a listing of the significant milestones to be achieved, and a listing of the required deliverable products. The description of the task might also include the necessary skill categories (e.g., any or all of the nine skill categories from the contract). The description of the specific experiences and capabilities of each skill category is listed here and in the contract.

(b) In the event the task order is for a fixed price product from AT&T, i.e., order shall be for a complete product despite number of hours required to produce that product, the description of the task will not be citing CLINs for labor categories, but rather will be totally dependent upon the thoroughness of product description. For this reason, it is critical that all tasks and subtasks be clearly defined, timeframes explicitly covered, and final and interim deliverables clearly described.

Figure 4, PAB 92-1-4 (Cont.)

(c) Using the fixed price alternative, can be a cost savings to both the contractor and the Government. For the Government, using the fixed price alternative can be cost beneficial because the Government pays one set fee for the requested product(s), not for individual labor hours on the task(s). Many times, the contractor can subcontract the task(s) to an organization that is primarily in the business for the requested task(s); therefore, the contractor does not have to recruit a specialized individual to fill the requirement. In the event the contractor personnel cannot complete a function within the allotted hours, the Government (under the labor cost alternative) pays for the hours expended but may not get a complete, maybe near completion but is not complete, product. Under the fixed price option, the contractor absorbs the additional costs until the task(s) are finished to meet the product requirement(s).

(2) Description of the deliverable products.

(a) The deliverable products are the required results of the task. They are the items the Government receives as a result of the contractor's performance of the task. Their definition is critical, insuring that the Government receives a usable product of acceptable quality. It is imperative to have a detailed description of the deliverable product(s) at all times, but it is much more critical when the order is to be executed as a fixed price order.

(b) For other than the simplest task, several deliverable products should be required. Generally, each defined subtask will require the accomplishment of a milestone or the delivery of a product. Products required before the completion of the task (i.e., interim deliverables) are useful for evaluating the contractor's progress toward completing the task and delivering the end products. Progress reports and status reports are interim deliverables.

(c) For software conversion/maintenance efforts (remember that complex software development except in the CBI platform are out of scope for the OATS contract), the description of the required deliverable products should include such specificity as the medium (e.g., magnetic tape, source code listings, floppy disk to include type) and the number of copies.

(d) A test for a well-written SOW is the question "If the contractor delivers to me the minimum product (no more than what I've asked for), will I be satisfied?" Or ask "Can the contractor deliver a product which satisfies the definition for the deliverable product but does not satisfy me?"

(3) Acceptance criteria for deliverable product(s) including interim deliverable product(s) (if any).

(a) Determining the product(s) needed is relatively easy. The consignee usually has a good conception of what he/she wants. Defining the required products to another party (i.e., the contractor) is more difficult. However, defining the acceptance criteria for the products is probably the most difficult task for the consignee.

Figure 4, PAB 92-1-4 (Cont.)

(b) The acceptance criteria for a deliverable product are the stated basis by which the consignee will accept or reject the delivered work of the contractor. If the acceptance criteria are not given for a product, the consignee will have no basis for rejecting the product if it generally satisfies the requirements for delivery (i.e., the definition of the deliverable product).

(c) If, however, the consignee has clearly identified the basis for accepting the product, he/she has done two things. The consignee has provided "greater definition" of the product to the contractor, and the consignee has, in effect, implemented his/her own quality assurance standards. The question the consignee must ask as he/she develops the acceptance criteria is: "Will I be satisfied with a product which minimally satisfies the criteria I have set?"

(d) The consignee should specify the method for accepting the deliverable products, and specify what form, if any, are needed to convey acceptance.

(4) Review period for deliverable products.

(a) The SOW must establish a period for review and acceptance of each deliverable product. The review times must be kept to a minimum but, must allow enough time to thoroughly review the deliverable. Be reasonable when determining these review periods. The contractor must be given sufficient time to carry out the needed work to complete the desired deliverable. If an acceptance period is not stated, the contractor will automatically propose a ten-day acceptance period.

(b) For some software conversion/maintenance efforts, this ten-day period is not sufficient, since the deliverables need to be tested in an operational environment prior to acceptance. (Ensure if testing is essential to acceptance of a deliverable that the testing is individually covered as a deliverable on its own. Example deliverable: Provide demonstration of successful test of (specify deliverable) operating on (named system/software, etc.)

(5) Schedule for performance and delivery.

(a) The SOW must provide an accountable schedule for accomplishing milestones and delivering products. The schedule should clearly identify the events and give real or relative dates for their achievement. Typically, "X" is used to denote a date which is contingent, e.g, "X+ (or X-)" and a timeframe are used to denote an earlier or later date relative to "X." All dates should reflect reasonable and realistic expectations, all things considered.

(b) If the Government must approve any interim deliverables, make sure this is clearly stated with timeframes for response. (An example may read as follows: Upon receipt, the Government will review the document and provide approval/disapproval within 10 working days. If the Government does not provide an approval/disapproval within 10 working days, the contractor is authorized to proceed with followon requirements as if the Government has approved the deliverable.)

Figure 4, PAB 92-1-4 (Cont.)

(6) Required performance standards and certifications that must be cited and followed.

(a) Performance standards are essential. They better define the requirements of tasks and, as a consequence, contribute to the delivery of high quality products. To a degree, acceptance criteria for deliverable products are performance standards. They set a minimum level for evaluating and accepting (or rejecting) specific deliverable products. For some tasks, well-written acceptance criteria might be sufficient for defining acceptable levels of performance. However, for most tasks, especially those pertaining to software, conversion, additional standards will need to be specified.

(b) DOT/FAA has published standards that might be referenced to further define the deliverable for specific tasks. Each individual office may have standards published which would be of benefit in defining deliverable product format and acceptance criteria.

(c) Depending on the nature of the task and the sensitivity of the data, the consignee might require the contractor to certify compliance with certain procedures or conditions. Certifications might also be required from contractor employees proposed to work on particular tasks. Contractors are bound by the security requirements of the contract. However, certain requirements which include adherences to non-disclosure provisions and other provisions of the latest Privacy Act should be included if they apply.

(7) Environment (including sources of information).

(a) The consignee must specify the physical and technical environment within which the task will be performed. The physical environment concerns such topics as location(s) for performance, travel and per diem requirements, sources for information and data, supplies and equipment to be provided by the contractor, etc. In addition, whether office space and the particulars of the office space to be provided by the Government must be provided (e.g., desk, telephone, microcomputer, telecommunications equipment, etc.)

(b) The technical environment addresses hardware and software descriptions, teleprocessing service requirements, requirements for remote access equipment, etc.

(8) Technical contact (consignee). The name, title, office, office symbol, mailing address, and FTS and commercial telephone numbers of the Government employee responsible for the task must be identified in the SOW. This designation establishes the technical focal point for all matters pertaining to the task. This individual should also be identified in the consignee and destination block of the procurement request.

(9) Invoicing. Include specific guidance to the contractor with regard to payment. The contract states "Invoicing for services may be submitted as soon as services are performed."

(a) If the SOW is for time and materials or is a fixed price request, the SOW should provide for monthly invoicing for services and materials rendered.

(b) If the SOW is for a specific product, the SOW may provide for invoicing at completion of the entire effort or at milestones within the project.

Figure 4, PAB 92-1-4 (Cont.)

11. INDEPENDENT GOVERNMENT COST ESTIMATE. An independent Government cost estimate must be prepared in order to establish the amount of funds needed to complete the task.

a. This document must provide a detailed and realistic estimate of the cost of the task. It should be predicated upon the consignee's technical knowledge of and/or research into the task and skills necessary for performance. The document will detail hours for each skill category, and all other estimated direct costs for completing the task. All contractor travel and per diem shall be in conformance with established Government rates. If the consignee requires assistance in estimating resources, the OIC for the consignee should be contacted for assistance.

b. The consignee is responsible for the accuracy of the independent Government cost estimate, since it is the user who defines the Government's needs. It is totally inappropriate to develop the document using input from the contractor, since the document will be the basis for the Government's negotiation position relative to the contractor's cost proposal. The user will be required to comment upon any significant discrepancies between the document and the cost proposal, and may be called upon to explain the Government's position during face-to-face negotiations, so it is imperative that the document be carefully and thoughtfully prepared.

c. In the event the consignee has discussed the potential requirement with the contractor's marketing/account representative and the contractor has developed a memorandum of understanding (described below) to address fulfilling that requirement, the pricing table provided in the contractor's memorandum is not to be used as the Government's independent estimate. The consignee must develop an INDEPENDENT estimate.

d. An independent Government cost estimate is an integral part of the request for technical support services package. Packages which do not include the independent Government cost estimate will be returned to the user organization. A sample independent Government cost estimate worksheet with instructions for preparation can be found in Figure 4-7. The labor rates and skill category descriptions needed to complete the document can be found in the contract B tables, B-2, and are also provided in Figure 4-8.

12. INITIATING A PROCUREMENT REQUEST. The procurement request to initiate action to award a task order for technical support services must be generated through the System for Acquisition Management (SAM).

a. The request shall be generated from the designated block of OATS numbers within the SAM system. (For further guidance and use of the SAM system to generate OATS procurement requests, refer to PAB 92-1-3, General Procedures for Ordering from the OATS Contract.)

b. When specific contract line item number (CLIN) labor categories are used to acquire technical support services, the requester shall use the SAM OATS catalog. Master list OASUPPORT (with annually changed sequentially numbered suffix) contains all CLIN's related to technical support labor categories. Do not use "free style" line item entries; you must use the SAM OATS master lists to extract and use appropriate costing and descriptions. The contractor will reject task orders which do not identify CLIN descriptions and costs correctly. "Free style" data entry could result in missed or misreferenced terminology, transposed figures in

Figure 4. PAB 92-1-4 (Cont.)

the cost, etc. Data in the SAM OATS master lists have been verified several times to ensure totally accurate information.

c. When other direct costs are required in support of the technical support services, these costs are entered as a separately identified line item.

d. In fixed price task orders, the contractor has indicated that it is able to provide a product deliverable which is not billed to specific labor categories. In these instances, CLIN 4600 shall be used. This CLIN has been incorporated into the contract through Modification 013 to ensure all categories of expenditures are accounted for.

13. MEMORANDUM OF UNDERSTANDING.

a. If a memorandum of understanding is incorporated in the procurement request package, the contracting (assistant) officer has the option of using it in the task order in lieu of formal negotiations.

NOTE: When a memorandum of understanding to cover a task conveys a cost of \$100,000 or more, and is not based on the labor CLINs included in the contract, the contractor is required to provide certified cost and pricing data in accordance with Federal Acquisition Regulations.

b. At the contractor's discretion, a user may work with the contractor's marketing account representative and define a potential requirement. From this information exchange, the contractor may develop a memorandum of understanding (MOU) to cover the potential requirement. The contractor has prepared MOU's as a marketing tool to generate further business. This is not required per the terms of the contract.

c. If the contractor's MOU proposes the desired deliverables within the timeframes expected at a reasonable cost, the requester may use this MOU as part of the request package. If the requester chooses to incorporate the MOU, the requester is agreeing to the contractor's proposed methods, timetables, and pricing to complete the desired deliverables.

d. At no time should the requester negotiate. Negotiations of task orders remain within the delegated authority of the contracting (assistant) officer.

14. APPROVALS. Upon completion of the required documentation to request support services, the request must be cleared through the established OATS procurement request channels. (See agency Order 1370., OATS Implementation, for guidance on clearance requirements.) To assist requesters assure needed information is addressed within the procurement request, see Figure 4-9 for list of items to remember.

Figure 4, PAE 92-1-4 (Cont.)

15. TASK ORDER AWARD. The contracting (assistant) officer who has been officially delegated authority to issue OATS orders is responsible for awarding the task order. Handling awards and making distribution of copies of the task orders are in accordance with local procedures.

a. Use of the MOU is designed to minimize processing time for task orders and is at the option of the awarding contracting (assistant) officer. The contractor's representative will review the task order and under normal circumstances will sign bilaterally with the agency's contracting (assistant) officer.

b. If the contracting (assistant) officer does not use or does not have submitted an MOU, the process is more extensive.

(1) The contracting (assistant) office issues a request for task order proposal. The contractor is given sufficient time (with advice of technical contact, timeframe is to be determined by the contracting (assistant) officer) to respond with a proposal.

(2) The contractor prepares and submits a task order proposal, responding to each of the requirements of the task order as well as proposing prices to complete the task(s).

(3) The requester upon receipt of a copy of the contractor's proposal, is to review it and prepare a qualitative and quantitative (QQQ) analysis of the proposal. This document is used to assist the contracting (assistant) officer negotiate, with the contractor, a complete and reasonably priced task order.

16. ACCEPTANCES. The consignee designated on the task order is responsible for maintaining operational records related to the contractor's performance of the task order. The extent of the details of these records is at the option of the technical contact (consignee) but a record should be established for potential future contract audit.

a. In the event the technical contact (consignee) does not believe the contractor is performing in accordance with the task order, the technical contact (consignee) should document specific non-compliance and bring the non-compliance to the attention of the contracting (assistant) officer who awarded the task order. Claims against the contractor must be fully substantiated by consignee records.

b. The consignee shall, in accordance with local accounting procedures, provide the contracting (assistant) officer and accounting organization with copies of signed receiving reports as deliverables are fulfilled.

17. CERTIFYING FOR PAYMENT OF INVOICES (See also paragraph 10d(9)).

a. Contract provisions for invoicing state: "Invoices for services may be submitted as soon as the services are performed." Therefore, certification for payment of invoices shall be done in accordance with established local procedures.

Figure 4, PAE 92-1-4 (Cont.)

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Figure 4, PAB 92-1-4 (Cont.)

**Figure 4-2, Contract Terms and Conditions for TO Processing**

G.2.1.1. Task Order Processing.

Task orders will be issued for technical support services and/or specialized configuration analyses. The number of hours, completion dates, travel and other expenses shall be negotiated prior to issuing individual task orders. As a minimum, each task order shall contain:

- a. A statement of work detailing the tasks to be accomplished.
- b. Number of hours authorized, by:
  - 1) Specific labor category,
  - 2) Aggregate total for all labor.
  - 3) Address of facility where work is to be performed, including local contact and phone number.
  - 4) Required completion dates.
  - 5) Allowances for travel, per diem, and other expenses.
  - 6) Products to be delivered.
  - 7) Reporting requirements.

Figure 4, PAB 92-1-4 (Cont.)**Figure 4-3. GUIDE AND CHECKLIST FOR WRITING  
STATEMENT OF WORK**

When preparing your statement of work, has each of the following been addressed?  
Under the description of the task, cover the following items:

- Introduction, history, and background
- Purpose and objective
- Scope of task
- Description of task
- Definition and description of subtasks
- Listing of significant milestones to be achieved
- Listing of required deliverable products

Under the description of deliverable products, assure coverage of the following:

- Description of required deliverable products
- Requirements for progress/status reports
- Requirements for interim deliverable products
- Mediums required for deliverable products
- Number of copies required

Under acceptance criteria for deliverable products, assure you have:

- Stated basis for accepting/rejecting deliverable products

Under review period for deliverable products, provide the following coverage:

- Listing of required deliverable products
- Listing of significant milestones to be achieved
- Real and/or relative ("X+" "X-") dates for delivery or achievement

Under required performance standards and certifications, provide:

- Internal/External standards for content/performance
- Certifications required by contractor
- Certifications required by contractor employees

Cover environment by identifying the following:

- Location(s) for performance
- Requirements for travel and per diem
- Sources of information
- Office space, supplies and equipment provided by the Govern
- Office space, supplies and equipment provided by the contra
- Hardware descriptions
- Software descriptions
- Teleprocessing service requirements (LAN, WAN, etc.)
- Requirements for remote access equipment

Identify the technical contact (consignee), by:

- Name and title
- Office and office symbol (if applicable)
- Full mailing address
- FTS and commercial telephone numbers

Figure 4, PAB 92-1-4 (Cont.)

**Figure 4-4. POSSIBLE DELIVERABLES FOR SOFTWARE CONVERSION  
 STATEMENT OF WORK**

PHASE	STAGE	DELIVERABLE/ACTIVITY
Initiation	na	Requirements analysis package Economic analysis Work/action implementation plan
Development	Analysis	Functional specification package or program requirements package Specification walkthrough(s) Logical data base specification (if applicable) Walkthrough (if applicable)
	Design	Structure charts Module specifications (preliminary) Physical data base specifications System description System schematic diagrams Run specifications Data specifications Training manuals/user handbooks
	Programming	Module specifications (completed) Source code Unit-tested programs Operations handbook System test data Programming walkthrough
	Test	System acceptance test release
Operation	Implementation	na
	Maintenance	Post implementation review report

NOTE: Walkthroughs should be held whenever necessary to get concurrence between the users, the contractor personnel, and the task manager.

Figure 4. PAB 92-1-4 (Cont.)

**Figure 4-5. ON-SITE CONFIGURATION ANALYSIS  
DELIVERABLE PRODUCTS**

Contract section C.5.1.1. On-site Configuration Analysis fully describes the deliverable products, see Figure 4-1 for specific contract terminology. Following is a summary of deliverables:

In accordance with the delivery order, the contents of this plan shall include:

*Graphic and/or text workflow analysis depicting the current environment*

*Detailed OA workstation configuration recommendation with hardware, software, network (if applicable), and communications interface requirements specified.*

*Hardware/software/network (if applicable)/communications interface installation guide.*

*Analysis of the expected workflow, in graphic and/or text form, after the OA workstation configuration(s) is(are) in place.*

*Listings of all necessary site modifications in sufficient details to allow the Government to use it as a basis for contracting for the necessary changes in the building structure.*

*Installation plan including labor hours and materials.*

*Proposed program of training for the work group(s) affected by the installed system.*

Figure 4, PAB 92-1-4 (Cont.)

**Figure 4-6. REMOTE SITE CONFIGURATION ANALYSIS  
DELIVERABLE PRODUCTS**

Contract section C.5.1.2 fully describes requirements for the remote site configuration analysis deliverable product, see Figure 4-1 for specific contract terminology. Following is a summary of those deliverables:

The Government will supply the information to complete the remote site configuration analysis without an on-site visit. The Government-supplied information shall be adequate for the contractor to assess a particular office's physical characteristics and workflow patterns that enable the contractor to produce a fully documented plan.

Data collection media needed to document requirements of the organization being analyzed.

Fully documented plan that clearly details a cost effective workstation configuration plan (see Figure 3-5 for checklist of what should appear in plan.)

Figure 4, PAB 92-1-4 (Cont.)**Figure 4-7. INDEPENDENT GOVERNMENT COST ESTIMATE  
GUIDE**

**When developing an Independent Government Cost Estimate, ensure the following items are covered. There is no specific format for documenting this information.**

1. Cite the Procurement Request number for the task order request.
2. Itemize labor by:
  - CLIN and skill Category
  - Number of hours by CLIN
  - Rate of CLIN
  - Total by CLIN, Subtotal of all CLINs
3. Itemize travel and per diem by:
  - Destination (from/to)
  - Number of trips per destination
  - Estimated per diem cost per trip
  - Estimated transportation cost per trip
  - Total per diem/transportation per trip, Subtotal of all travel
4. Itemize other direct costs which include the following: (NOTE: fixed price information should be included within ODC estimates.)
  - Materials required by item/description
  - Number of items
  - Unit cost per item
  - Total of each material item; Subtotal of all other direct costs.
5. Total all categories (labor, travel and per diem, and other direct costs) and cite grand total.
6. Remarks should be added if any clarifications are necessary to fully substantiate the figure presented.
7. The independent Government cost estimate must be signed by a Government employee [the preparer (if a Government employee) is sufficient, unless local procedures require program managers to sign].

Figure 4, PAB 92-1-4 (Cont.)

**Figure 4-8. SKILL CATEGORIES**

CLIN	Category	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
2x0-4500B	ADP technical specialist	\$97.42	\$99.85	\$102.85	\$105.94	\$109.12	\$112.39
2x0-4500C	OA specialist	63.02	64.61	66.23	68.22	70.26	72.37
2x0-4500D	Senior OA hardware specialist	88.56	90.78	93.50	96.31	99.20	102.17
2x0-4500E	OA hardware specialist	55.68	57.08	58.50	60.26	62.06	63.93
2x0-4500F	Data communications specialist	88.56	90.78	93.50	96.31	99.20	102.17
2x0-4500G	Data communications technician	55.68	57.08	58.50	60.26	62.06	63.93
2x0-4500H	Training specialist	44.19	46.40	48.72	51.16	53.72	56.40
2x0-4500I	CBI specialist	51.57	54.15	56.85	59.70	62.69	65.82
2x0-4500J	Journeyman installer	37.88	38.84	40.00	41.20	42.44	43.71

Figure 4. PAB 92-1-4 (Cont.)**Figure 4-9. CHECKLIST OF INFORMATION NEEDED FOR  
TASK ORDER PROCUREMENT REQUESTS**

For the convenience of the originator and subsequent approving officials, each task order procurement request should have the following items identified:

Do contents include the following? If not, provide explanation.

- o Technical contact (consignee) designated with Statement of Work and on procurement request (same individual).
- o Technical contact's street, city, state, and zip code are included.
- o Technical contact's FTS and commercial phones numbers (noted accordingly) are included.
- o Valid appropriation code. (If no code is specified, explanation must be included and it should explain intentions of requester as to availability of funds, e.g., when, under what conditions, etc.)
- o Accounting certification officer has signed procurement request.
- o IF APPLICABLE, notation and signature of authorized individual for FOURTH QUARTER spending is included.
- o Approving official has signed.
- o IRM (or officially designated sub-IRM) has signed.
- o Specific SAM CLINs are cited for labor categories to be used in task order.
- o Properly prepared statement of work (SOW) is attached. (See Figure 4-3 for checklist of required coverage.)
- o Other Direct Costs (ODCs) are identified and costed.
- o Independent Government cost estimate is detailed and signed by Government employee. (See Figure 4-7 for worksheet.)
- o If available is there a MOU from contractor? (If so, it should parallel the SOW-stated requirements?)

