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SPACE AND MISSILE SYSTEMS
CENTER**

**SPACE AND MISSILE SYSTEMS CENTER
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Logistics



SYSTEMS DEPOT MAINTENANCE POLICY

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This instruction establishes policies and procedures for the accomplishment of the Depot Source of Repair (DSOR) and incorporates the Space Depot Level Maintenance policy and strategy for planning and approving depot level maintenance workloads. This instruction applies to all SMC acquired and/or managed systems. Compliance with this publication is mandatory. Refer recommended changes and questions about this publication to the office of primary responsibility (OPR) using the AF Form 847, Recommendation for Change of Publication; route the AF Form 847 from the field through major command (MAJCOM) publications/forms managers. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual (AFMAN) 36-363, Management of Records, and disposed of in accordance with the Air Force Records Disposition Schedule (RDS) located at <https://my.af.mil/gcss-af61a/afrims/afrims/>.

1. AIR FORCE DEPOT MAINTENANCE POLICY.

1.1. The Air Force is committed to retaining a robust and affordable organic depot maintenance capability to support the warfighter while fulfilling the requirements of Title 10 USC 2464 (Core Organic Capability) and Title 10 USC 2466 (50/50). Air Force Instruction (AFI) 63-101 mandates all systems that require hardware, software and/or cryptological depot level maintenance have an approved DSOR decision. This SMCI utilizes the AFMCI 21-150 Depot Source of Repair (DSOR) Process for guidance on the DSOR process.

2. SPACE STRATEGY FOR DEPOT LEVEL MAINTENANCE.

2.1. This Space Depot Level Maintenance policy and strategy addresses the unique and complex nature of space systems and mission. It reaffirms SMC's adherence to total life cycle support and establishes an organic depot level cadre of space maintenance capability, with emphasis on software support. It further establishes a standardized and strategic approach to early acquisition planning for depot level maintenance, accomplishing the DSOR process and developing effective long-term partnerships between industry and the government depots.

2.2. The goal of the space strategy is to establish cost effective and well-defined partnerships for the life of the system through performance-based contracts, leveraging the strengths of both government and industry by optimizing software and hardware depot level maintenance tasks to be performed by the contractor(s) and/or government depot(s). Even though DSOR approval is required for each new space system/subsystem, the process and analysis for completing the DSOR will be standardized. By pre-defining the scope of the government depot repair tasks, the Space DSOR will be less resource intensive.

2.3. The space strategy also helps build a core space capability at the government depots and supports the overall Air Force level of effort to manage and comply with Title 10 USC 2464 & 2466. The space strategy was developed in conjunction with the government depots by looking across the entire Air Force Program Executive Officer for Space (AFPEO/SP) portfolio to determine which software and hardware depot level maintenance tasks/activities should be accomplished by the government depots in partnerships with industry. The vision includes:

2.3.1. Increasing organic software maintenance competency to provide greater organic workload opportunities.

2.3.2. Implementing performance-based sustainment contracts with multiple partnerships; pursuing the inclusion of both levels of maintenance on "Performance Based Logistics-Space" (PBL-S) contracts; and reducing DSOR processing time by 75%.

2.4. The Space Strategy for Depot Level Maintenance will be executed in phases. The first phase establishes a standardized list of desired organic "space" competencies by User Segment, Ground Segment and Space Segment, building an organic space core capability at the government depots for hardware and software. These tasks, conceived in coordination with Army and Air Force depots, start with opportunities for early success – repair tasks that leverage the government depots' strengths and allow them to develop space domain knowledge. Subsequent phases of the strategy will add more tasks to the list as the government depots gain experience with space systems. Due to the nature of space systems, the strategy will provide the greatest opportunity for growth in the software sustainment area, but will also benefit hardware and cryptological workloads. The Space Logistics Group (SMC/SLG) is the OPR for this strategy; the Acquisition Logistics Division (SMC/PIL) will continue providing oversight of maintenance policy planning and strategy execution.

2.5. The main tenets of the Space Strategy for Depot Level Maintenance include greater involvement of government depots in acquisition planning, standardized Request for

Proposal (RFP) language and acquisition strategy approval by the AFPEO/SP and Milestone Decision Authority (MDA).

2.5.1. Inclusion of the HQ AFMC assigned candidate government depots in early Phase A acquisition planning, to include participation in meetings such as Industry Days, System Requirements Reviews (SRRs), System Design Reviews (SDRs), Preliminary Design Reviews (PDRs), Critical Design Reviews (CDRs), Technical Interchange Meetings (TIMs), Logistics Working Groups, etc.

2.5.2. Standardized Request for Proposal (RFP) language (Attachment 5) to ensure that Public Private Partnership (PPP) is thoroughly addressed in each contractor proposal (based on the pre-defined hardware and software task lists) and that a pre-priced option for access to the data required for government depot activation for the sustainment of space software, hardware and crypto is included in each contractor proposal.

2.5.3. AFPEO/SP and MDA approval of Air Force Space or SMC DSOR acquisition strategies prior to Milestone B.

3. SPACE DEPOT SOURCE OF REPAIR (DSOR) PROCESS.

3.1. General DSOR Policy and Guidelines

3.1.1. All SMC acquired and/or managed systems (including Joint Programs) that require hardware, software and/or cryptological depot maintenance will have an approved DSOR. This includes systems/subsystems that are Commercial off-the-shelf (COTS) and Non-Developmental Items (NDI). The DSOR is designed to help ensure compliance with public law; Title 10 USC 2460 (Depot Maintenance), Title 10 USC 2464 (Core Organic Capability), Title 10 USC 2466 (DoD contract depot maintenance < 50% annually), Title 10 USC 2469 (Competition for workload shifts greater than or equal to \$3M), and Title 10 USC 2474 (contractor/organic depot partnering), as well as achieving a best value depot maintenance repair concept. The Program Manager (PM) will ensure the DSOR is accomplished in accordance with this SMCI, all applicable DoD, Air Force and AFSPC Instructions, as well as DoDI 5000.02 or National Security Space Acquisition Policy Interim Guidance, as applicable.

3.1.1.1. The DSOR process focuses solely on depot level maintenance activities. The final results of this process will become part of the overall system's Maintenance Plan. It is important that the Wing or Group responsible for the acquisition of the system/subsystem work closely with the using command(s) and government depots to develop an overall maintenance strategy that meets the system's operational requirements.

3.1.2. There are no waivers from accomplishing the DSOR process.

3.1.3. DSOR strategy approval shall be obtained from the MDA prior to Milestone B and before entering into any form of long-term contract for public or private sector depot support of Space systems.

3.1.3.1. Funds shall not be obligated for establishing a long-term depot level maintenance capability prior to the DSOR assignment decision and approval.

3.1.4. SMC policy for all acquired and/or managed systems/subsystems is to aggressively pursue strong PPPs between the organic depots and contractors early in the acquisition life cycle. Therefore, PPP must be a major focus area of the DSOR and product support planning activities and shall be formally documented in all logistics planning documents. PPPs will be pursued to provide best value performance for depot support.

3.1.4.1. All SMC RFPs must include the appropriate inputs (see Attachment 5 for sample language) to ensure that the offerors address a PPP strategy in their proposals.

3.1.4.2. The PM shall ensure the estimated costs associated with government depot ramp-up and transition to partnering for hardware, software and cryptological depot level maintenance are included in the Phase A Cost Analysis Requirements Description (CARD).

3.1.5. All SMC RFPs for acquisitions shall include a pre-priced option for long-term access to and delivery of the appropriate level of repair data required to fully support organic depot activation. Unless there is a specific requirement for a program to purchase a full procurement data package (and thus own full data rights), SMC programs shall ensure a pre-priced option is included in the contract for access to the engineering/technical data, including updates, required for government hardware and software depot level repair.

3.1.5.1. The PM shall ensure that the estimated cost for acquiring the required data rights, access, and delivery (as indicated IAW acquisition strategy), along with associated unique support and test equipment, for both hardware and software depot level maintenance is included in the Phase A CARD.

3.1.6. The areas requiring DSOR documentation and approval are new and fielded depot workloads, modifications, workload shifts, overseas workloads and non-AF Primary Inventory Control Activity (PICA) workloads.

3.1.6.1. New and Fielded Depot Workloads – This includes COTS and NDI systems/subsystems. Depot maintenance strategies may include but are not limited to:

3.1.6.1.1. Organic Support - Long-term depot support accomplished at government-owned and operated facilities by government employees.

3.1.6.1.2. Contract Support - Long-term contractor depot support, to include warranty or another similar approach that involves contractor performance of depot level maintenance activities.

3.1.6.1.3. Public-Private Partnership (PPP) – Partnership between organic depot(s) and contractor(s). The intent of PPP is to leverage the strengths of industry and organic depots to provide the most effective support to the warfighter at the best value. PPP must be a major focus area in product support planning activities for both new and existing systems.

3.1.6.2. Modifications (Installation and Follow-on Repair) - Modification of new or upgraded capability including hardware and/or software. This includes installation costs (not kit procurement costs) and the new repair workload associated with the modification. Modifications generally introduce new components or create altered

components that will require follow-on depot maintenance. When a modification introduces one or more of these components, it is necessary to complete the DSOR to determine where the follow-on depot maintenance will be performed.

3.1.6.2.1. A DSOR is not required when the modification is to be accomplished in conjunction with scheduled depot maintenance (e.g. PDM - Programmed Depot Maintenance) at the original SOR as determined by the original, approved DSOR. Additionally, a DSOR is not required for modifications that do not change the form, fit, function, part number of the component being modified, or version (dash number change), as long as the original SOR of the end-item, as established by the original, approved DSOR decision, does not change.

3.1.6.3. Workload Shifts - A permanent depot workload shift (organic to contractor, contractor to organic and organic to organic). Note that shifts of depot workloads greater than or equal to \$3M must comply with the requirements of Title 10 USC 2469.

3.1.6.4. Overseas Workloads - The DSOR is required for any new start, modification, or shift in DSOR that involves the potential for depot-level maintenance to be accomplished by a source outside of the United States.

3.1.6.5. When the Air Force is not the lead acquisition service, a DSOR addressing Air Force assets is still required.

3.1.7. All systems within the AFPEO/SP portfolio and SMC acquired and/or managed systems require approval prior to establishing or changing any form of interim and/or long-term depot level support (contract to organic, organic to contract, partnership, warranties, etc.) for new and fielded systems. Note: A new DSOR is not required for a shift from one contract source to another contract source unless the shift would move the workload to an OCONUS source.

3.2. Space DSOR Approval Process .

3.2.1. The DSOR process is a required discussion item at all Acquisition Strategy Panel (ASP) meetings. Discussion topics will include the DSOR status, any issues identified, and prior to Milestone B, the final DSOR decision as well as the Joint Depot Maintenance Activity Group (JDMAG) Depot Maintenance Interservicing (DMI) study results.

3.2.1.1. DSOR is a two-part process which consists of (1) the Strategic Source of Repair (SSOR)/Source of Repair Process (SORAP) and (2) the DMI process. The SSOR and/or SORAP are used to identify the preferred DSOR (organic or contract). The end process of a SSOR and/or SORAP is a determined DSOR location for a particular workload prior to submittal to the DMI process.

3.2.1.1.1. The SSOR is accomplished for new acquisitions or modifications. It will be initiated in early Phase A of the system acquisition. The program office initiates the SSOR by completing Template A, Phase 1 and submitting it via the DSOR Assignment Management System (AMS). A follow-on SORAP may be required if further refinement to the SSOR is necessary.

3.2.1.1.1.1. The SSOR results will be included in the Acquisition Strategy Panel (ASP) discussions/decisions in preparation for Phase B as well as the associated RFP. Space SSORs may require follow-on SORAPs to be accomplished, depending upon any changes with regards to the SSOR determination, which is identified later in the acquisition cycle of the program.

3.2.1.1.2. The SORAP is used for depot maintenance workloads that have not been postured prior to the release of the Phase B RFP.

3.2.1.1.3. The DMI Study is the joint service review/study process. The DSOR is introduced by AFMC to the JDMAG to determine whether a DoD depot repair capability already exists (Air Force, Army, Navy or Marines). Optimal solution is to have the DMI Study results prior to developing the Phase B acquisition strategy.

3.2.2. The Depot Maintenance Activation Working Group (DMAWG) will be established in phase A to begin detailed depot planning to carry through Phase B. The DMAWG will consist of at a minimum, representatives from the program office and the ALC. An implementation plan will be generated to carry out the DSOR decision. If during the process, an alternative solution is agreed upon and justification provided, a workload shift may be done. A separate SORAP will only be required if the DMAWG implementation planning recommends material changes or workload shifts.

3.2.3. For Joint Programs where the Air Force is the lead service, the PM will ensure that all services' Title 10 requirements are considered in the final DSOR recommendation

3.2.3.1. HQ AFMC cannot assess other services' Title 10 requirements. For this reason each appropriate service's authority (equivalent to HQ AFMC/A4) must assess how the DSOR recommendation will affect their own Title 10 compliance and provide a memo, to be included in the programs DSOR package, stating the impact of the DSOR recommendation on that service's Title 10 2464 and 2466 compliance.

3.2.3.2. Although Interim Contractor Support (ICS) may be used as an interim solution, no contractual commitments that require additional government fiscal investment for any type of long-term depot repair posture will be entered into until the DSOR decision has been coordinated and approved. This includes warranties and extended service contracts.

3.2.3.2.1. ICS is used to only perform short-term depot-level repair (typically 1 to 4 years) until a permanent long-range depot concept is approved and established.

3.2.3.3. SMC/PK will reference its "New Contract/New Work Supplemental Agreement" and RFP checklist to ensure ICS approval and/or DSOR approval has been received prior to contract award for both new acquisitions and modifications.

3.2.3.4. For workload shifts and ACAT modifications, the DSOR shall be initiated prior to entering into any long-term contracts (including warranties) for depot level repair and/or before initiating the modification or workload shift and prior to Milestone B.

3.3. SMC DSOR Package Review, Coordination and Approval Guidelines.

3.3.1. SMC DSOR packages will include the following:

HQ AFMC Candidate Depot Assignment Memo

HQ AFMC SSOR Assessment (i.e. Core Workload Assessment)

DSOR Template (Includes SOR Recommendation and Signatures) See AFMCI 21-150, when published, for templates and guidance on completing the templates. Until the AFMCI 21-150 is published, contact SMC/PIL for templates and guidance.

Partnering Strategy (top level description of proposed PPP strategy)

Joint Group-Depot Maintenance (JG-DM) Forms

3.3.1.1. SMC DSOR packages will be submitted with the appropriate JG-DM forms completed, for the DoD required DMI Study.

3.3.1.2. The DSOR package will include the "Partnering Strategy" if applicable. The Partnering Agreement (aka the Partnering "Contract") can be finalized after the DSOR approval and will include all the associated details and responsibilities to be carried out by the contractor(s) and government depot(s) to fulfill the approved DSOR Recommendation via the partnership.

3.3.2. The following guidelines will be used to process all DSOR review and approval requests through the Center Commander (SMC/CC), HQ AFMC, JDMAG, AFPEO/SP and MDA:

3.3.2.1. Notify SMC/PIL when the DSOR process is initiated. PIL will provide support with the latest information on the DSOR process.

3.3.2.2. The DSOR package will be signed by the following offices: Wing or Group/CC, each candidate government depot(s), SMC/CC, HQ AFMC/A4.

3.3.2.3. The Wing or Group/CC signs the DSOR package and forwards it to the candidate government depot(s) for concurrence and signature.

3.3.2.4. After the candidate government depots have signed the DSOR package, the Wing/CC or Group/CC reviews the DSOR concurrences and/or non-concurrences.

3.3.2.5. If the candidate government depot(s) non-concur(s) with the DSOR recommendation, the Wing or Group should make an attempt to resolve any disconnects, and should be prepared to address government depot non-concurrence in the SMC/CC DSOR review. This should be a rare occurrence since the Space Strategy for Depot Maintenance requires the candidate government depots to be included in the development of the DSOR early in acquisition Phase A.

3.3.3. Wing or Group prepares a Staff Summary Sheet (SSS) to coordinate the DSOR package up to SMC/CC for review and signature. The DSOR package should be coordinated through any other appropriate Wing or Group functionals to include PK, FM, Logistics, Sustainment, etc. See Attachment 4 for SMC coordination/signature flow.

3.3.3.1. SMC/CC signs the DSOR and the Wing/Group forwards it to HQ AFMC for concurrence.

3.3.3.2. HQ AFMC reviews and returns the signed DSOR with concurrence or non-concurrence and (with rationale) to the Wing or Group. Note: As the AF executive manager for DSOR, HQ AFMC/CC has delegated the review and process of submitted DSOR packages (IAW AFI 63-101) to AFMC/A4.

3.3.3.3. If during the coordination/signatory process not all parties agree on the recommended approach, then a meeting to resolve between the program office and applicable dissenting office will take place. If a resolution cannot be made, then the DSOR command lead office (HQ AFSPC/A4/7) will arbitrate between program office, SMC leadership, and HQ AFMC as applicable to come to an agreed approach.

3.3.4. HQ AFMC forwards the JG-DM forms to the JDMAG for DMI Study and forwards the results to the Wing or Group when the DMI Study is completed.

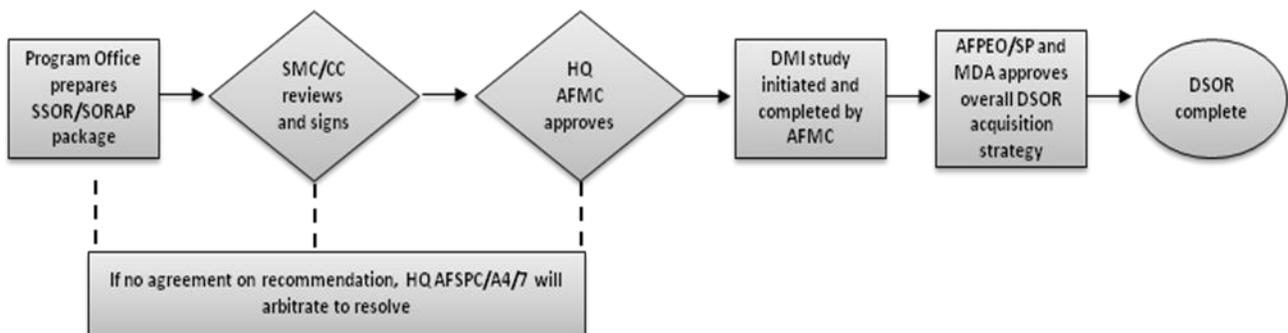
3.3.5. Final DSOR strategy approval shall be obtained from the AFPEO/SP and MDA prior to Milestone B. The results (SMC/CC recommendation, government depot(s) concurrence/non-concurrence and HQ AFMC concurrence/non-concurrence), to include the DMI Study results and Service Title 10 assessments for Joint Programs, must be presented to the AFPEO/SP and MDA for review and the for acquisition strategy approval before the final DSOR approval can be made. The AFPEO/SP and MDA will use the DSOR and DMI Study results as the basis for the final depot source of repair acquisition strategy decision.

3.3.5.1. Prior to Milestone B, the final DSOR Package with the candidate depot's concurrence/non-concurrence, HQ AFMC's concurrence/non-concurrence and the JDMAG DMI Study results will be presented to the AFPEO/SP and MDA for final DSOR acquisition strategy approval.

3.3.5.2. In the event that the AFPEO/SP and/or MDA does not agree with the recommended DSOR strategy, senior leaders (i.e. MDA, AFPEO/SP, HQ AFSPC and HQ AFMC) will meet to discuss, reach an agreement, and if required, a workload shift will be initiated.

3.3.5.3. Programs not required to convene an ASP must still provide the AFPEO/SP and MDA with HQ AFMC's concurrence of the DSOR recommendation and the JDMAG DMI Study results for acquisition strategy approval.

Figure 1. DSOR Approval Cycle.



4. PERFORMANCE-BASED LOGISTICS (PBL) APPLIED TO THE DSOR PROCESS.

4.1. Performance-Based Logistics.

4.1.1. PBL is DoD's preferred product support method, and the current overarching concept describing the recommended system support approach. DoD policy* states, "PMs shall develop and implement PBL strategies that optimize total system availability while minimizing cost and logistics footprint. ... Sustainment strategies shall include the best use of public and private sector capabilities..." The essence of PBL is including the appropriate tailored performance metrics on contract, and in Performance-Based Agreements (PBAs) for organic support providers, to match the level and type of support provided by the support source.

4.1.2. The main tenet of PBL is to ensure that all support tasks, strategies, and plans directly support system performance and availability, reduce the logistics footprint, and minimize life cycle support costs. PBL shall begin to be assessed during the mission need and system definition phases, and assessed and implemented vigorously during the system design phase. PBL strategies and agreements selected shall be implemented during the production and early operations and support phases. PMs shall select the optimum mix of public and private support providers, or partnerships between the two, for the subject system.

4.1.3. All decisions shall be assessed via trade studies and supported by a Business Case Analysis (BCA) proving the selected strategies and decisions are optimal. The BCA shall be initially accomplished as early as possible but no later than Phase B and updated before each milestone. BCAs shall be correlated to the DSOR analysis and the Cost Benefit Analysis (CBA). PMs shall carefully and judiciously apply and tailor PBL methods to their specific program, using sound business judgment and analysis.

4.1.4. PMs will include performance metrics on contracts and in PBAs with organic support providers. Incentivizing system and sustainment management performance via awards or incentives also constitutes a PBL contract. PMs shall pursue the two primary PBL objectives. First, the system should be designed and maintained to reduce the demand for logistics support. Second, systems support shall be effective and efficient. The PM and system engineer shall ensure all weapon systems contracts include requirements for system design and/or support features that comply with OUSD/AT&L directive to improve and measure the following as a minimum "Total Life Cycle System Management" Metrics:

- a. Improve Operational Availability, Improve Mission Reliability
- b. Reduce Cost per Unit of Usage
- c. Reduce Logistics Footprint
- d. Reduce Logistics Response Time

* DoD Directive 5000.1, E1.17

These are the minimum systems support management metrics that all system managers must continuously address throughout life cycle management.

Note: System life cycle support costs and the complexity and quantity of support requirements and infrastructure are mainly derived from the allocated system/sub-system design, so the support requirements can only be optimized and minimized as a result of decisions made during the system requirements and design phases. PMs shall establish a support structure based on performance agreements/contracts with clear lines of authority and responsibility.

4.1.5. PBL requires tailored performance metrics be defined and included in all requirements for system support, whether the support provider is a government organization, a contractor, or a partnership between the two. Support efforts requiring PBL performance metrics may include supply support only at one end of the PBL spectrum and total system operations, maintenance, engineering, and modification support at the other end of the PBL spectrum, and everything in-between. Include the appropriate tailored performance metrics in the contract for contract support efforts, and in a PBA for organic support efforts provided by a government source. The applied performance metrics must be within the control of the support provider and tailored to the scope of the support effort.

4.1.6. The primary current sources for direction, guidance and methods used in PBL implementation are:

- a. DoD Directive (DoDD) 5000.1, The Defense Acquisition System.
- b. AFI 63-101, Acquisition and Sustainment Lifecycle Management.
- c. PBL Strategy Guidance, HAF A4/A7 and SAF/AQ Joint Memo, June 2006.
- d. The PBL Toolkit:
https://acc.dau.mil/simplify/ev.php?ID=29497_201&ID2=DO_TOPIC.
- e. Defense Acquisition University (DAU) Performance-Based Logistics (PBL): A Program Manager's Product Support Guide, dated March 2005.
- f. Defense Acquisition Guidebook, chapter 5.3.1, Methodology for Implementing PBL.

4.2. SMC Performance Based Logistics for Space (PBL-S).

4.2.1. PBL-S is an AFSSO21, AFPEO/SP and PBL initiative that seeks to realize efficiencies and facilitate creation of objective measures by sourcing/acquiring Organizational Level (O-Level) Maintenance, Depot Level (D-Level) Maintenance (Mx), Sustaining Engineering, Sustainment Support, and System Modifications and Upgrades through a single contract. Since many AFSSPC Operational Wings require on-site depot level Mx capability on an almost daily basis, and both SMC System Wings and AFSSPC Operational Wings are in the same MAJCOM, combining O-Level contract Mx, D-Level contract Mx and Modification contracts into a single contract with a single contractor team/partnering arrangement can create synergies, cost savings, sharing of personnel resources, reduction in the Logistics Footprint, and improved efficiency and effectiveness of system sustainment. A single prime contractor rather than multiple competing and conflicting contractors facilitates the ability to create and monitor high-level objective performance measures for the system; thus fulfilling the intent of PBL. SMC PMs/SPMs/SSMs will assess the value of implementing PBL-S for their assigned

systems as part of the PBL BCA and seek HQ AFSPC and Operational Wing concurrence in implementing PBL-S if the BCA indicates benefits.

5. GOVERNMENT DEPOT TASK LISTS.

5.1. The Space Strategy for Depot Level Maintenance establishes a standardized and strategic approach to early acquisition planning for depot level maintenance, accomplishing the DSOR Process and developing effective long-term partnerships between industry and the government depots. It also builds a core space capability at the government depots and supports the overall Air Force level effort to manage and comply with Title 10 USC 2464 & 2466. The space strategy was developed in conjunction with the government depots by looking across the entire AFPEO/SP portfolio (as well as Joint User Equipment SMC programs that fall outside the AFPEO/SP portfolio) to determine which software and hardware depot level maintenance tasks/activities should be accomplished by the government depots in partnerships with industry.

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Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION***Abbreviations and Acronyms*

AFMC— Air Force Materiel Command
AFPEO/SP— Air Force Program Executive Officer for Space
AFSO21— Air Force Smart Operations 21
AFSPC— Air Force Space Command
ALC— Air Logistics Center
AT&L— Acquisition Technology and Logistics
BCA— Business Case Analysis
CAE— Component Acquisition Executive
CBA— Cost Benefit Analysis
CARD— Cost Analysis Requirements Description
CC— Commander
CDR— Critical Design Review
CLS— Contractor Logistics Support
COTS— Commercial off-the-shelf
CPARS— Contractor Performance Assessment Reporting System
DAU— Defense Acquisition University
DCAA— Defense Contract Audit Agency
DCMA— Defense Contract Management Agency
D-Level— Depot Level
DMAG— Depot Maintenance Activity Group
DMI— Depot Maintenance Interservicing
DOD— Department of Defense
DODI— Department of Defense Instruction
DSOR— Depot Source of Repair
D/TOs— Delivery / Task Orders
e.g.— for example
etc.— etcetera; meaning “and so forth”
FAD— Funding Assignment Document
EMA— Expectations Management Agreement

GFP— Government Furnished Property
GFS/S— Government Furnished Supplies and Services
HAF— Headquarters Air Force
HQ— Headquarters
IA— Including Associated
IAW— In Accordance With
ICP— Inventory Control Points
ICS— Interim Contractor Support
IOC— Initial Operations Capability
i.e.— id est; meaning “that is”
JDMAG— Joint Depot Maintenance Activity Group
JG—DM – Joint Group-Depot Maintenance
KDP— Key Decision Point
JSPO— Joint Space Program Office
LCMP— Lifecycle Sustainment Plan
MAJCOM— Major Command
MDA— Milestone Decision Authority
MX— Maintenance
NDI— Non-Developmental Items
NSS— National Security Space
O&M— Operations and Maintenance
O—Level – Organization Level
OUSD— Office of the Undersecretary of Defense
PA— Partnering Agreement
PBL— Performance-Based Logistics
PBL—S – Performance-Based Logistics for Space
PCO— Procurement Contracting Officer
PDR— Preliminary Design Review
PICA— Primary Inventory Control Activity
PM— Program Manager
PPP— Public-Private Partnership
RFP— Request for Proposal

SAF— Secretary of the Air Force
SECAF— Secretary of the Air Force
SLA— Service Level Agreement
SLG— Space Logistics Group
SMC— Space and Missile Systems Center
SMCI— Space and Missile Systems Center Instruction
SOO— Statement of Objectives
SORAP— Source Of Repair Assignment Process
SSOR— Strategic Source of Repair
SSR— Systems Requirement Review
SSS— Staff Summary Sheet
SDR— System Design Review
TIM— Technical Interchange Review

Terms

Acceptance— An action by an authorized representative of the acquirer by which the acquirer assumes ownership of a product(s) as partial or complete performance of a contract.

Acceptance Test Procedure (ATP)— Preparations, test cases, and test procedures to be used for CSCI acceptance testing and the traceability between the test cases and the CSCI requirements. The result shall include all applicable items in the Software Test Description (STD).

Analysis of Tool Sets— A detailed study of the hardware and software tools required to support the software engineering environment, including a list of all equipment, applications, platforms, licensing agreements and usages. This analysis is required to establish an appropriate software engineering environment for maintenance purposes.

Archive— To store safely for future reference or use. Typically archives are configured, that is, all data submitted, stored, modified and requested are uniquely identified, monitored and controlled by a configuration manager.

Build— (1) A version of software that meets a specified subset of the requirements that the completed software will meet. (2) The period of time during which such a version is developed. Note: The relationship of the terms "build" and "version" is up to the developer; for example, it may take several versions to reach a build, a build may be released in several parallel versions (such as to different sites), or the terms may be used as synonyms.

Causal Analysis— A detailed study of the data generated during the software development/maintenance process to determine the source of and methods of removing common causes of defects, process bottlenecks, and other process impediments.

Certification and Accreditation— The official management decision given by a senior agency official to authorize operation of an information system and to explicitly accept the risk to agency operations, agency assets, or individuals based on the implementation of an agreed-upon set of security controls.

CMMI Support (EPG)— Group and Squadron level support for the Engineering Process Group and Extended Engineering Process Group. The EPG/EEPG is “a collection of specialists who facilitate the definition, maintenance, and improvement of process(es) used by the organization.”

Computer Program Configuration Item Specification (CSCI)— An aggregation of software that satisfies an end use function and is designated for separate configuration management by the acquirer. CSCIs are selected based on tradeoffs among software function, size, host or target computers, developer, support concept, plans for reuse, criticality, interface considerations, need to be separately documented and controlled, and other factors.

Configuration Control— An element of configuration management consisting of the evaluation, coordination, approval or disapproval, and implementation of changes to configuration items after formal establishment of their configuration identification.

Configuration Item— An aggregation of hardware, software, or both that satisfies an end use function and is designated for separate configuration management by the acquirer.

Configuration Item Specification— Documentation describing a configuration item, including how it interfaces with a system.

Cost Benefit Analysis— Analyzes whether the recommended source of repair is the best value alternative for the life of the system.

Design— Those characteristics of a system or CSCI that are selected by the developer in response to the requirements. Some will match the requirements; others will be elaborations of requirements, such as definitions of all error messages in response to a requirement to display error messages; others will be implementation related, such as decisions about what software units and logic to use to satisfy the requirements.

Critical Design Review— A multi-disciplined technical review to ensure that the system under review can proceed into system fabrication, demonstration, and test; and can meet the stated performance requirements within cost (program budget), schedule (program schedule), risk, and other system constraints. Generally this review assesses the system final design as captured in product specifications for each configuration item in the system (product baseline), and ensures that each product in the product baseline has been captured in the detailed design documentation.

Deployment/Site Activation— Delivery and installation of the executable software, and initial execution of the software to ensure proper functionality.

Documentation — A collection of data, regardless of the medium on which it is recorded, that generally has permanence and can be read by humans or machines.

Evaluation— The process of determining whether an item or activity meets specified criteria.

Documenting As—Built Systems – Researching systems as they exist at operational sites, defining requirements, design, functionality, hardware configurations, etc. and documenting system, subsystem, and functional capabilities.

Duplication and Distribution— Copying (as many times as necessary) and delivering the software product to operational sites.

Engineering Change Proposal— A formal process used to propose a change to a configuration item and its approved baselined performance requirement and configuration documentation.

Engineering Data Control— The process of applying policies, systems and procedures for identification and control of engineering data requirements; for the timely and economical acquisition of such data; for assuring the adequacy of data; for the access, distribution or communication of the

data to the point of use; and for analysis of data use. Engineering data is defined as recorded information regardless of the form or method of recording.

Engineering Release System— A collection of the hardware and software components, documentation, processes and procedures of a system required to ensure capability and functional requirements are met prior to delivery of the product(s) to the customer.

Environmental Studies— Analysis of the environment in which a software product is developed, distributed and utilized.

Equipment Requirements— Analysis and definition of the minimum essential capabilities of hardware being utilized in a software system or in the production environment of the software system.

Facilities Definition— The process of defining needed floor space, power requirements, HVAC requirements, security requirements, personnel requirements, etc. for supporting a specific software workload.

Factory Acceptance Test (FAT)— Factory acceptance testing generally involves the developer running a suite of tests on the completed system. Each individual test, known as a case, exercises a particular operating condition of the user's environment or feature of the system, and will result in a pass or fail Boolean outcome. There is generally no degree of success or failure. The test environment is usually designed to be identical, or as close as possible, to the anticipated user's environment, including extremes of such. These test cases must each be accompanied by test case input data or a formal description of the operational activities (or both) to be performed—intended to thoroughly exercise the specific case—and a formal description of the expected results.

Functional Configuration Audit— The formal examination of functional characteristics of a configuration item, or system to verify that the item has achieved the requirements specified in its functional and/or allocated configuration documentation.

Hardware Design— The process of analyzing, selecting and procuring computers: the physical equipment which makes up a computer system, e.g., terminals and storage devices, as opposed to programming software and/or weapons: combat equipment and support equipment to meet requirements.

Hardware Fabrication (Prototyping)— An article in final form employing standard parts, representative of articles to be produced subsequently.

Illustrated Parts Breakdown Manual— A document containing all the information necessary to locate, and identify assemblies, sub-assemblies, and specific parts of a system. A listing of models, types, configurations, modifications, task numbers, and series or blocks of the end item covered by the manual.

Independent Verification and Validation (IV&V)— Systematic evaluation of software products and activities by an agency that is not responsible for developing the product or performing the activity being evaluated.

Integrated Product Teams— Team composed of representatives from appropriate functional disciplines working together to build successful programs, identify and resolve issues, and make sound and timely recommendations to facilitate decision making. There are three types of IPTs: Overarching IPTs (OIPTs) that focus on strategic guidance, program assessment, and issue resolution; Working-level IPTs (WIPTs) that identify and resolve program issues, determine program status, and seek opportunities for acquisition reform; and Program-level IPTs (PIPTs) that focus on program execution. These teams include representatives from both government and industry (after contract award).

ICS— Interim contract support—A temporary support method for an initial period of operation for a system, sub-system, training system, equipment, or end-item.

Lessons Learned— Capitalizing on past errors in judgment, materiel failures, wrong timing, or other mistakes to ultimately improve a situation or system.

Long Lead Items Definition— Identifying those components of a system or piece of equipment for which the times to design and fabricate are the longest, and therefore, to which an early commitment of funds may be desirable in order to meet the earliest possible data of system completion.

Life Cycle Sustainment Plan— The Life Cycle Sustainment Plan (LCSP) is the DODI 5000.02 mandated plan to address sustainment planning during the acquisition phases and sustainment management execution during the operations and support life cycle phase. Refer to SMCI 20-101 for guidance on developing the LCSP.

Maintenance Instructions Manual— Manual containing instructions for maintenance performed on materiel requiring major overhaul or a complete rebuild of parts, assemblies, subassemblies, and end items, including the manufacture of parts, modification, testing, and reclamation as required.

Joint review— A process or meeting involving representatives of both the acquirer and the developer, during which project status, software products, and/or project issues are examined and discussed.

Meetings, Reviews & Audits (Support)— Attendance and participation in meetings (e.g. Technical Interchange Meeting), reviews (e.g. Preliminary Design Review, Critical Design Review), audits (e.g. Physical or Functional Configuration Audits).

Milestone Decision Authority (MDA)— Milestone Decision Authority (MDA) - The individual designated, in accordance with criteria established by the USD (AT&L), by the ASD (NII) for Automated Information System acquisition programs; for approval entry of a DOD Space program into the next acquisition phase, USecAF is the designated MDA for major defense acquisition programs (MDAP) and for non-MDAP space programs, it is delegated to AFPEO Space.

Modeling— A representation of an actual or conceptual system that involves mathematics, logical expressions, or computer simulations that can be used to predict how the system might perform or survive under various conditions or in a range of hostile environments.

Operational Instructions Manual— Document containing steps, processes, and procedures for correctly operating a system.

Operational Test and Evaluation (OT&E)— The field test, under realistic conditions, of any item (or key component) of weapons, equipment, or munitions for the purpose of determining the effectiveness and suitability of the weapons, equipment, or munitions for use in combat by typical military users; and the evaluation of the results of such tests.

Partnering— Partnering arrangements include, but are not limited to: (1) use of public sector facilities and employees to perform work or produce goods for the private sector, (2) private sector use of public depot equipment and facilities to perform work for either the public or private sector, and (3) work-sharing arrangements using both public and private sector facilities and/or employees. Work-sharing arrangements share similar characteristics to customer-supplier partnerships. Partnering arrangements exclude the normal service contracting arrangements where contract personnel are used to supplement or assist depot personnel in performing work in depot facilities.

Performance Reviews— A review of the operational and support characteristics of the system to verify that is effectively and efficiently performing its assigned mission over time. The support characteristics of the system include both supportability aspects of the design and the support elements necessary for system operation. Also, a review of the performance of the partners involved in the software sustainment effort, verifying that each is efficiently and effectively performing their assigned roles, responsibilities and tasks.

Post Mortem— A process by which an institutional memory is developed as a set of best practices that work for your own organization are meticulously recorded, what went right and what went wrong over the course of a project.

Physical Configuration Audit— The formal examination of the "as-built" configuration of a configuration item against its technical documentation to establish or verify the configuration item's product baseline.

Preliminary Design Review— The PDR is a multi-disciplined technical review to ensure that the system under review can proceed into detailed design, and can meet the stated performance requirements within cost (program budget), schedule (program schedule), risk, and other system constraints. Generally, this review assesses the system preliminary design as captured in performance specifications for each configuration item in the system (allocated baseline), and ensures that each function in the functional baseline has been allocated to one or more system configuration items.

Process— an organized set of activities performed for a given purpose; for example, the software development process.

Product Delivery— The process of preparing, packaging, distributing and tracking the use of project-produced artifacts to the end-user.

Production— The process of converting raw materials by fabrication into required material. It includes the functions of production-scheduling, inspection, Quality Control (QC), and related processes.

Production Management— The effective use of resources to produce on-schedule the required number of end units that meet specified quality, performance, and cost. It includes, but is not limited to, industrial resource analysis, producibility assessment, producibility engineering, and planning, production engineering, industrial preparedness planning, postproduction planning, and productivity enhancement.

Production Planning— The broad range of activities initiated early in the acquisition, process, and continued through a production decision, to ensure an orderly transition from development to cost-effective rate production or construction.

Production Readiness Review— The PRR examines a program to determine if the design is ready for production and if the producer has accomplished adequate production planning. The review examines risk; it determines if production or production preparations incur unacceptable risks that might breach thresholds of schedule, performance, cost, or other established criteria. The review evaluates the full, production-configured system to determine if it correctly and completely implements all system requirements. The review determines whether the traceability of final system requirements to the final production system is maintained.

Production Test and Evaluation (PT&E)— A technical test completed prior to the Full Rate Production (FRP) decision to ensure the effectiveness of the manufacturing process, equipment, and procedures. This testing also serves the purpose of providing data for the independent evaluation required for product release so that the evaluator can address the adequacy of the product with respect to the stated requirements.

Program Management— The process whereby a single leader exercises centralized authority and responsibility for planning, organizing, staffing, controlling, and leading the combined efforts of participating/assigned contractor and organic personnel and organizations, for the management of a specific program or programs, throughout the system life cycle.

Program Management Review Participation— Participation in a formal review of the program's program management function.

Publication Validation and Verification— Validation: The process by which the contractor (or as otherwise directed by the DoD Component procuring activity) tests a publication/Technical Manual

(TM) for technical accuracy and adequacy. Verification: The process of evaluating a publication/TM to determine whether the products of a given development phase satisfy the requirements.

Publication Certification and Verification— Certification: The process by which the contractor (or as otherwise directed by the DoD Component procuring activity) tests a publication/Technical Manual (TM) for technical accuracy and adequacy. Verification: The process of evaluating a publication/TM to determine whether the products of a given development phase satisfy the requirements.

Qualification Testing— testing performed to demonstrate to the acquirer that a CSCI or a system meets its specified requirements.

Quality Assurance— A planned and systematic pattern of all actions necessary to provide confidence that adequate technical requirements are established, that products and services conform to established technical requirements, and that satisfactory performance is achieved.

Quality Assurance Program— A program which is developed, planned, and managed to carry out, cost-effectively, all efforts to affect the quality of material and services from concept through technology and system development, production, deployment, and disposal.

Quality Records— Data substantiating the level of quality of a software product, typically in terms of the numbers and severity of unresolved defects found during acceptance testing.

Rapid Prototyping— The process of creating an incomplete model of the future full-featured software program, which can be used to let the users have a first idea of the completed program or allow the clients to evaluate the program.

Reliability, Maintainability Availability (RMA)— RMA refers to three related characteristics of a system and its operational support: reliability, maintainability and availability. Reliability is the probability of an item to perform a required function under stated conditions for a specified period of time. Maintainability is the ability of an item to be retained in, or restored to, a specified condition when maintenance is performed by personnel having specified skill levels, using prescribed procedures and resources, at each prescribed level of maintenance and repair. Availability is a measure of the degree to which an item is in an operable state and can be committed at the start of a mission when the mission is called for at an unknown (random) point in time.

Requirement—A characteristic that a system or CSCI must possess in order to be acceptable to the acquirer, i.e. a mandatory statement.

Requirement Change Process— A formal process used to propose a change to a configured requirement and its approved baselined documentation.

Requirements Definition— The process of identification and definition of needs or characteristics that a system of CSCI must possess in order to be acceptable to the user.

Requirements/Tasks— A documented representation of a condition or capability that must be met or possessed by a product or product component to satisfy a contract, standard, specification, or other formally imposed documents.

Review Procedures/Processes— The discrete process of gathering and evaluating procedures and processes to become familiar with the required steps, to determine if procedures and processes from different organizations are compatible.

Risk Identification— A process to examine each requirement in program areas and also examine critical technical processes to identify the associated risks.

Risk Mitigation Plans/Processes— All plans and actions taken to identify, assess, mitigate, and continuously track, control, and document program risks.

Risk Reporting— Sharing the results of actions taken to identify, assess, mitigate, and continuously track, control and document program risks.

Simulation— A method for implementing a model. It is the process of conducting experiments with a model for the purpose of understanding the behavior of the system modeled under selected conditions or of evaluating various strategies for the operation of the system within the limits imposed by developmental or operational criteria. Simulation may include the use of analog or digital devices, laboratory models, or “test bed” sites. Simulations are usually programmed for solution on a computer; however, in the broadest sense, military exercises, and war games are also simulations.

Software Code Review— A systematic examination (often as a peer review) of computer source code intended to find and fix mistakes overlooked in the initial development phase, improving overall quality of software and can also be used as a tool to better develop skills at the same time.

Software Design— A process of problem-solving and planning for a software solution.

Software Development— A set of activities that results in software products. Software development may include new development, modification, reuse, reengineering, maintenance, or any other activities that result in software products.

Software development file/folder (SDF)— Repository for material pertinent to the development of a particular body of software. Contents typically include (either directly or by reference) considerations, rationale, and constraints related to requirements analysis, design, and implementation; developer-internal test information; and schedule and status information.

Software development library (SDL)— A controlled collection of software, documentation, other intermediate and final software products, and associated tools and procedures used to facilitate the orderly development and subsequent support of software.

Software development process— An organized set of activities performed to translate user needs into software products.

Software engineering— In general usage, a synonym for software development. As used in this standard, a subset of software development consisting of all activities except qualification testing.

The standard makes this distinction for the sole purpose of giving separate names to the software engineering and software test environments.

Software engineering environment— The facilities, hardware, software, firmware, procedures, and documentation needed to perform software engineering. Elements may include but are not limited to computer-aided software engineering (CASE) tools, compilers, assemblers, linkers, loaders, operating systems, debuggers, simulators, emulators, documentation tools, and database management systems.

Software product— Software or associated information created, modified, or incorporated to satisfy a contract. Examples include plans, requirements, design, code, databases, test information, and manuals.

Software quality— The ability of software to satisfy its specified requirements.

Software support— The set of activities that takes place to ensure that software installed for operational use continues to perform as intended and fulfill its intended role in system operation. Software support includes software maintenance, aid to users, and related activities.

Software system— a system consisting solely of software and possibly the computer equipment on which the software operates.

Software test environment— The facilities, hardware, software, firmware, procedures, and documentation needed to perform qualification, and possibly other testing of software. Elements may include but are not limited to simulators, code analyzers, test case generators, and path analyzers, and may also include elements used in the software engineering environment.

Software transition— The set of activities that enables responsibility for software development to pass from one organization, usually the organization that performs initial software development, to another, usually the organization that will perform software support.

Software unit— An element in the design of a CSCI; for example, a major subdivision of a CSCI, a component of that subdivision, a class, object, module, function, routine, or database. Software units may occur at different levels of a hierarchy and may consist of other software units. Software units in the design may or may not have a one-to-one relationship with the code and data entities (routines, procedures, databases, data files, etc.) that implement them or with the computer files containing those entities.

SORAP (DSOR) Support— Providing support for completion of the Source of Repair Assignment Process (SORAP), a.k.a. Depot Source of Repair process.

Source Inspection— Visual examination of the item (hardware and software) and associated descriptive documentation which compares appropriate characteristics with predetermined standards

to determine conformance to requirements without the use of special laboratory equipment or procedures.

Status Reporting using Metrics Contribution— Reporting of a project or program status at critical points to evaluate progress and make recommendations to the decision authority. Status is determined by analyzing metrics which have been gathered during project performance.

Subcontract Management— The process of tracking a contract or contractual action entered into by a prime contractor or subcontractor for the purpose of obtaining supplies, materials, equipment, or services under a prime contract.

Subsystem Design— Analysis, planning, and definition of a functional grouping of components that combine to perform a major function within an element such as electrical power, attitude control, and propulsion.

Subsystem Test— Functional testing of a functional grouping of components that combine to perform a major function within an element such as electrical power, attitude control, and propulsion.

System Design (including ICD Definition)— Analysis, planning and definition of interfaces of an organization of hardware, software, material, facilities, personnel, data, and services needed to perform a designated function with specified results, such as the gathering of specified data, its processing, and delivery to users.

Subsystem Design Review— Formal review of the interim product achieved by the analysis, planning, and definition of a functional grouping of components that combine to perform a major function within an element such as electrical power, attitude control, and propulsion.

System Design Review— Formal review of the interim product achieved by the analysis, planning and definition of components and interfaces of an organization of hardware, software, material, facilities, personnel, data, and services needed to perform a designated function with specified results, such as the gathering of specified data, its processing, and delivery to users.

System Engineering— Processes and procedures used to improve the specification, design, implementation and maintenance of complex software-intensive systems through the innovation of new software engineering theories, processes, techniques and tools.

System Installation and Integration— Formal process of verifying software/hardware will function properly.

System Integration Test— Formal process of verifying software functions properly across all interfaces of the production system(s).

System Test— Conducted to ensure that performance requirements of the system specification have been met. Demonstrates that the system satisfies the requirements in the functional and allocated

baselines, confirms the completion of all incremental accomplishments for system verification (e.g. Functional Configuration Audits (FCAs) for Configuration Items (CIs)), and confirms readiness for production. Normally conducted during the Low Rate Initial Production (LRIP) effort of the Production and Deployment (P&D) phase.

System Test Phase— Any time during which a System Test is being performed.

Technical Drawings— Technical information recorded in the form or medium of a drawing, necessary to operate and maintain a defense system.

Technical Orders— A publication that contains instructions for the installation, operation, maintenance, training, and support of weapon systems, weapon system components, and support equipment. TO information may be presented in any form or characteristic, including but not limited to hard copy, audio and visual displays, magnetic tape, discs, and other electronic devices. A TO normally includes operational and maintenance instructions, parts lists or parts breakdown, and related technical information or procedures exclusive of administrative procedures.

Technical Performance Measures Contribution— Contribution to the effort of describing all the activities undertaken to obtain project status beyond that treating schedule and cost. A TPM manager operates as the product design assessment which estimates, through tests the values of essential performance parameters of the current design of Work Breakdown Structure (WBS) product elements.

Technology Insertion and Integration— The process or procedure of reducing technology risk and determining the appropriate set of technologies to be integrated into the full system.

Test— Any program or procedure which is designed to obtain, verify, or provide data for the evaluation of any of the following: 1) progress in accomplishing developmental objectives; 2) the performance, operational capability and suitability of systems, subsystems, components, and equipment items; and 3) the vulnerability and lethality of systems, subsystems, components, and equipment items.

Test Discrepancy/Deficiency/Service Reporting and Correction— The formal process of identifying anomalies/errors in the function of a system, and assigning priority, responsibility, and timeframe for implementing corrective action.

Test Readiness Review (TRR)— The TRR is a multi-disciplined technical review to ensure that the subsystem or system under review is ready to proceed into formal test. The TRR assesses test objectives, test methods and procedures, scope of tests, and safety and confirms that required test resources have been properly identified and coordinated to support planned tests. The TRR verifies the traceability of planned tests to program requirements and user needs. The TRR determines the completeness of test procedures and their compliance with test plans and descriptions. The TRR assesses the system under review for development maturity, cost/schedule effectiveness, and risk to determine readiness to proceed to formal testing.

Time Compliance Technical Order— Directives issued to provide instructions to Air Force activities for accomplishing “one-time” changes, modifications, or inspections of equipment, or installation of new equipment.

Trade-off Studies – Studies which assist in identification and selection among alternatives with the intent of obtaining the optimal, achievable system configuration. Often a decision is made to opt for less of one parameter in order to achieve a more favorable overall system result.

Trainers / Test Stands— The process of defining requirements, development environment, equipment, etc. for producing a training platform and/or test stand which functions as a tool to train system users, or verify the software functionality.

Transition Planning— The process of identifying and executing a transfer of responsibility for a task from the prime performer to a secondary performer.

Unit Test— Executing a program or procedure which is designed to obtain, verify, or provide data for the evaluation of a software component (unit).

Attachment 2

ORGANIC CAPABILITIES SPACE SYSTEM TASK LIST – SOFTWARE.

	Space “Satellite” Segment	Command and Control Segment	User Equipment/Terminal Segment
Partnering Efforts	●	●	●
Support Meetings, Reviews	●	●	●
Transition Planning	●	●	●
IV&V and QA	●	●	●
Studies	●	●	●
IPTs	●	●	●
Causal Analysis	●	●	●
TPMs, Status Reporting, Risk ID		●	●
Design Definition/Planning		●	●
Software Coding (CR/DR)		●	●
Unit & Subsystem Test		●	●
Trainers/Test Stands		●	●
T.O. Verification		●	●
Deployment/Site Activation		●	●
CM		●	●
Req’s Definition			●
System Design			●
Long Lead Items			● ●
CM/DM, FCA/PCA			
Subcontract Management			●
CPs			●
TOs & Manuals			●
H/W Design & Fab			●
Prod Del/Sys Int			●
Sys Eng			●

Attachment 3

ORGANIC CAPABILITIES SPACE SYSTEM TASK LIST – HARDWARE

	Space “Satellite” Segment	Ground Segment	User Equipment Segment
Partnering Efforts		●	●
Support Meetings, Reviews		●	●
Transition Planning		●	●
IV&V and QA		●	●
Studies		●	●
IPTs		●	●
Causal Analysis		●	●
Warranty for COTS equipment: Warranty Contracts		●	●
All Ground Station Equipment		●	●
PDM/MDM/Tech Assist (all user		●	●
Depot Forward Repair Activities		●	●
COTS Equipment, GCE, etc.		●	●
Antenna Maintenance		●	●
Electrical/Mechanical Repair		●	●
MDM Support		●	●
All COTS/PC Items Supported: Cisco, Dell, UN, HP, etc.		●	●
Full Eng Capabilities (Elec/Mech)			●
Sys Integration & Manufacturing			●
Program/Configuration Management			●
Design, Development & Sys			●
Computer Aided Engineering			●
Engineering Documentation			●
Integrated Logistics Support			●
System Modifications/Upgrades			●
Interoperability Testing			●
Finite Element Analysis (FEA)			●

Attachment 4

ROUTING OF SORAP FOR COORDINATION AND APPROVA

Coordinator / Signatory	(1) Staff Summary Sheet	(2) SORAP Package
Chief of Logistics	Coordinate	-----
SSM	Coordinate	-----
Program Manager	Coordinate	-----
Wing CC	***	Sign
Candidate Depot(s)	-----	Sign
Wing CC	Coordinate	
AFSPC/A4U	Coordinate	-----
SMC/PI	Coordinate	-----
SMC/SLG	Coordinate	-----
***Wing CC signs SORAP and holds until Candidate Depot(s) concurrence is received and reviewed.		

Separate SSS is generated with above SSS as tab.

DS coordinates for the Wing as stated below.

Coordinator / Signatory	(1) Staff Summary Sheet	(2) SORAP Package
SMC/DS	Coordinate	-----
SMC/CV	Coordinate	-----
SMC/CD	Coordinate	-----
SMC/CC	Center Coordination Complete	Sign

Once the SORAP package is signed out by SMC/CC, it should be sent via the DSOR AMS to HQ AFMC/A4 for signature.

Coordinator / Signatory	(1) Staff Summary Sheet	(2) SORAP Package
HQ AFMC/A4 & JDMAG	N/A	Sign
AFPEO/SP and MDA	N/A	DSOR (SSOR/SORAP & DMI) Acquisition Strategy Approval

For more details and latest coordination information, please contact SMC/PIL or reference the SMC/PIL Maintenance Planning webpage hosted on the AF Portal.

Attachment 5**SAMPLE LANGUAGE FOR RFP DEVELOPMENT**

Provided in this annex is sample language that should be considered in developing a partnering and data rights agreement with the contractor using government RFP. Programs vary from variety to scope therefore this is just an example of what one should consider. RFP language should be tailored each program. Programs vary in magnitude and scope; therefore, this can be tailored. Contract requirements evolve from user needs and subsequent program office decisions. Acquisition requirements including statement of objectives and risk should be incorporated in order to provide government source selection evaluation sufficient detail in the proposal content and evaluation criteria that allows the government evaluator to negotiate a best value and low risk solution.

(I) Section L&M Organic Depot Activation Option - (pg. 30-32)

Provides sample RFP language for a pre-priced option, access rights to the depot level repair data (hardware and software) required for organic depot activation.

(II) Section L&M Partnering - (pg. 30-32)

Provides sample RFP language for offering a depot level maintenance partnering strategy.

(III) Section H - (pg. 33-37)

Provides sample RFP language for Public-Private Partnering with the assigned government depots.

(IV) CLIN - (pg. 38)

Provides an example of a CLIN used to deliver all infrastructures, including hardware, software, data and updates required to support government organic depot level maintenance, sustainment management and associated services.

(V) Section I - (pg. 39-43)

Provides sample RFP language referencing the clauses required by law or by this part and any additional clauses expected to be included in any resulting contract.

(VI) Statement of Objectives - (pg. 44)

Provides sample Statement of Objectives (SOO) language for Public-Private Partnering with the assigned government depots, and obtaining Government access to software and hardware artifacts. Evaluate public private partnerships and provide data to depots for workload assessments. Supports the DSOR effort.

More information on Depot Level Maintenance can be found on the SMC/PIL website hosted on the AF Portal at: <https://www.my.af.mil/gcss-af/USAF/ep/globalTab.do?channelPageId=s6925EC133FF20FB5E044080020E329A9>.

Attachment 6**SAMPLE LANGUAGE FOR SECTION L & M**

Organic Depot Activation Option for STRW-MAN ABC*

L-XXX Instructions to Bidders for STRW-MAN ABC Government Depot Activation

Below is sample language for L & M. Language should be tailored for each program.

Depot Activation

The contractor shall pre-price as a deliverable option all infrastructure, including hardware, software, data and updates required to support government organic depot level maintenance, sustainment management and associated services for the STRW-MAN ABC IAW the ABC System Specification, ABC IMP and SOW.

The contractor shall provide the government, as a priced option, access rights to the depot level repair data (hardware and software) required for organic depot activation. This will include access to all source code for software depot maintenance, Level 3/Spec control drawings, and test procedures/data for hardware depot maintenance. The option could be exercised if depot level partnering is not proposed and the Depot Source of Repair (DSOR) process determines that an organic capability must be activated due to Title 10 requirements/constraints or best value considerations.

M-XXX Evaluation factors for organic depot activation option for STRW-MAN ABC

Basis for Selection

Selection will be made to the responsible bidder who submits the best value proposal conforming to the requirements of this solicitation. All proposals will be evaluated in accordance with the evaluation approach and the evaluation criteria listed below.

Evaluation Criteria – Depot Activation

The contractor provides a pre-priced option to deliver to the government all infrastructures; including hardware, software, data and updates; required to support government organic depot level maintenance, sustainment management, and associated services for the STRW-MAN ABC IAW the ABC system specification, ABC IMP, and Statement of Work (SOW). The government will be given appropriate and sufficient access (data rights as indicated IAW acquisition strategy) to all hardware and software depot level data (including all proprietary data) required for the completion of the Air Force Depot Source of Repair (DSOR) process and for organic depot activation (if required by DSOR and/or Title 10 requirements) at the lowest possible cost to the government.

* This document refers to the fictional ABC program, managed by the fictional STRW-MAN Systems Wing.

Attachment 7

SAMPLE LANGUAGE FOR SECTION L & M

Partnering for STRW-MAN ABC

L-XXX Instructions to Bidders for STRW-MAN ABC Public-Private Partnering Plan

Below is sample language for L & M. Language should be tailored for each program.

Public-Private Partnering (PPP)

In accordance with the “Special Clause, Contractor Utilization of Public-Private Partnering – H-XXX”, it is the government’s intent to maximize PPP for ABC. PPP will be implemented and evaluated in the overall best value analysis. Further information regarding PPP may also be obtained on the following website: <http://www.acq.osd.mil/log/mrmp/index.htm>.

The offeror shall describe the STRW-MAN ABC depot level maintenance partnering strategy. Implementation of the partnership should be proposed using one of the Title 10 authorized methods: Direct Sales, Leasing, or Workshare. The partnering strategy should consider a phased approach, if needed, to ramp up depot activities, and should provide methods for developing or transitioning hardware required for sustainment (e.g. software and hardware test sets/stations). The depot level partnering strategy will utilize candidate organic depot number 1* for software depot level maintenance and candidate organic depot number 2* for hardware depot level maintenance. Organic depot capabilities that are available to the contractor through partnering include:

Manufacturing: fabrication of parts, assembly of components, final assembly, and painting of end items.

Repair: diagnostics, refurbishment, overhaul, and rebuild.

Technical Services: testing and analysis, repair process design, and in-service engineering.

Software Support: all aspects of software development using CMMI Level 5 processes.

Facilities: Whole facilities (covered by hazardous materials licenses) including requisite equipment, laboratories, ranges and facilities for testing materials, equipment, software and other items.

Workforce: Single or mixed workforce (e.g., all government or a mix of government and contractor personnel).

Partnering plan requirements:

Bidders shall submit a plan explaining how they will engage in partnering with candidate organic depot number 1 for sustainment of ABC software and candidate organic depot number 2 for ABC hardware. Please submit a sanitized partnership plan (i.e. no company logos/names) to ensure unbiased evaluation. Elements of the plan shall include:

I. Depot Proposal:

a. Depot Workload:

* Insert name of candidate organic depot, as appropriate

1. The quantity of repair workload planned for candidate organic depot number 1* (software) and candidate organic depot number 2* (hardware).
2. Workload transition plan to include time-phased implementation from supplier to depot for applicable inputs (e.g.; equipment, training, and sustainment of software & hardware).

b. Depot Investment:

This may include plans to invest capital, support equipment, facilities, technical on-site support or training into Candidate Organic Depot Number 1 and Candidate Organic Depot Number 2.

c. A Commitment to Establishing a Partnering Agreement:

The Bidder shall provide a written summary demonstrating a clear understanding of PPP laws, documentation, and requirements. A signed partnering agreement is not required for proposals; it is required 60 days following the award of this contract.

d. Other Factors:

Use of innovative ideas to establish a long-term partnership with the assigned government depots for the sustainment of ABC software and hardware.

Note to offeror: The CDRL will provide details

M-XXX Evaluation Factors for STRW-MAN ABC Partnership Proposal

Basis for Selection

Selection will be made to the responsible bidder who submits the best value proposal conforming to the requirements of this solicitation. All proposals will be evaluated in accordance with the evaluation approach and the evaluation criteria listed below.

Evaluation Criteria – Public Private Partnering (PPP) Plan

Evaluation of the PPP plan will be a subjective assessment based on a consideration of all relevant facts and circumstances. It will not be based on absolute standards of what is considered acceptable. The offeror's proposal must demonstrate their depot level partnering strategy effectively utilizes and leverages the strengths of the assigned organic depot(s) (candidate organic depot number 1 and candidate organic depot number 2) and provides superior support to the warfighter and best value to the Air Force. Each partnering plan will be evaluated IAW the criteria presented below on a numerical basis. The evaluation of each sub-factor will consider completeness and clarity, degree of compliance with the solicitation and the risk that the approach will be successful as proposed. The following sub-factors are listed in descending order of importance (although all are significant factors).

a. Depot Workload

b. Depot Investment

c. A Commitment to Establishing a Partnering Agreement

d. Other Factors

Attachment 8**SECTION H - PARTNERING CLAUSES FOR ABC****H – XXX Special Clause: Contractor Utilization of Public-Private Partnering**

(a) In accordance with 10 USC 2474 and 10 USC 2208(j), it is the intent of the government to maximize participation in PPP with the assigned STRW-MAN ABC government depots. Bidders are encouraged to support organic logistics capabilities which include those that are required to maintain and repair the weapon system(s) and other military equipment necessary to fulfill the strategic and contingency plans of the DoD. Bidders shall propose utilization of candidate organic depot number 1 for sustainment of software and candidate organic depot number 2 for the hardware elements of STRW-MAN ABC in response to requirements issued hereunder. This may initially include providing training, equipment and shared expertise.

(b) Procedures: Following contract award, the prime contractor will be responsible for implementing the proposed STRW-MAN ABC depot partnering plan using candidate organic depots numbers 1 & 2, provided resources, communicating with candidate organic depots numbers 1 & 2, and making all arrangements necessary to accommodate the use of such resources. The prime contractor shall establish and execute a partnering agreement thereby establishing general terms and conditions followed by appropriate work scope specific implementation agreement(s) with candidate organic depots numbers 1 & 2. Implementation agreements shall contain: (1) a clear technical description of the supplies or services that will be provided by candidate organic depots numbers 1 & 2 (e.g. Statement of Work); (2) pricing by candidate organic depots numbers 1 & 2 for the services and/or supplies provided; (3) applicable terms and conditions; and (4) any other information deemed pertinent for proper execution of the partnered workload.

(c) In keeping with government guidance, PPP requires advance funding, which may be accomplished incrementally.

(d) Further information regarding PPP may also be obtained on the following website: <http://www.acq.osd.mil/log/mrmp/index.htm>

SPECIAL GOVERNMENT FURNISHED SUPPLIES AND/OR SERVICES (DEPOT MAINTENANCE PARTNERING)

(a) Applicability: This clause applies only to the special form of Government Furnished Supplies and/or Services (GFS/S) as will be provided by the depot to the prime contractor, on behalf of the Air Force buying activity. The special GFS/S shall be identified within the partnering agreement (including associated Implementation Agreements (IA)) between the prime contractor and the depot. The prime contractor will enter into PPP agreements with candidate organic depots numbers 1 & 2 for sustainment of software and hardware elements of STRW-MAN ABC. Direct Sale/Workshare arrangements will be made as appropriate, pursuant to statutory authority such as 10 USC 2474, 2770, 2563 and 2208(j).

(b) Limitations: This clause shall not apply to, or in any way affect, any other Government Furnished Property (GFP), facilities, or services provisions as may be contained elsewhere in this contract.

(c) Definitions: For the purposes of this clause, the following definitions apply:

- (1) **Buying Activity:** The government buying activity responsible for the award and administration of this contract.
 - (2) **Depot:** The Government Depot Maintenance Activity Group (DMAG) entity responsible for performing and providing the GFS/S IAW the terms of this contract and IAW the Partnering Agreements as may be negotiated between the DMAG and the Prime Contractor.
 - (3) **Prime Contractor:** The contractor identified on the face page of this contract and responsible for execution of the requirements of this contract.
 - (4) **Government-Furnished Supplies and/or Services (GFS/S):** The special form of GFS/S as will be provided by the depot to the contractor, on behalf of the Air Force buying activity. The special GFS/S shall be identified within the Partnering Agreement (PA) (including associated IA) between the contractor and the depot. GFS/S does not include program management or systems engineering support normally provided through government program office, nor any other form of government-provided support from business areas outside of the DMAG.
 - (5) **Direct Sales:** An agreement for an ALC to sell services or supplies (manufactured or repaired) to private companies that are fulfilling a DoD contract or subcontract. This arrangement is formalized through a PA and later through more detailed IAs. In this arrangement the private companies pay the ALC activity.
 - (6) **Work share/Government Furnished Supplies & Services:** An agreement whereby a combination of ALC and commercial facilities and or employees are used to execute the requiring activity's work package; the requiring activity issues a work order to the ALC participant and a contract to the private sector participant. Therefore, the government program office pays the ALC activity. The relationship between the parties is formalized with a PA and later through more detailed IAs.
- (d) **Purpose:** This clause is to recognize and enable PPP between the contractor and the depot whereby the depot will provide selected GFS/S to the contractor on behalf of the Air Force. This clause, combined with the PA as negotiated between the contractor and depot, identifies the roles and responsibilities of the parties as necessary to provide for the GFS/S described herein. This clause also identifies the process for future changes and remedies available to the contractor and the depot relative to the GFS/S.
- (e) **Roles and Responsibilities:**
- (1) **General:**
 - (i) The buying activity recognizes that the prime contractor's performance of this contract is dependent in part upon the buying activity's direct funding of, and the depot's satisfactory performance of, the GFS/S provided in accordance with the signed PA and associated IA attached to this contract. Funding of the GFS/S is not included in the funding of this contract. However, the contractor's internal costs and fees for planning, management, and integration of the GFS/S efforts are allowable as part of this contract.
 - (ii) The contractor and the depot will comply with their PA and the approved IA's, consistent with these agreements, the depot will deliver to the contractor the specific GFS/S authorized in the IA, which are detailed in SOW paragraphs XXX (as Attachment XXX) to this contract. The PA does not authorize either the contractor or the depot to unilaterally

terminate or change the PA or an IA under it, or to add an IA. Any such action shall be by mutual agreement and subject to the prior approval of the PCO IAW paragraph 4 of this clause.

(iii) The PA defines the methodology that shall be utilized by the prime contractor and the depot to accomplish both depot Core workloads and Core-plus workloads. In the event future government decisions drive a change to core workload, existing IAs, or the need for new IAs, such changes will be directed by the contracting officer and implemented under the PA by bilateral agreement between the prime contractor and the depot. The contracting officer shall make an appropriate equitable adjustment to this contract for the impact of such direction on cost, schedule, award fee, and/or award term provisions of this contract. The prime contractor and the depot may jointly propose additions to or deletions from the IA list. The contractor shall coordinate such actions in writing with the contracting officer prior to contractor or depots signatures, including any expected need for equitable adjustment to this contract. In the event the contractor desires to utilize the depot to perform additional non-core work, the proposed new or modified IA shall be accompanied by an appropriate best value analysis when it is submitted to the contracting officer for coordination. Following the contracting officer concurrence and signature by the contractor and depot, a copy of the new IA or the termination agreement will be provided to the contracting officer to support a timely update to the IA list of this contract. Other substantive changes to individual IAs will be similarly coordinated with the contracting officer, and reflected in the IA list as appropriate.

(2) In accordance with the terms of the PA, the contractor will utilize the Implementation Work Package (IWP) processes (Reference XXX) to initiate specific depot STRW-MAN work. The contractor is responsible for ensuring that IWPs are issued and, in the case of cost type IWPs (if applicable), managed after issuance to ensure that each is adequately funded under the Funding Assignment Document (FAD) process in advance of performance to forestall any possibility of anti-deficient performance. In the event that the need arises to terminate or otherwise discontinue a specific IWP, for whatever reason, the terminating document along with appropriate supporting documentation will be coordinated with the depot prior to final signature. In the event such termination drives the contractor to assume responsibility for performance of that workload directly, or by commercial subcontract, the contractor may request an appropriate equitable adjustment to this contract pursuant to this clause. Such adjustment may be requested to the cost, schedule, or award fee and/or award term provisions of this contract and should normally be submitted to the contracting officer when the IWP termination package is submitted to the depot for coordination. However, regardless of the timing of such a request, the contractor is not authorized to implement alternative activities to replace a terminated IWP until this contract has been appropriately modified in accordance with the changes clause of this contract.

(3) The contracting officer's technical representative for the partnering activity will be a person(s) designated from within the depot. As soon as practical after the award of this contract, the contracting officer will provide the name(s) of the designated Depot individual(s) to the prime contractor. The contracting officer may update such notice in writing at any time. The individual(s) so named will execute government responsibilities for FADs, IAs, and IWPs as specifically called out in the PA.

(4) The Prime Contractor is expected to perform technical analysis, including the adequacy of hours proposed for un-priced IWPs, for depot proposals submitted in response to activities under the PA. However, the prime contractor is not responsible for verifying the adequacy or accuracy of approved depot labor rates, overhead rates, or repair rates. Therefore, any requirement for “cost or pricing data” imposed upon the prime contractor shall not be deemed to apply in any way to the depot.

(5) The prime contractor is expected to maintain appropriate insight and oversight of the depot work under the PA in compliance with the terms of the PA. Provided such actions as contemplated by the PA and IA are taken by the prime contractor to avoid inadequate performance, the prime contractor may request and the contracting officer shall make equitable adjustment to this contract’s cost/price, schedule, award fee, and/or award term provisions if the depot fails to perform an IWP in accordance with the requirements of the PA and the applicable IA. However, such equitable adjustment shall be granted only if any such failure causes an increase or decrease in the price or estimated cost of, or the time required for performance of any part of the work under this contract, or leads to termination or discontinuance of the IWP.

(6) In the event that the prime contractor’s work effort or cost is audited pursuant to the terms of this contract, and such auditor requests access to the depot records to support the audit, the contractor will promptly notify the contracting officer. At that point, the contracting officer will make appropriate arrangements with the audit or oversight agency to enable direct government to government access to the candidate organic depot number 1 supporting material. Similarly, if the prime contractor requires audit or oversight support from a government organization, such as Defense Contract Audit Agency (DCAA) or Defense Contract Management Agency (DCMA), such support may be requested from the contracting officer.

(7) The prime contractor and the depot have agreed to utilize the processes of Article XXX, Resolution of Disputes and Disagreements, of the PA to resolve issues that may arise between them during performance under this contract. However, any disagreement between the contractor and the contracting officer, or the contracting officer’s technical representative(s), will be resolved in accordance with the “Disputes” clause of this contract. A decision under Article XXX of the PA does not alter or eliminate any rights or duties of either the government or the prime contractor provided in this contract.

(8) The contractor shall protect all classified information required to be utilized in performance of this contract in accordance with the STRW-MAN Program Security Classification Guide, Section XXX, Attachment XXX. The depot will be required to follow its own and higher headquarters’ security requirements in discharging its responsibilities for protection of any classified material, data, or information provided to it by the prime contractor. Further, the prime contractor shall not be responsible for reconciling any perceived discrepancies between the STRW-MAN Program Security Classification Guide and the depot’s internal procedures. Any such discrepancies shall be a matter for internal government resolution.

(9) The GFS/S supplied by the depot to the prime contractor is deemed to be a special form of government property provided within the provisions of the PA. Therefore, the procedures and remedies specified in this clause or the PA shall take precedence over the GFP clause of this contract. Further, the contracting officer approves the prime contractor relieving the depot from liability for loss of or damage to property of the government that may occur as a result of their performance of IWPs issued pursuant to the PA and specific IAs in support of this contract. This includes property, which as between the government and the prime contractor under this contract, is government property, including, but not limited to, prime mission equipment or other hardware being repaired and maintained. Therefore, if the depot is responsible for such loss or damage, the contracting officer agrees to hold the prime contractor harmless for such loss or damage.

Attachment 9

00XX	CLIN	sec class: U	
Noun: DEPOT SUPPORT INFRASTRUCTURE FOR ABC - FY XX			
Acrn:	nsn:		
Site codes			
Type contract:			
<p>Descriptive Data: The Contractor shall deliver all infrastructures, including hardware, software, data and updates required to support government organic depot level maintenance, sustainment management and associated services for the STRW-MAN ABC IAW the ABC contractual documents including but not limited to the system specification, IMP and SOW. The contractor will provide the government access to the data required to support full activation and capability development of the government organic depot activation and for repair/sustainment of all hardware and software items, facilitating workload transition to the depot. For non-developmental and Commercial Off-The-Shelf (COTS) items, the data will be adequate to support maintenance, repair, or modification of acquired items designated repairable, and form, fit, and function data for those items designated non-repairable. Access to this data will be provided to the government (as indicated IAW acquisition strategy) for the life of the system. The contractor will provide the government access to the required data by delivering the data in both its native and neutral digital formats (including updates when requested by the government) and/or by allowing the government access to the contractor's data management system. Access to the required data will be made available no later than 60 days after exercising the option. The contractor shall furnish data and reports IAW the Contract Data Requirements. This CLIN is to be authorized by separate PCO action.</p>			
(WBS Element 1.4)			
(3600 funds)			
<u>QTY</u>	<u>Purch Unit</u>	<u>Unit Price</u>	<u>Total Item Amount</u>
1			Prepriced
Prices			
In the event the Government exercises this CLIN, it shall be revised by adding Item 00YY to the other items listed therein and the estimated cost shall be increased by \$XXXXX.			

Attachment 10**SAMPLE SECTION I. CLAUSES****STRW-MAN ABC USE OF EXISTING GOVERNMENT RESOURCES –GOVERNMENT-FURNISHED SUPPLIES/SERVICES (GFS/S)****a. Definitions**

- (1) Buyer - Government Buying Activity [Procurement Contracting Officer (PCO) and Program Office].
- (2) Government-Furnished Supplies/Services (GFS/S) - Any supplies and/or services manufactured or otherwise provided by an activity within the government at the request of the government program office or prime contractor for use in the performance of the contract resulting from this solicitation. GFS/S does not include program management or systems engineering support normally provided through government program office or Contractor Integrated Product Teams subsequent to contract award (i.e., working groups, test plan working groups, program management reviews, design reviews, technical interchange meetings, etc.)
- (3) Prime Contractor - Principal agent performing work under prime contract with the buyer.
- (4) Procurement Contracting Officer (PCO) – The cognizant PCO identified in the contract.
- (5) Seller - An activity within the government providing supplies and/or services in the performance of this contract via a written agreement between authorized agents of the seller and prime contractor

b. Availability

- (1) Core Workload: Statement of Work paragraphs XXX, (Attachment XXX to the contract) identifies required “Air Force Core” workload requirements that shall be performed by the candidate organic depot Number 1 seller under a Government-Furnished Supplies/Services (GFS/S) approach. Under the GFS/S approach funding will be provided directly from the Buyer to the Seller. The contractor shall form a partnership arrangement with the candidate organic depot Number 1 Seller Maintenance Activity Group (DMAG), as deemed appropriate between the contractor and DMAG. This partnership agreement should outline a business relationship that provides an innovative government provided system sustainment service approach above that normally provided under a Government-Furnished type approach. To the maximum extent permitted by the DMAG, this partnership should include innovative techniques and information sharing processes whereby the contractor and seller provide mutual support so as to strengthen overall system sustainment processes on this program. The prime contractor is expected to provide all appropriate information and consultation, to include technical details necessary for the seller to accomplish the core workload and obtain the seller estimates for this work accomplishment. The prime contractor has no responsibility as to price justification of the seller’s estimates; however, the contractor should consider the seller’s estimates in the overall program execution and as part of the total ownership costs of the program.
- (2) Other Than Core Work: The buyer will not identify or require use of existing government resources, other than the core workload identified in paragraph (1) above for use in the

performance of the contract resulting from this solicitation. However, the prime contractor shall propose best value to the government, and shall determine whether use of existing government resources to accomplish some of the required work represents the best value. If the prime contractor determines that use of existing government resources (other than core work) constitutes the best value to the government, the procedures as stated in this clause should be used to identify and execute such work.

c. Terms of proposal. To propose (before or after award) use of existing government resources in the performance of this contract, an executed copy of the specific written agreement between the seller and the prime contractor must be furnished to the PCO.

d. Roles and Responsibility:

(1) PCO's role is to enter into a contract with the prime contractor—which includes the core requirements and providing of other than core GFS/S. The funds obligated on the prime contract/order will not include amounts required for work to be performed by the seller. The buyer will issue a project order (or other document determined appropriate by the seller) to the seller in accordance with the written agreement between the prime contractor and the seller, and will transfer payment to the seller in advance of commencement of work. If the prime contractor proposes to enter into a new or revised written agreement with the seller subsequent to contract award and the PCO concurs, the prime contractor and the PCO will negotiate an adjustment to the contract.

(2) Prime contractor's role is to solicit, negotiate terms and conditions (not price), and enter into a written agreement with the Seller for any work to be provided by seller. The prime contractor's proposal to the buyer shall include the price, delivery and technical description of work to be performed by the Seller—and a copy of the written agreement between the seller and prime contractor.

(3) Seller's role is to determine capacity/capabilities to execute work; obtain appropriate approvals for work; and to propose the price, delivery and terms & conditions for work to be performed by the seller to the prime contractor. The seller shall enter into a written agreement with the prime contractor; and, notify the prime contractor when work is complete.

e. Contract Requirements. The buyer/PCO and prime contractor agree that any resultant contract/order will contain adequate information setting forth the details of the GFS/S to be delivered to the prime contractor for use in performing the contract.

Attachment 11**SAMPLE AGREEMENT REGARDING GOVERNMENT PERFORMANCE OF
GOVERNMENT FURNISHED SUPPLIES AND SERVICES (GFS/S)**

(a) Notwithstanding any clause or provision in this contract, including but not limited to the "Excusable Delays" and "Termination"/"Default" clauses, the government agrees not to hold the prime contractor responsible, directly or indirectly, for the delay, non-performance, or other non-compliance of any work required under this contract to the extent that such delay, non-performance, or non-compliance is attributable to the action or inaction of a government agency performing GFS/S hereunder.

(1) Such delay, non-performance, or non-compliance by the government in its capacity as a performer of GFS/S shall be considered to be excusable delay or non-compliance for which an equitable adjustment in the performance period and/or cost/price of this contract shall be provided by the government to the contractor if so requested by the prime contractor, and such delay, non-performance, or non-compliance shall not be used by the government, in whole or in part, as a basis for termination for default, or a price, fee, or profit reduction, under this contract, or as a basis for the withholding of progress payments if otherwise authorized, or the assessment of liquidated damages if otherwise authorized, by the government under this contract.

(2) Such delay or non-performance by the government in its capacity as a performer of GFS/S shall also not be used, in whole or in part, by the government as a basis for: (a) an adverse rating of the contractor under the Contractor Performance Assessment Reporting System (CPARS) for its performance under this contract, (b) debaring or suspending the Contractor from doing business with the government or proposing the contractor for debarment or suspension, and/or (c) withdrawing government approval of the Contractor's Purchasing System.

(b) This provision does not excuse the Prime Contractor from continuously exercising good faith efforts to effectively manage its GFS/S performers and to exercise good faith efforts, if necessary, to replace the affected services. Such efforts must be demonstrated through substantial credible evidence that the contractor took all reasonable corrective actions to mitigate the effects of the GFS/S performer's noncompliance on prime contract schedule and/or price.

(c) An equitable adjustment in the performance period and/or cost/price of this contract shall not be provided by the Government to the Prime Contractor to the extent that the Prime Contractor failed to provide any timely support as is documented as a necessary precondition to the performance of the GFS/S related activities as written in the PA, attached hereto, between the contractor and the performer of such GFS/S, and that such failure caused or materially contributed to the government's failure to timely perform GFS/S.

Attachment 12**SAMPLE LANGUAGE FOR CONTRACTOR
UTILIZATION OF DEPOT-PROVIDED RESOURCES**

a. It is the intent of the Air Force to permit the contractor to utilize supplies and / or services from Air Force depots in performance of Delivery / Task Orders (D/TOs) issued hereunder. After award, the Prime Contractor may contact the appropriate depot partnering offices (the Plans and Programs Directorates - office symbol XP) for planning purposes to make the necessary arrangements to facilitate potential partnering on individual D/TOs. However, there can be no assurance that depots will have the available capacity to provide supplies and / or services on a recurring basis for the life of this contract due to changing depot mission requirements. The availability of depot-provided resources is the same for all contractors (Prime and Subcontractors). The procedures set forth in paragraph b. shall be used by the contractor electing to utilize depot-provided resources for accomplishment of D/TOs issued hereunder.

b. Procedures: The prime contractor is solely responsible for determining the appropriateness for use of depot-provided resources, communicating with Air Force depot(s) and making all arrangements necessary with the depot(s) to accommodate the use of such resources. If a contractor elects to utilize depot-provided supplies or services for a specific D/TO the prime contractor shall negotiate a signed agreement with the Air Force depot-provider. At a minimum, this agreement shall contain:

- (1) Clear technical description of the depot-provided supplies or services to include appropriate line item structure, delivery schedules and accompanying technical descriptions (e.g. Statement of Work, Work Breakdown Structure, etc.)
- (2) Clear identification of all dollars to be charged by the depot-provider for the supplies or services including the proposed funding process
- (3) Terms and conditions for which the depot-provided resources are provided
- (4) Any other information deemed pertinent for proper execution of the depot-provided supplies or services.

Attachment 13**SAMPLE LANGUAGE FOR COMMON ITEM
SERVICE LEVEL AGREEMENTS (SLAS)**

Below is sample language for SLAs. Language should be tailored for each program.

(a) If appropriate, Service Level Agreements (SLAs) will be established with the appropriate Air Force Air Logistics Centers (ALCs), the Defense Logistics Agency Inventory Control Points (ICPs), and other Department of Defense (DoD) activities. These SLAs will foster a partnering relationship between the STRAW-MAN Systems Wing, the Common Item ICPs, and the depot acting as the ABC program supply chain manager. The specific objectives of the SLAs are to:

- (1) Enhance communications between the common item ICPs, and both the Joint Space Program Office (JSPO) and their supply chain manager
- (2) Define responsibilities of the parties
- (3) Establish the standards for common item support and define the metrics used to measure performance against these standards
- (4) Establish joint processes to maximize common item support to the warfighter
- (5) Define the performance evaluation processes to be used

(b) The prime contractor's responsibilities for establishing SLAs include supporting the program office and/or depot in contacting the appropriate government entities, facilitating negotiation of the terms of an SLA tailored to meet the needs and responsibilities of that specific government entity, and, if appropriate, signing the document at the conclusion of these negotiations.

(c) Provided that the contractor reasonably and diligently fulfills its responsibilities in facilitating the signing of an SLA, the contractor shall not be adversely evaluated or otherwise held accountable for adverse support impacts of common item ICP actions that are beyond the contractor's span of control, whether resulting from funding shortfalls, ICP priority decisions, inability to de-capitalize /S PME spares, or other causes.

Attachment 14**SAMPLE LANGUAGE FOR STATEMENT OF
OBJECTIVES (SOO) FOR STRW-MAN ABC***

Below is sample language for as SOO. Language should be tailored for each program.

- (a) Develop a depot strategy that includes consideration of partnering with the HQ AFMC assigned Government depot(s) to ensure affordable long-term sustainment of ABC as well as compliance with all Title 10 requirements (Title 2464, 2466 and 2474). Final depot strategy will be approved through the Depot Source of Repair (DSOR) process.
- (b) Provide a transition plan for depot sustainment of the weapon system to include depot involvement in software validation and verification and software maintenance of incremental updates to attain full software maintenance capabilities.
- (c) Ensure Government access to all software and hardware artifacts, including those with limited data rights, for anomaly resolution, studies, information and safety assurance, and sustainment of system.

* This document refers to the fictional ABC program, managed by the fictional STRW-MAN Systems Wing.