SOLICITATION/CONTRACT/ORDER FOR COMMERCIAL ITEMS
OFFER TO COMPLETE BLOCKS 12, 17, 23, 24, AND 30

1. REQUISITION NUMBER

2. CONTRACT NO.

3. AWARD/EFFECTIVE DATE

4. ORDER NUMBER

5. SOLICITATION NUMBER

6. SOLICITATION ISSUE DATE

7. FOR SOLICITATION INFORMATION ONLY:

8. ISSUE BY

9. TEL:

10. FAX:

11. DELIVERY FOR FOB DESTINATION UNLESS BLOCK IS MARKED

12. DISCOUNT TERMS

13a. THIS CONTRACT IS A RATED ORDER UNDER DPAS (15 CFR 700)

13b. RATING

14. METHOD OF SOLICITATION

15. DELIVER TO

16. ADMINISTERED BY

17a. CONTRACT/OFFEROR

17b. CHECK IF REMITTANCE IS DIFFERENT AND PUT SUCH ADDRESS IN OFFER

18a. PAYMENT WILL BE MADE BY

18b. SUBMIT INVOICES TO ADDRESS SHOWN IN BLOCK 18a. UNLESS BLOCK BaOW IS CHECKED SEE ADDENDUM

19. ITEM NO.

20. SCHEDULE OF SUPPLIES/SERVICES

21. QUANTITY

22. UNIT

23. UNIT PRICE

24. AMOUNT

SEE SCHEDULE

25. ACCOUNTING AND APPROPRIATION DATA

See Schedule

$64,802.00

26. TOTAL AWARD AMOUNT (For Gov't, Use Only)

27a. SOLICITATION INCORPORATES BY REFERENCE FAR 52.212-1, 52.212-4, FAR 52.212-3, 52.212-5 ARE ATTACHED. ADDENDA ARE NOT ATTACHED

27b. CONTRACT/PURCHASE ORDER INCORPORATES BY REFERENCE FAR 52.212-4, FAR 52.212-5 IS ATTACHED. ADDENDA ARE NOT ATTACHED

28. CONTRACTOR IS REQUIRED TO SIGN THIS DOCUMENT AND RETURN 1 COPIES TO ISSUING OFFICE. CONTRACTOR AGREES TO FURNISH AND DELIVER ALL ITEMS SET FORTH OR OTHERWISE IDENTIFIED ABOVE AND ON ANY ADDITIONAL SHEETS SUBJECT TO THE TERMS AND CONDITIONS SPECIFIED HEREIN.

29. AWARD OF CONTRACT. REFERENCE OFFER DATED . YOUR OFFER ON SOLICITATION BLOCK 9, INCLUDING ANY ADDITIONS OR CHANGES WHICH ARE SET FORTH HEREIN, IS ACCEPTED AS TO ITEMS:

30a. SIGNATURE OF OFFEROR/CONTRACTOR

30b. NAME AND TITLE OF SIGNER

30c. DATE SIGNED

AUTHORIZED FOR LOCAL REPRODUCTION
PREVIOUS EDITION IS NOT USABLE

STANDARD FORM 1449. (REV 3/2005)
Prescribed by GSA
FAR (48 CFR) 52.212
|-------------|-------------------------------|--------------|---------|---------------|-----------|

SEE SCHEDULE

32a. QUANTITY IN COLUMN 21 HAS BEEN
[ ] RECEIVED  [ ] INSPECTED  [ ] ACCEPTED, AND CONFORMS TO THE CONTRACT, EXCEPT AS NOTED:

32b. SIGNATURE OF AUTHORIZED GOVERNMENT REPRESENTATIVE

32c. DATE

32d. PRINTED NAME AND TITLE OF AUTHORIZED GOVERNMENT REPRESENTATIVE

32e. MAILING ADDRESS OF AUTHORIZED GOVERNMENT REPRESENTATIVE

32f. TELEPHONE NUMBER OF AUTHORIZED GOVERNMENT REPRESENTATIVE

32g. E-MAIL OF AUTHORIZED GOVERNMENT REPRESENTATIVE

33. SHIP NUMBER

34. VOUCHER NUMBER

35. AMOUNT VERIFIED CORRECT FOR

36. PAYMENT
[ ] COMPLETE  [ ] PARTIAL  [ ] FINAL

38. S/R ACCOUNT NUMBER

39. S/R VOUCHER NUMBER

40. PAID BY

41a. I CERTIFY THIS ACCOUNT IS CORRECT AND PROPER FOR PAYMENT

41b. SIGNATURE AND TITLE OF CERTIFYING OFFICER

42a. RECEIVED BY (Print)

42b. RECEIVED AT (Location)

42c. DATE RECED (YY/MM/DD)

42d. TOTAL CONTAINERS

AUTHORIZED FOR LOCAL REPRODUCTION
PREVIOUS EDITION IS NOT USABLE

STANDARD FORM 1449 (REV 3/2005) BACK
Prescribed by GSA
FAR (48 CFR) 53.212
This is issued under and pursuant to the provisions of (the "Agreement"). The terms and conditions of the Agreement are hereby incorporated by reference and, except as provided herein by this, remain in full force and effect.

<table>
<thead>
<tr>
<th>ITEM NO</th>
<th>SUPPLIES/SERVICES</th>
<th>QUANTITY</th>
<th>UNIT</th>
<th>UNIT PRICE</th>
<th>AMOUNT</th>
</tr>
</thead>
<tbody>
<tr>
<td>0001</td>
<td>Subject Matter Expert FFP</td>
<td>2</td>
<td>Months</td>
<td>(b)(4)</td>
<td>(b)(4)</td>
</tr>
<tr>
<td></td>
<td>See attached Performance Work Statement for details.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>NET AMT</td>
<td></td>
<td></td>
<td>(b)(4)</td>
<td></td>
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</table>

<table>
<thead>
<tr>
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<th>SUPPLIES/SERVICES</th>
<th>QUANTITY</th>
<th>UNIT</th>
<th>UNIT PRICE</th>
<th>AMOUNT</th>
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</thead>
<tbody>
<tr>
<td>000101</td>
<td>Funding - DSAC10204 FFP</td>
<td></td>
<td></td>
<td></td>
<td>$0.00</td>
</tr>
<tr>
<td></td>
<td>NET AMT</td>
<td></td>
<td></td>
<td>$0.00</td>
<td></td>
</tr>
</tbody>
</table>

ACRN AA
ITEM NO | SUPPLIES/SERVICES | QUANTITY | UNIT | UNIT PRICE | AMOUNT | NET AMT
--- | --- | --- | --- | --- | --- | ---
000102 | Funding - DSAC10276 FFP | | | | | 

ACRN AB

ITEM NO | SUPPLIES/SERVICES | QUANTITY | UNIT | UNIT PRICE | AMOUNT | NET AMT
--- | --- | --- | --- | --- | --- | ---
(b)(4)0002 | Travel FFP | | Dollars, U.S. | $1.00 | | 

ACRN AA

INSPECTION AND ACCEPTANCE TERMS

Supplies/services will be inspected/accepted at:

<table>
<thead>
<tr>
<th>CLIN</th>
<th>INSPECT AT</th>
<th>INSPECT BY</th>
<th>ACCEPT AT</th>
<th>ACCEPT BY</th>
</tr>
</thead>
<tbody>
<tr>
<td>0001</td>
<td>Destination</td>
<td>Government</td>
<td>Destination</td>
<td>Government</td>
</tr>
<tr>
<td>000101</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>Government</td>
</tr>
<tr>
<td>000102</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>Government</td>
</tr>
<tr>
<td>0002</td>
<td>Destination</td>
<td>Government</td>
<td>Destination</td>
<td>Government</td>
</tr>
</tbody>
</table>
DELIVERY INFORMATION

<table>
<thead>
<tr>
<th>CLIN</th>
<th>DELIVERY DATE</th>
<th>QUANTITY</th>
<th>SHIP TO ADDRESS</th>
<th>UIC</th>
</tr>
</thead>
<tbody>
<tr>
<td>0001</td>
<td>POP 04-MAY-2011 TO 29-JUN-2011</td>
<td>N/A</td>
<td>OSD AT&amp;L - PARCA (b)(6)</td>
<td>HQ0596</td>
</tr>
<tr>
<td>000101</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>000102</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>0002</td>
<td>POP 04-MAY-2011 TO 29-JUN-2011</td>
<td>N/A</td>
<td>OSD AT&amp;L - PARCA (b)(6)</td>
<td>HQ0596</td>
</tr>
</tbody>
</table>

FOB: Destination

ACCOUNTING AND APPROPRIATION DATA

AA: 971 0100.1120 2574 2518 S49447 DSAC10204 (b)(4)

AB: 971 0100.1120 2574 2518 S49447 DSAC10206 (b)(4)

CLauses Incorporated by Full Text

CONTRACTING OFFICER’S REPRESENTATIVE (COR) (MARCH 2007)

The COR is a representative for the Government with limited authority who has been designated in writing by the Contracting Officer to provide technical direction, clarification, and guidance with respect to existing specifications and statement of work (SOW)/statement of objectives (SOO) as established in the contract. The COR also monitors the progress and quality of the Contractor’s performance for payment purposes. The COR shall promptly report Contractor performance discrepancies and suggested corrective actions to the Contracting Officer for resolution.

The COR is NOT authorized to take any direct or indirect actions or make any commitments that will result in changes to price, quantity, quality, schedule, place of performance, delivery or any other terms or conditions of the written contract.
The Contractor is responsible for promptly providing written notification to the Contracting Officer if it believes the COR has requested or directed any change to the existing contract (or task/delivery order). No action shall be taken by the Contractor for any proposed change to the contract until the Contracting Officer has issued a written directive or written modification to the contract (or task/delivery order). The Government will not accept and is not liable for any alleged change to the contract unless the change is included in a written contract modification or directive signed by the Contracting Officer.

If the Contracting Officer has designated an Alternate COR (ACOR), the ACOR may act only in the absence of the COR (due to such reasons as leave, official travel, or other reasons for which the COR is expected to be gone and not readily accessible for the day).

COR authority IS NOT delegable.

WHS A&PO WAWF INVOICING INSTRUCTIONS (Apr 2010)

To implement DFARS 252.232-7003, "Electronic Submission of Payment Requests and Receiving Reports (March 2008)", Washington Headquarters Services, Acquisition & Procurement Office (WHS A&PO) utilizes WAWF to electronically process vendor requests for payment. The web based system is located at https://wawf.eb.mil, and allows government contractors and authorized Department of Defense (DOD) personnel to generate, capture, process and track invoice and acceptance documentation electronically. The contractor is required to utilize this system when submitting invoices and receiving reports under this contract. Submission of hard copy DD250/Invoice/Public Vouchers (SF1034) is no longer permitted.

The contractor shall ensure an Electronic Business Point of Contract is designated in Central Contractor Registration at http://www.ccr.gov/ and register to use WAWF at https://wawf.eb.mil within ten (10) days after award of the contract or modification incorporating WAWF into the contract. Step by step instructions to register are available at http://wawf.eb.mil.

The contractor is directed to submit the following invoice type:

2-n-1 - Services Only, including Construction

**Do NOT use the WAWF Construction invoice type – it is not permitted for invoices paid in the MOCAS system

Back up documentation may be attached to the invoice in WAWF under the “Misc Info” tab.

Fill in all applicable information under each tab.

With the exception of extensions, the following required information should automatically populate in WAWF; if it does not populate, or does not populate completely or correctly, enter the following information as noted:

<table>
<thead>
<tr>
<th>Contract Number</th>
<th>HQ0034-11-A-0003</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delivery Order</td>
<td>0003</td>
</tr>
<tr>
<td>Pay DoDAAC</td>
<td>HQ0347</td>
</tr>
<tr>
<td>Issue By DoDAAC</td>
<td>HQ0034</td>
</tr>
<tr>
<td>Admin By DoDAAC</td>
<td>HQ0034</td>
</tr>
<tr>
<td>Inspect By DoDAAC/Extension</td>
<td>HQ0596</td>
</tr>
</tbody>
</table>
The Contractor shall verify that the DoDAACs automatically populated by the WAWF system match the above information. If these DoDAACs do not match then the contractor shall correct the field(s) and notify the contracting officer of the discrepancy (ies).

The Contractor will need to enter a Shipment (or Voucher) Number in a specific format.

- The correct format for a shipment number for MOCAS invoices is AAAAXNNN where A = alpha, X = alphanumeric and N = numeric characters, followed by a "Z" suffix if it is a final invoice. (e.g. SER0001, BVN00001Z, SERA003)

- WAWF will affix the prefix “SER” for 2-in-1 invoices and prefix “BVN” for cost vouchers to the Shipment (or Voucher) Number fields. For Combo documents, the contractor may enter their own three letter prefixes.

Take special care when entering Line Item information. The Line Item tab is where you will detail your request for payment and material/services that were provided based upon the contract. Be sure to fill in the following items exactly as they appear in the contract:

- Item Number: If the contract schedule has more than one ACRN listed as sub items under the applicable Contract Line Item Number (CLIN), use the 6 character, separately identified Sub Line Item Number (SLIN) (e.g. - 0001AA) or Informational SLIN (e.g. - 000101), otherwise use the 4 character CLIN (e.g. - 0001).

- Unit Price

- Unit of Measure

- ACRN: Fill-in the applicable 2 alpha character ACRN that is associated with the CLIN or SLIN.

Note – DO NOT INVOICE FOR MORE THAN IS STILL AVAILABLE UNDER ANY CLIN/SLIN/ACRN.

Before closing out of an invoice session in WAWF but after submitting your document or documents, the contractor will be prompted to send additional email notifications. Contractor shall click on “Send More Email Notification” on the page that appears. Add the following email address: . Add the following email address: . Add the following email address: . Add the following email address: . Add the following email address: . Add the following email address: . Add the following email address: . Add the following email address: . This additional notification to the government is important to ensure that all appropriate persons are aware that the invoice documents have been submitted into the WAWF system.

If you have any questions regarding WAWF, please contact the WAWF Help Desk at 1-866-618-5988.
PERFORMANCE WORK STATEMENT

Root Cause Analysis of Global Hawk

For
Office of Performance Assessment & Root Cause Analysis (PARCA)
Assistant Secretary of Defense for Acquisition (ASD(A))
Under Secretary of Defense for Acquisition, Technology & Logistics (USD(AT&L))

1. Background
The Office of Performance Assessments and Root Cause Analyses is the central office for major defense acquisition program performance assessment, root cause analysis, and earned value management (EVM). PARCA issues policies, procedures and guidance governing the conduct of such work by the Military Departments and the Defense Agencies. The office also evaluates the utility of performance metrics used to measure the cost, schedule, and performance of Major Defense Acquisition Programs (MDAPs) and makes recommendations to the Secretary of Defense.

2. Scope of Work
The contractor shall conduct a root cause analysis of Global Hawk. The contractor shall identify a Subject Matter Expert (SME) with exceptional experience in acquisition management and governance processes. The contractor shall provide needed administrative support to the SME as is required to complete the task.

The contractor shall be directly responsible for ensuring the accuracy, timeliness, and completion of all requirements under this PWS. The contractor shall provide services to review and assess the root causes of major defense acquisition programs. These requirements may best be met with short term, full time SMEs in appropriate domain areas to support the specific tasks of this PWS.

3. Specific Tasks
The contractor shall specifically address the following areas. First, issues at program inception to include: unrealistic cost and schedule estimates, unrealistic performance expectations, and inadequate risk assessments. Second, issues in execution to include: poor contractor or government management, inadequate or unstable funding, unanticipated technical or manufacturing issues, and changes in quantity. Finally, any other relevant factors identified by the contractor which had significant impact on the program.

The draft report will be due six weeks after the start of the contract. The Government will have one week to review the report and provide comments to the contractor. The contractor will then have one week to revise and submit the final deliverable.

The final deliverable will be a report detailing the contractor’s findings. Those findings shall identify issues with program management such as systems engineering, acquisition strategy, and contractual incentives along with an assessment of whether governance identified programmatic issues and provided clear, timely and effective direction.

4. Special/Other Requirements

4.1. Information Access
The government will provide the contractor access to program documents necessary for such analysis, to include Acquisition Decision Memoranda and Acquisition Strategies.

4.2. Data Rights
All systems, methodologies, processes, software, databases, analysis tools, data, reference material, documents and other information obtained, produced, or developed by the contractors as part of this effort shall become the property of the Government and shall be delivered to the Government. Systems, methodologies, processes, software, databases, analysis tools and data to be developed, updated, modified, or converted under this task shall be delivered with unlimited and unrestricted rights to the U.S. Government.
4.3. Security
The contractor shall maintain a TOP SECRET facility clearance issued by the Defense Security Service (DSS). All employees designated to perform on this PWS must be U.S. citizens and those associated with providing technical support must hold a minimum of a SECRET personnel security clearance. Certain employees may require a TOP SECRET security clearance and may be required to maintain their eligibility for access to Sensitive Compartmented Information (SCI) current. The contractor shall maintain a DSS certified safeguarding capability to at least the SECRET level. The contractor will be required to hand carry classified material between government offices and the contractor's site. Specific security instructions will be detailed in the DD254 associated with the master contract.

4.4. Work Location
Contractor personnel shall work in contractor provided facilities.

4.5. Deliverable
The call order will be firm fixed price with the final deliverable due not later than eight weeks after the call order’s start date.