



STATEMENT OF WORK

eFAST Procurement Action 26-017-C8

Financial and Business Support (FABS)

Electronic Federal Aviation Administration
Accelerated and Simplified Tasks

(eFAST)

November 2025

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1 Introduction

This Statement of Work (SOW) is being issued by Federal Aviation Administration's (FAA) Air Traffic Organization (ATO), Telecommunications Integrated Services (TIS), which is part of BNATCS (Brand New Air Traffic Controller Systems).

The TO is for support to TIS in preparing budget forecasts and justifications, overseeing funds transfers, and tracking the obligation and expenditure of funds specific to the management of the FAA's telecommunications enterprise.

1.1 Background

The TIS Group is responsible for the engineering, acquisition, management and implementation of the FAA's portfolio of communications services and systems including: a) enterprise communications services for NAS operations, b) enterprise administrative and mission support communications services for the FAA, and c) voice communications systems for NAS operations. The mission of the TIS is to address the challenges associated with discontinuing the legacy FAA Telecommunications Infrastructure (FTI) network while implementing the new FAA Enterprise Network Services (FENS) network. The TIS is responsible for leading and managing all functional aspects of the FAA's telecommunications portfolio, including acquisition, program management, engineering and integration, implementation and transition, operations, and information security. In this capacity, TIS manages an annual operating budget on the order of \$731 million that is used to pay for leased telecommunications services, support services, and oversee the operation of FAA-owned networks. In addition to the Telecommunications Operating Budget, the TIS receives funding from other organizations, both internal and external to the FAA, to establish new telecommunications services.

For all of these various funding sources, the Contractor must assist the TIS in preparing budget forecasts and justifications, overseeing funds transfers, and tracking the obligation and expenditure of funds specific to the management of the FAA's telecommunications enterprise.

1.2 Scope of Work

The scope of this Statement of Work (SOW) includes Tasks that are Time and Materials (T&M) as follows:

Task 1 – Program Management

Task 2 – Budget Planning, Formulation, and Execution

The SOW is incorporated into the Task Order (TO).

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2 References

The Contractor must ensure all work is in full compliance with applicable regulations, policies, procedures, orders, and programs expressed in eFAST MOA Attachment J-9 unless otherwise directed by the Contracting Officer's Representative (COR).

3 Task Requirements

The Contractor must conduct the tasks described in the following sections.

3.1 Task 1 – Program Management Support (T&M, F&E and OPS)

3.1.1 TO Management

The Contractor must provide program management support to perform the identified SOW tasks efficiently, accurately, on time, and in compliance with the requirements. The Contractor must participate as a member of a government-led team. The Contractor must participate in a TO Kick-Off meeting with the Federal Aviation Administration (FAA), COR, and Contractor to review SOW requirements and to understand work scope and deliverables. The Contractor must provide meeting minutes following the meeting.

3.1.2 Project Management Plan

The Contractor must prepare and maintain a Project Management Plan (PMP). The FAA will use the PMP to assess the adequacy of the resources proposed and managed by the Contractor to accomplish the requirements of the SOW. The Contractor must provide a PMP to include each task of this SOW as follows:

- Description of the planned schedule to include all milestones and deliverables;
- Identification of each process step required for completing the work;
- Period of time needed to accomplish each step;
- Description of the staffing resources allocated to each task, i.e., staffing plan; and
- Rationale for the project organization, staff utilization, and other resource allocations.

The Contractor must submit the initial PMP and resubmit it for COR approval whenever any proposed changes that result in a schedule impact of more than ten (10) business days.

3.1.3 Monthly Status Reports

The Contractor must provide Monthly Status Reports (MSRs) based on the deliverables identified in this SOW. The Contractor must provide an MSR that documents the activities of the previous month and identifies planned activities for the following month.

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The Contractor must deliver the reports to the COR, and the reports must include, at a minimum, the following information:

- Overview of work completed, work in progress, and work planned for each task;
- Hours expended by task, labor category, and personnel;
- Status of individual deliverables;
- Identification of risk areas with recommended remedial actions;
- Status of all outstanding risks identified in previous MSRs; and
- Any additional information pertinent to the Government in administering the performance of this effort or when directed by the COR.

3.1.4 Quality Control Plan

The Contractor must develop and maintain a Quality Control Plan (QCP) to provide requirements specified in this SOW. The QCP must support the Government's Quality Assurance Surveillance Plan (QASP), which the Government will use to monitor Contractor performance. The Government will provide its QASP to the Contractor within ten (10) business days of TO start. The QCP must include the following:

- Identify the standards that are applicable to this effort;
- Include procedures for complying with those standards;
- Identify metrics and techniques for measuring quality and performance;
- Include an approach for eliminating the causes of unsatisfactory performance, i.e., procedures to identify, prevent, and ensure non-recurrence of defective services; and
- Address TO and SOW task-level performance for applicable tasks.

The Contractor must perform Quality Assurance (QA) functions in accordance with the approved QCP. The Contractor must review and update the approved QCP upon any changes to the TO (e.g., additional duties, staffing changes, new quality assurance measures) or when directed by the COR. The Contractor must submit the QCP and any subsequent updates for COR approval.

3.1.5 Monthly Financial Reports

The Contractor must provide Monthly Financial Reports (MFRs). Each MFR must include the following for each Task:

- Contract Line Item Numbers (CLINs) used during month;

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- Cost/hours funded or apportioned by CLIN;
- Cost/hours used by CLIN;
- Projected date when 75% of funds are spent;
- Projected date when funds are exhausted;
- Funds/hours remaining by CLIN;
- Other direct costs (ODCs) estimated, used, and remaining by month; and
- Summary of expenditures by resource and labor category for the monthly reporting period, as well as cumulative year-to-date totals for the performance period.

3.1.6 Program Management Review

The Contractor must meet quarterly with the Program Office and COR for a Program Management Review (PMR) at a mutually agreed upon location when directed by the COR. The PMR must include discussion of the following:

- Contract/TO Information;
- Financial Summary;
- TO Staffing Summary;
- Performance Summary;
- Accomplishments;
- TO Quad Charts;
- Action Item Summary; and
- Subcontractor Status, if any.

The Contractor must provide all PMR materials and deliver PMR minutes, including action items, issues, resolutions, or specific Government instructions.

3.1.7 Schedules

The Contractor must provide a project schedule that aligns with the PMP per Section 3.1.2 and includes the following:

- Key milestones depicted at both the program and task level;
- Task level resource requirements; and

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- Program and Task level end results/deliverables that the Contractor must produce.

3.1.8 TO Transition-In and Transition-Out Support

3.1.8.1 Transition-In Plan and Period

The first 30 business days from date of TO award constitutes the Transition-In Period. To ensure a smooth transition in the change of work effort from the current TO, the Contractor must provide support during this time and submit a Transition-In Plan for COR approval that describes actions necessary for a successful transition of operational responsibilities to the Contractor.

The Contractor must prepare and deliver a Transition-In Plan that includes:

- A transition Work Breakdown Structure (WBS);
- Recommendations for work observance accomplished by current employees;
- Recommendations for staffing field offices;
- A schedule that details time to complete all staffing requirements, including new hiring of personnel; security clearances, if required; training requirements and identification of training, if necessary, of Contractor employees; completion of the development of work plans and procedures; and QCP/procedure updates; and
- Identification of personnel available during the Transition-In period.

3.1.8.2 Transition-In Joint Inventory

The Contractor must collaborate with the Government to conduct a joint inventory of the Government Furnished Property (GFP) within 20 business days after TO award, as required by COR. During the inspection/inventory, the Contractor must identify the equipment and documentation to transfer for Contractor use. The Contractor must prepare, certify, and submit a detailed Transition-In Joint Inventory Report. The Contractor must maintain the Inventory List as provided by the Government throughout the life of the TO and provide quarterly updates. The Contractor must report any major changes occurring between quarterly updates to the Government from the time of occurrence.

3.1.8.3 Transition-In Execution

The Contractor must use this time to implement operating procedures described in the Transition-In Plan. The Contractor will be allowed access to facilities to familiarize the Contractor's supervisors, key personnel, and staff with equipment, reporting, work scheduling, and procedures. The COR will arrange for access to Government facilities. Contractor personnel must observe the performance of services defined within this TO during the Transition-In period. However, the Contractor's actions to staff personnel and established procedures must not interrupt services at any time during this period.

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3.1.8.4 Transition-Out Plan and Period

The last 90 calendar days of the TO will constitute the Transition-Out Period and the Contractor must submit a Transition-Out Plan for COR approval that addresses the plans and procedures necessary to ensure continuity of operations to the successor. The Contractor must make available all Contractor equipment, material, and services required for the continued performance of the service. The Government reserves the right to assume, by negotiation, the possession of all facilities, equipment, material, and services necessary to provide and maintain operations. The negotiation of the transfer of all property for use by the Government after TO completion will take place during the Transition-Out Period.

During the Transition-Out period, personnel of the incoming workforce may observe operations and performance methods of the Contractor. This will allow for orderly turnover of facilities, equipment, and records and will help to ensure continuity of operations. The Contractor must not defer any requirements for the purpose of avoiding responsibility, or transfer such responsibility to the successor before the end of the last performance period. The Contractor must fully cooperate with the successor and the Government during the Transition-Out period.

3.1.8.5 Transition-Out Inventory

The Contractor must conduct a joint inventory of GFP with the successor. Prior to the end of the TO, the Contractor must prepare, certify, and submit a Transition-Out Inventory Report for COR approval. The inventory will include the same data as required for the Transition-In inventory. The Contractor must note all valid discrepancies arising between the Transition-In and the Transition-Out Inventory Report. A Government representative will determine the validity of the discrepancy. If it is determined that the Contractor is responsible for the discrepancy due to negligence, the Contractor must correct the discrepancy prior to performance expiration or the cost of repair is deducted from the final payment to the Contractor. At the completion of the last performance period, the Contractor must return the same property or property equal in type, kind, quality, and quantity of items as originally furnished by the Government and accepted by the Contractor. The Contractor must return property no longer required during the execution of the TO within ten (10) calendar days of the end of its use and document the return as part of the Contractor's inventory management. The Contractor must return Government property in the same or better condition as when originally furnished, less normal wear and tear.

3.1.8.6 Transition-Out Execution

The Contractor must provide support to execute phase-out in accordance with the Transition-Out Plan. The Contractor must not disrupt or adversely impact the provision of services and must achieve a smooth and orderly transfer of responsibility to the successor.

Approximately 15 business days prior to the TO's end date, the Contractor must provide the following to the COR:

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- All documentation as of the most recent revision;
- Final monthly financial report;
- Final monthly status report including a projection of activities for the remainder of the TO;
- Transition-Out Inventory Report; and
- Participate in a closeout meeting with the Government (details and participants determined by the COR), and the Contractor must provide meeting minutes following the meeting.

The Contractor must return all Government security badges to the COR by closeout of the TO.

3.1.9 TO Management (F&E Funding)

The Contractor must perform subtasks 3.1.1 through 3.1.8 under SOW Section 3.1 TO Management to support Facilities & Equipment (F&E) funded tasking. The Contractor must segregate and bill F&E funding in accordance with Section 10, Segregation of Funds.

3.1.10 TO Management (OPS Funding)

The Contractor must perform subtasks 3.1.1 through 3.1.8 under SOW Section 3.1 TO Management to support Operations (OPS) funded tasking. Segregate and bill OPS funding in accordance with Section 10, Segregation of Funds.

3.2 Task 2 – Budget Planning, Formulation, and Execution (T&M) (OPS & F&E)

3.2.1 Budget Planning and Formulation

The Contractor must provide support to the Program Office by performing the following Tasks:

- Support the planning and formulation of TIS budgets. As part of this activity, the Contractor must develop current year and out-year F&E and O&M budget forecasts and justification documentation;
- Assist the TIS in responding to budget inquiries, perform program budget and requirements analyses, develop impact statements, and participate in and/or conduct budget meetings including Capital Investment Team (CIT) reviews. The Contractor must also maintain a budget history for prior years and track the base level of funding for all TIS projects and FAA programs that use TIS -provides telecommunications services. Additionally, the Contractor must perform detailed

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program analysis for all TIS and Customer funds (F&E and Operations) being applied to the FTI contract. Program analysis must include at a minimum tracking and reporting of all TIS and customer funded requirement's commitments, obligations, expenditures by fund type as well as forecasting of future funding requirements;

- Develop a comprehensive briefing for submission to the Operations Review Board (ORB) for annual TIS operations budget requirements. The Contractor must use the prescribed ORB template and guidance documents to prepare a briefing to identify, categorize, and justify the telecommunications request;
- Formulate a draft TIS Spend Plan for each fiscal year. The Contractor must coordinate, consolidate, and review each fiscal year spend plan and support the activities of the FAA Spend Plan Review Team. The Contractor must develop the TIS operations budget allocation. The Contractor must assist the TIS in developing Detailed Obligation Plans (DOPs) by project or functional element based upon the annual TIS Spend Plan. The Contractor must use the annual TIS Spend Plan (CDRL Foo1) to develop quarterly spend plans so that the status of expenditures relative to the TIS Spend Plan can be tracked during the course of the year. The data from the annual TIS Spend Plan serves as the basis for annual REGIS Spend Plan (CDRL Foo2);
- Support the Transition to Operations and Maintenance (TOM) process by forecasting and tracking the transition of funding requirements from the F&E account to the Operations account in accordance with FAA Order 2500.8B (or its successor). The Contractor must calculate TOM funding amounts relative to the current Operations funding base for telecommunications services and assist the TIS with the submission of the annual TOM funding request through the FAA budget process;
- Coordinate the internal content collection, conduct research and analysis, provide or consolidate program narrative and projected budget inputs, ensure consistency with other budget inputs and processes, coordinate and consolidate draft materials, and assist the FAA in the conduct of budget reviews. The Contractor must collaborate with TIS Engineering to ensure that requirements for telecommunications services and infrastructure improvements are accurately captured in budget projections;
- Utilize the FAA financial management systems and tools and ensure the accuracy and consistency of all budget products with the official data sources. The Contractor must generate and maintain program and project spreadsheet models using existing databases and other tools as needed. The Contractor must ensure data inputs are consistent across all budget processes and products as appropriate; and
- Develop budget templates to provide an accurate representation of a project's resource requirements. Each line item in a budget template must provide logical summary points for accessing technical accomplishments and for measuring the cost and schedule performance accomplished in attaining specific technical objectives.

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3.2.2 Budget Execution and Tracking

The Contractor must provide support to the Program Office by performing the following Tasks:

- Assist the TIS with budget execution and financial management activities to ensure that TIS meets its budget targets and is not anti-deficient;
- The specific types of budget execution and tracking services and functions to be performed by the contractor include:
 - Transaction entry and analysis,
 - Funds control and management,
 - Expenditure analysis,
 - Reconciliation,
 - Reporting, and
 - Transaction entry and analysis;
- The Contractor must maintain the Budget Planning and Management System (BPMS) as the automated financial tracking system for TIS F&E and O&M budget obligations and expenditures. BPMS is the TIS cuffs record system and repository of TIS financial data and all TIS financial transactions. The contractor is responsible for performing BPMS transaction analysis, entry, Quality Assurance (QA), and validation. Specific BPMS transaction types include:
 - Allocation transactions. Allocation transactions are entered to create or transfer TIS funds to Detail Obligation Plans (DOP), and
 - Obligation transactions. Obligation transactions will include, but are not limited to, procurement transactions (PR), credit card transactions, travel transactions, and recurring account transactions;
- Enter Purchase Requisitions (PR) transactions in PRISM based on approved BPMS transactions. PR transactions may include, but not be limited to, supplies, services, materials, construction, real estate, and utilities, etc. The contractor must produce a weekly report for tracking requisition actions, status, and amount. (CDRL Foo3)
 - Note: The contractor is not responsible for entering transactions in the travel system or Delphi the official accounting system for recurring accounts. These transactions are entered in the applicable system by Government personnel only.

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- Funds control and management. The contractor must establish and maintain process for tracking and managing TIS funds. In the TIS, funds control begins with the BPMS system. Contractor responsibilities include:
 - Notify TIS Managers to complete a formal commitment to execute their budget according to the approved Spend Plan,
 - Initiating all obligation transactions in BPMS. The system tracks allocations, obligations, commitments, and un-obligated fund balances to provide real time status for the review and approval process,
 - Presenting all obligation type transactions for review to a designated Quality Assurance Coordinator. The QA process is an administrative control measure to ensure TIS obligation transactions comply with the Amount, Purpose, and Time (APT) requirements of Appropriations Law and are charged accurately and correctly with the DELPHI 7 Data Elements (accounting string), and
 - The Contractor must prepare a Weekly Executive Financial Dashboard (CDRL Foo4) that provides a summary of funding allocations, obligations, expenditures, funds remaining, and projected shortfalls/surpluses for each TIS functional area, DOP, and Service Area;
- Expenditure analysis. The Contractor must perform cash flow analysis by providing monthly projections of all TIS managed contracts. The Contractor must submit a monthly Cash Flow Report (CDRL Foo5) that includes a projection of the estimate-at-completion (EAC) and tracks actual costs based upon monthly contract expenditures. Contractor responsibilities include:
 - Develop and maintain an annual Cash Flow Model (Contracts Expenditure Template),
 - Publish schedule of monthly cash flow meetings,
 - Import data from Delphi system and populate model,
 - Gather contract expenditure information from COs, CORs, Contract Specialists, accounting, and Projects Leads,
 - Produce monthly Cash flow Report,
 - Publish action items and minutes from cash flow meeting, and
 - Leverage information to develop PR recommendations;
- Reconciliation. The contractor must develop a process to ensure that TIS cuff record system, BPMS, is reconciled with the FAA official financial system, DELPHI. All transactions entered into BPMS eventually result in obligations and expenditures in

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DELPHI. As required to complete the tasks hereunder, the following types of transactions reflected in Delphi must be reconciled with BPMS data:

- Purchase card transactions that have been reconciled between PRISM and US Bank will reflect as expenditures in Delphi against a TIS accounting string,
- Travel authorizations and vouchers entered in E2 will reflect in Delphi as obligations and expenditures against a TIS accounting string,
- Purchase orders/contract awards will reflect in Delphi as obligations based on procurement requests entered into PRISM,
- Recurring accounts for local phone bills will reflect in Delphi as expenditures against a TIS accounting string,
- Finance charges for late payment of vendor invoices will reflect in Delphi as expenditures against a contract,
- REGIS Spend Plan updates, and
- Data is gathered from several execution systems to support the reconciliation process: BPMS, DELPHI, REGIS, PRISM/US Bank Access Online, and E2; and
- Reporting. Financial reporting in the TIS is structured to meet both internal and external needs and requirements. Financial data is collected, analyzed, and summarized in reports to provide current financial status and meaningful feedback for planning and decision making. Internally, financial reporting supports tracking and management of TIS funds, provides financial status for programs to TIS Managers, tracks unfunded requirements and shortfall requests, and facilitates the mid-year review and year end closing processes. The TIS also submits an annual OMB 300 to report on F&E programs. Financial reporting provides the feedback mechanism for forecasting, planning, and the reallocation of resources.

The table below lists the contract data requirement listings (CDRLs) for the Financial Management task for internal reporting.

CDRL #	Description	Frequency
F003	TIS Procurement Status Report	Weekly
F004	TIS Weekly Snapshot Reports	Weekly
F005	Cash Flow Report	Monthly

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3.2.3 Customer Funds Management and Tracking

The Contractor must assist the TIS with the management and tracking of customer funds. “Customers” are organizations that use TIS-provided telecommunications services. In supporting the management of customer funding sources, the Contractor must:

- Assist the TIS in drafting customer funding memoranda for FAA internal customers and external customers;
- Assist the TIS in reviewing and QA of draft and final funding memos received at the funding memo mailbox;
- maintain the FAA financial funding tools/Funding Memo Repository with all funding memo documentation;
- Establish a process to develop, track and monitor all telecommunications Reimbursable Agreements to ensure external customer funds are received and processed in accordance with FAA Reimbursable Agreement guidelines;
- Forward all reviewed customer funding documents (funding memos and Reimbursable Agreements) to the PR team for PRISM entry and processing;
- Develop a reporting process to track the current status of customer funds including obligation, expenditure, expiration, and the balance of remaining customer funds and projection of any shortfalls;
- Develop a process to facilitate customer funds portfolio meetings to review the status of and initiate cost recovery actions; and
- Serve as focal point for customer funds research actions to facilitate expensing and cost allocation.

Task Deliverables. To ensure the FAA’s awareness of all activities and progress, the Contractor must submit a summary record of customer funds transfers to the TIS.

CDRL #	Purpose	Frequency
F006	Customer Funds Tracking Report	Monthly – 10 th business day

3.2.4 Business Process Development and Management

The Contractor must provide support to the Program Office by performing the following Tasks:

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The Contractor must conduct reviews of TIS business practices and recommend process improvements that will yield more efficient utilization of resources and higher quality products. As part of this effort, the Contractor must employ industry best practices, perform work flow analysis, and apply business process re-engineering techniques. The Contractor must ensure that TIS business processes are consistent with agency and departmental-level plans and budget processes and conform to the requirements mandated by the Government Performance and Results Act (GPRA).

Performance Measurement Plan. The Contractor must review TIS organizational goals and objectives and recommend strategies for achieving those goals and objectives. The Contractor is responsible for updating and conducting quarterly reviews of TIS organizational goal and objective statements. The Contractor must develop, coordinate, capture, consolidate, input and maintain the TIS Performance Measurement Plan and all related supporting databases. The Contractor must formulate and coordinate proposed goal statements and program metrics at all TIS organizational levels, gather necessary inputs, and provide periodic (monthly and quarterly) status reports, and extract performance plan data on an ad hoc basis.

Telecommunications related document management. The contractor must provide business management support to develop a document management process or maintain the existing document management process.

Document management responsibilities include:

- Coordinate the review and update of all FAA telecommunications policies and orders;
- Ensure all current documents are available in a specified location on the TIS Portal;
- Perform ongoing analysis and review of all telecommunications related policy and SOP documents to recommend consolidation and/or integration; and
- Coordinate with TIS Systems POC on content development and management of all telecommunications related documents on the TIS Portal.

3.2.5 TIS Program Level Business Management Support

The Contractor must provide support to the Program Office by performing the following Tasks:

The Contractor must provide business management functions for TIS contracts and projects. The Contractor must assign a specific individual to serve as the business

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manager for each contract/project as requested by the FAA. Except for a few large programs, most TIS contracts/projects do not require a full-time business manager.

In performing the Business Management function, the Contractor must collect, input and maintain databases of financial information, provide project-level budget forecasts and current budget allocations, generate project cost estimates, and develop associated spend plans. The Contractor must develop, coordinate approval, and maintain project-level DOPs and WBS information, populate related databases, and capture priorities, produce and distribute financial and accounting reports, develop and maintain standard format project narratives. The Contractor must prepare budget briefings and slide presentations, archive project records, and update project libraries.

The Contractor must assist the TIS program/project manager with analysis of emerging requirements, ensure project-level requirements are integrated into the wider existing and emerging TIS budget and planning processes, and ensure project-level activities remain consistent with, and contribute to, the TIS Performance Measurement Plan. The Contractor must track all project procurement requests, transfers, and reprogramming actions at the project level, and facilitate assessment of budget reductions within and across TIS projects. The Contractor must ensure that project-level budget requirements are integrated into the larger TIS budget and planning processes as directed by the FAA.

As part of the business management function, the Contractor must also assist the FAA in activity target development and reporting through SPIRE, processing and tracking of wireless device requests, maintaining personal property records in the Automated Inventory Tracking System (AITS) and processing space and facility management requests.

As requested, the Contractor must provide Government-site administrative support services including but not limited to:

- Maintenance of office calendars and schedule activities;
- Entering data into various FAA systems/databases;
- Assisting with conference room scheduling;
- Developing and coordinating orders for office supplies;
- Performing general clerical and organizational support functions; and
- Providing telephone coverage.

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3.2.6 New Initiatives for Business and Financial Management

The Contractor must perform budget and financial analyses to support all aspects of the TIS mission. Budget and financial analyses are required to support service requests from customers, manage existing TIS programs, and obtain FAA management approval for new TIS initiatives.

The Contractor must assist the TIS with completing milestones required to achieve “JRC Readiness” for major projects by assisting with the preparation and/or tracking the products required for investment approval. These items include but are not limited to: business case analysis (BCA) reports, and investment analysis reports. The Contractor must translate and distill the contents of these detailed financial analyses into executive-level briefings. To support the development of BCAs, the Contractor must collect market research data and information from other Government sources as needed so that the FAA can substantiate their estimates and analyses.

Specific to conducting business case analyses, the Contractor must perform the following functions in support of the initial decision and throughout the life cycle of the project:

- Assist in establishment of the charter for BCA tasks, development of acquisition alternatives, and identification of key assumptions/parameters;
- Document the planned data sources and evaluation approach relevant to the BCA being developed. Identify and communicate any biases or pre-existing knowledge / relationships that could impact the analysis and decision process. Mitigate any issues at the appropriate level;
- Develop and apply business case analysis tools including but not limited to a Business Case Development Guide, a Business Case Template Document, a Business Case Template Spreadsheet, and a Benefits and Costs Metrics Benchmarking Repository that tracks the costs and benefits of comparable solutions;
- Update business case analyses as required and assess the impact of any proposed scope, schedule, or budget changes during the course of the project;
- Validate the realization of planned benefit at the completion of the project and intermediate milestones as requested by the Government;
- Assist in establishing performance measurements to validate the efficiency and effectiveness of the business case development task and communicate progress periodically; and
- Apply the developed BCA information to sustain or enhance solution and refine estimation of benefits and costs for future TIS projects.

For approved investments, the Contractor must assist the TIS in the development and submission of OMB Exhibit 300s and the conduct of Post Implementation Reviews (PIRs) and Operational Analyses depending upon the life cycle phase of the program.

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The Contractor must also assist the TIS with the development, tracking, and reporting of organizational-level performance management goals.

In addition to major TIS initiatives, the Contractor must prepare telecommunications cost estimates for customer-based projects and requests for services. In performing this function, the Contractor must maintain and apply a working knowledge of the cost structure, infrastructure/service dependencies, and cost sharing/allocation methodologies associated with all TIS telecommunications service offerings. The Contractor must conduct cost trade-off studies of Government-specified alternatives and perform cost-benefit analyses in accordance with OMB standards.

To perform the required scope of budget and financial analyses, the Contractor must manipulate, manage, and query data from complex data systems including but not limited to COGNOS-based data systems, data warehousing, and data cubes.

3.2.7 Budget Planning, Formulation, and Execution (F&E Funding)

The Contractor must perform subtasks 3.2.1 through 3.1.6 under SOW Section 3.2 Budget Planning, Formulation, and Execution to support Facilities & Equipment (F&E) funded tasking. The Contractor must segregate and bill F&E funding in accordance with Section 10, Segregation of Funds.

3.2.8 Budget Planning, Formulation, and Execution (OPS Funding)

The Contractor must perform subtasks 3.2.1 through 3.1.6 under SOW Section 3.2 Budget Planning, Formulation, and Execution to support Operations (OPS) funded tasking. Segregate and bill OPS funding in accordance with Section 10, Segregation of Funds.

4 End Results/Deliverables

This section describes 1) the products and tangible end results that are expected from each task contained in the previous section, 2) the date each deliverable is due, and 3) the Government acceptance criteria. The Contractor must verify that all submitted deliverables conform to applicable Government policies, standards, and guidelines as listed in Section 2 of this SOW and any specific formatting requirements when directed by the COR.

The Contractor must provide electronic and hard copies of files, reports and deliverables as indicated in the table below. Acceptable electronic formats are: Microsoft Office Suite 2010, MS Project 2010, or other formats agreed to by the FAA. The Contractor must ensure that all deliverables conform to FAA branding and applicable formatting requirements. The Contractor must submit the following deliverables as specified in this SOW.

The Contractor must obtain the COR's approval in writing on all deliverables.

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All days are **business days** unless otherwise specified. The Government will conduct an initial review of each deliverable in accordance with the “Initial Review” terms listed in the Acceptance Criteria section below. The definitions for the terms are as follows:

The following describes the applicable acceptance criteria as indicated for each deliverable listed in the table:

- a. Technical Performance Execution (TPE): Task activities performed with little to no re-work/re-performance required.
- b. Schedule Compliance (SC): Contractor provides deliverables on due dates and meets project milestones or schedules; and
- c. Deliverable Quality (DQ): Deliverables are complete, accurate and compliant with task requirements.

The following provisions and the applicable SOW Section(s) (as listed in the Acceptance Criteria for each deliverable in the table below) govern the FAA’s final acceptance of each deliverable:

3.10.4-4 Inspection of Services--Both fixed price & Cost Reimbursement (April 1996)

3.10.4-5 Inspection- Time and Material and Labor Hour (April 1996)

Task	End Result/Deliverable	Due Date	Acceptance Criteria
1	Kick Off Meeting Minutes	Within 2 days after Kick Off Meeting	Initial Review: SC, DQ Kick Off Meeting Minutes capture all relevant topics discussed and summarize contractor’s understanding of work scope and SOW requirements. Contractor format acceptable, meets COR approval of content, and is prepared in accordance with SOW Section 3.1.1.
1	Project Management Plan (PMP)	5 days after TO start; Updates within 5 days whenever any proposed changes are expected to result in a schedule impact of more than 10 days	Initial Review: SC, DQ The PMP is accurate, complete, submitted on time in the COR approved format and is prepared in accordance with SOW Section 3.1.2.
1	Monthly Status Reports (MSRs)	10th day of 1st full month following TO start; Every 10 th day of each month thereafter	Initial Review: SC, DQ The MSRs are accurate, complete, submitted on time in the COR approved format and is prepared in accordance with SOW Section 3.1.3.

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Task	End Result/Deliverable	Due Date	Acceptance Criteria
1	Quality Control Plan (QCP)	10 days after TO start; Updates within 15 days of COR request or change to TO	Initial Review: SC, DQ The QCP is accurate, complete, submitted on time in the COR approved format and is prepared in accordance with SOW Section 3.1.4.
1	Monthly Financial Reports (MFRs)	10th day of 1st full month following TO start; Every 10 th day of each month thereafter	Initial Review: SC, DQ The MFRs are accurate, complete, submitted on time in the COR approved format and is prepared in accordance with SOW Section 3.1.5.
1	Program Management Review (PMR) Documentation	5 days prior to the PMR	Initial Review: SC, DQ PMR Documentation is accurate, complete, submitted on time in the COR approved format and is prepared in accordance with SOW Section 3.1.6.
1	Program Management Review (PMR) Minutes	Within 5 days after each PMR	Initial Review: SC, DQ PMR Minutes are accurate, complete, submitted on time in the COR approved format and are prepared in accordance with SOW Section 3.1.6.
1	Project Schedule	30 days from TO start; Updates every 10 th day of the month following initial submission	Initial Review: SC, DQ The Project Schedules are accurate, complete, submitted on time in the COR approved format and is prepared in accordance with SOW Section 3.1.7.
1	Transition-In Plan	10 days from TO award	Initial Review: SC, DQ The Transition-In Plan establishes the staffing and all other actions necessary to assume operational responsibility on the first day of the Task period of performance. The Plan includes a WBS, staffing details, and transition-in schedule depicting Transition-In milestones. The Plan meets COR approval of content and is prepared in accordance with SOW Section 3.1.8.1.
1	Transition-In Inventory Report	3 days after completion of Transition-In Inventory; Updates quarterly or within 2 days of major changes	Initial Review: SC, DQ The Transition-In Inventory Report identifies all equipment and documentation to transfer to the Contractor during the period of performance for use is meeting SOW requirements. The Report meets COR approval of content and is prepared in accordance with SOW Section 3.1.8.2.

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Task	End Result/Deliverable	Due Date	Acceptance Criteria
1	Transition-Out Plan	90 calendar days before the end of the TO	Initial Review: SC, DQ The Transition-Out Plan establishes the transition process the contractor will follow to relinquish operational responsibility upon the end date of the TO. Includes a Transition-Out schedule, meets COR approval of content and is prepared in accordance with SOW Section 3.1.8.4.
1	Transition-Out Inventory Report	15 business days prior to the end of the TO	Initial Review: SC, DQ The Transition-Out Inventory Report identifies all equipment and documentation returned from the Contractor, including a detailed list of all discrepancies between the Transition-In Inventory Report and the Transition-Out Inventory Report. The Report meets COR approval of content and is prepared in accordance with SOW Section 3.1.8.5.
1	TO Closeout Meeting Minutes	Within 1 day after the TO Closeout Meeting	Initial Review: SC, DQ TO Closeout Meeting Minutes capture all relevant topics discussed and summarize contractor's understanding of closeout activities. Contractor format acceptable, meets COR approval of content, and is prepared in accordance with SOW Section 3.1.8.6.
2	FO01 - Annual TIS Spend Plan Reports	When directed by COR	Initial Review: SC, DQ The Reports are accurate, complete, submitted on time in the COR approved format and is prepared in accordance with SOW Section 2.
2	FO02 - Annual REGIS Spend Plans	When directed by COR	Initial Review: SC, DQ The Contractor must deliver the Analysis and Report using Microsoft Suite software.
2	FO03 – TIS Procurement Status Reports	To be delivered weekly to the FAA Technical Manager.	Initial Review: SC, DQ The Contractor must deliver the Analysis and Report using Microsoft Suite software.
2	FO04 - TIS Weekly Snapshot Reports	To be delivered weekly to the FAA Technical Manager.	Initial Review: SC, DQ The Contractor must deliver the Analysis and Report using Microsoft Suite software.

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Task	End Result/Deliverable	Due Date	Acceptance Criteria
2	FOO5 - Cash Flow Reports	To be delivered monthly by the 10-business day following the end of the month to the FAA Technical Manager.	Initial Review: SC, DQ The Contractor must deliver the Analysis and Report using Microsoft Suite software.
2	FOO6 - Customer Funds Tracking Reports	To be delivered monthly by the 10-business day following the end of the month to the FAA Technical Manager.	Initial Review: SC, DQ The Contractor must deliver the Analysis and Report using Microsoft Suite of Tools

5 Period of Performance

The Period of Performance is one (1) base year and four (4) one-year option periods.

6 Place of Performance

For all tasks, the Contractor must perform all of the work at the contractor's location, which must be in within 50 miles of FAA Headquarters in Washington, DC. Contractor personnel must be available on short notice at TIS in FAA Headquarters without travel charges.

7 Other Direct Costs (ODCs)

The Contractor must comply with eFAST MOA Section B.2. for all ODCs, including travel for this TO.

All approved, non-local travel is cost reimbursable, and the total cost must not to exceed the amount identified in SIR Attachment B. Travel may be required for the performance of this contract. Travel must be defined and approved in advance and in writing, by the CO or COR. Local travel by offsite Contractor personnel is not considered an ODC and will not be reimbursed. All other ODC expenditures must be identified and approved in advance and in writing, by the CO or COR before expenditure by the Contractor. The travel expenses are reimbursable.

8 MOA/AMS Clauses

The Governing eFAST Master Ordering Agreement for this TO is the MOA 2024.

In addition to the applicable clauses listed in the MOA Section I.1 for T&M and FFP contract types, the following data rights clauses are applicable to this TO:

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3.5-10 Patent Rights – Ownership by the Contractor (January 2009)

3.5-13 Rights in Data – General (October 2014)

3.5-14 Representation of Limited Rights Data and Restricted Computer
Software (January 2010)

3.5-15 Additional Data Requirements (January 2009)

3.5-16 Rights in Data - Special Works (January 2009)

In accordance with the Executive Orders listed under Section A, the AMS/MOA clauses listed under Section B are made reserved and will not flow down to this contract:

Section A:

Executive Order 14148 of January 20, 2025, Initial Recissions of Harmful Executive Orders and Actions.

Executive Order 14151 of January 20, 2025, Ending Radical and Wasteful Government DEI Programs and Preferencing.

Executive Order 14154 of January 20, 2025, Unleashing American Energy.

Executive Order 14168 of January 20, 2025, Defending Women from Gender Ideology Extremism and Restoring Biological Truth to the Federal Government

Executive Order 14173 of January 21, 2025, Ending Illegal Discrimination and Restoring Merit-Based Opportunity.

Section B:

3.6.1-21 Notice of Small Disadvantaged Business Set-Aside

3.6.2-5 Certification of Nonsegregated Facilities

3.6.2-6 Previous Contracts and Compliance Reports

3.6.2-7 Pre-Award On-Site Equal Opportunity Compliance Review

3.6.2-8 Affirmative Action Compliance

3.6.2-9 Equal Opportunity

3.6.2-9 Alternate I Equal Opportunity

3.6.2-10 Equal Opportunity Pre-Award Clearance of Subcontracts

3.6.2-11 Notification of Visa Denial

3.6.2-21 Apprentices, Trainees, and Helpers

3.6.2-24 Affirmative Action Compliance Requirements for Construction

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3.6.2-35 Prevention of Sexual Harassment

3.6.2-40 Non-displacement of Qualified Workers

3.6.3-20 Electronic Products Environmental Assessment Tool

3.6.3-23 Delivery of Electronic and Paper Documents

3.18-1 Bipartisan Infrastructure Law

In accordance with the Executive Orders listed under Section A, the following AMS provisions and clauses have been revised. Since these are interim provisions/clauses, the entire text is included below.

3.6.1-3 Utilization of Small, Small Disadvantaged, Women-Owned, Service-Disabled Veteran Owned, and HUBZone Small Business Concerns

3.6.1-16 Notice of Combined Set-Aside

3.10.2-6 Subcontracts for Commercial Items and Commercial Components

9 Government Furnished Information (GFI)/Government Furnished Property (GFP)

The Contractor is responsible and accountable for all Government property provided to the Contractor under this TO. The Contractor must comply with associated Government property clauses and TO requirements, including submission of an annual GFP Report. Upon TO expiration, the Contractor must return all GFI/ GFP back to the Government. The Contractor must deliver all Government property in accordance with this SOW or when requested by the COR.

The Government will make GFP available for Contractor personnel requiring direct access to GFI and/or systems located behind the FAA's network firewall. This includes FAA contractor PIV card, Government contractor email address, and Government laptop with appropriate software and hardware.

10 Segregation of Funds

The Government plans to obligate both F&E funds as well as OPS funds on this TO. The Government will use the OPS funds for the portions of the SOW that represent operational expenses and F&E funds for the portions of the SOW that represent F&E expenses.

The Contractor must submit all invoices in accordance with Section H.7 of the eFAST MOA and FAA AMS Clause 3.11-28. In addition, invoices must provide detail to disclose all hours worked for each labor category mapped to the applicable SOW Task Section, and separately by funding sources, i.e., OPS or F&E.

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The Contractor must perform the work described under the portions of the SOW that represent OPS expenses only to the level of OPS funding that the FAA obligates/provides on the TO. The Contractor must perform the work described under the portions of the SOW that represent F&E expenses only to the level of F&E funding that the Government obligates/provides on the TO.

The Contractor must notify the CO in writing when F&E or OPS expenditures amount to 75% of the total F&E or OPS funding currently obligated on the TO.

With each obligation, the Contractor must include the initial obligation of funds and every subsequent incremental funding action, the FAA will identify how much of the incremental funding is F&E funds and how much is OPS funds and show a cumulative total for each (by SOW Section). With each obligation, the FAA will also identify how much of the OPS funds provided apply to each section of the SOW and how much of the F&E funds provided apply to each section of the SOW.

11 Contract Type

This TO is Time & Materials (T&M). Before exercising an option period, the Government will review the requirement at that time and determine whether FFP is more feasible for the TO.

The Contractor must perform services in accordance with the SOW and only to the level of funds obligated to the TO (the Not-to-Exceed Ceiling Amount), in accordance with AMS Clause 3.3.1-39 Funding - Time-and-Materials and Labor-Hour Contracts.

The Government will incrementally fund this TO.

12 Prioritization of Staffing and Labor Categories

The Government prioritizes stable staffing with minimum labor category (LCAT) changes at or soon after the TO award. The Government will entertain LCAT and/or staffing changes after the award, that were foreseeable and addressable prior to the award.