

DOCUMENT INDEX – USTRANSCOM FOIA 10-99

1. Source Selection Authority Determination of CAV International Past Performance Rating
2. Proposal Analysis Report (Redacted)
3. Contract: HTC711-20-C-S002, 1 July 2010, w/CAV International Proposal (Redacted),
“Air Terminal & Ground Handling Services at Kuwait International Airport/Adbullah Al
Mubarakj Airbase – Awarded to CAV International, Inc.
4. LOR E-mail, 1 Jul 09 (Redacted)
5. LOR E-mail, 12 Dec 09 (Redacted)
6. LOR E-mail, 8 Feb 10 (Redacted)
7. NODYCE E-mail, 21 Jul 09 (Redacted)
8. Initial Evaluation Reports, 6 Nov 06 & 11 Dec 06
9. Monthly Evaluation Reports for CY 2007
10. Monthly Evaluation Reports for CY 2008
11. Monthly Evaluation Reports for CY 2009
12. Monthly Evaluation Reports for January-October 2010
13. Evergreen International Memo, 19 October 2009 (Redacted)
14. HQ AMC/A3KS Memo, 4 May 06, w/1 Attachment
15. OL-R AMC AOS/A3K Memo, 23 Sep 09
16. OL-R USTRANSCOM/Unit 3307 Memo, 20 Apr 10
17. OL-R USTRANSCOM Memo, 2 Nov 09
18. OL-R USTRANSCOM Memo, 20 Nov 09
19. OL-R AMC AOS/A3K Memo, 12 May 09
20. Appendix C-2, Government Furnished Equipment, a/o 24 Sep 08
21. Response to Peer Review, 24 Feb 10

22. USTRANSCOM Memo for TCAQ-ST, 1 Mar 10
23. USTRANSCOM Memo for TCAQ-ST, 2 Mar 10
24. USTRANSCOM Memo for Record, 16 Jun 10
25. USTRANSCOM/AQ E-mail, 16 Jun 10, 9:16 AM, Subj: RE: Kuwait (Redacted)

RELEASED UNDER

**USTRANSCOM FOIA 10-99
(INTERIM RESPONSE #1)**

Full Release

SOURCE SELECTION AUTHORITY DETERMINATION OF CAV INTERNATIONAL PAST PERFORMANCE RATING

As the Source Selection Authority (SSA) for this acquisition, I have reviewed the Initial Rating Team Worksheet. After my initial review, I have some concern with the Source Selection Evaluation Team's (SSET) confidence assessment rating of High Confidence for CAV International. Therefore, I have conducted an independent review and analysis of CAV's past performance record. Upon conclusion of my review, my confidence assessment differs from that of the SSET.

In determining a confidence assessment rating, the SSET looked at six records of past performance for CAV. Five of these were considered Somewhat Relevant and one was considered Highly Relevant. The effort considered Highly Relevant is the work they are currently performing at Al Mubarak Air Base as the incumbent contractor. The team's assessment states that "as this effort was deemed most relevant to the required effort, it was given greater consideration in determining an overall confidence rating." As a great deal of the team's decision to rate CAV as High Confidence is based on their performance as the incumbent, that is the main focus of my review and is also where my assessment differs.

Although there were no major mishaps or negative performance trends under CAV's five somewhat relevant contracts, CDRs were issued under some of them. For HTC711-07-C-0007, CAV received CDRs for weapons accountability, baggage security, and failure to follow the Foreign Clearance Guide. CAV took appropriate corrective action to prevent reoccurrence. For HTC711-08-C-0004, CAV received a CDR for not properly coordinating an explosive movement. They took appropriate corrective action, retrained personnel, and created a guide. This prevented additional occurrences. Under FA4428-05-C0006, CAV received CDRs for improper inspection of hazardous material. Their corrective actions prevented additional occurrences. These CDRs, however, share a common safety-related thread.

Under their highly relevant contract, the record shows that CAV has been performing essentially the same services as required under this solicitation as the incumbent contractor in Kuwait since 1 Oct 06. The record also shows CAV has been positively recognized for various performance initiatives during the period of this contract. The concern I have is with CAV's record of safety issues since the start of this contract. There were some minor safety issues that resulted in comments in their monthly evaluations. However, I will address the more significant safety concerns.

For the base year of performance CAV received four Contract Discrepancy Reports (CDRs). One of these CDRs addressed five safety mishaps. In an effort to improve safety, CAV appointed safety representatives and stressed safety to their workforce.

During the first option year, sixteen CDRs were issued. Three of these were for safety accidents/incidents and the failure to report them in a timely manner. Additionally, a letter of concern was issued regarding the numerous vehicle incidents during the period 1 Oct 07 through

17 Mar 08. There were 36 mishaps reported, three of which caused major damage to government-furnished equipment and cargo. One of these incidents caused over \$250,000 worth of damage to two mine resistant ambush protected vehicles. CAV responded to the letter with a top down review of their policies, procedures, and training programs. Also during this period, there was an incident that caused serious injury to a loadmaster during vehicle loading operations. By CAV's own admission, this was caused by operator error on the part of the CAV employee who was driving the vehicle.

During the second option year, CAV received seven CDRs. Two of these were for safety related issues for which CAV implemented procedures to prevent occurrence. Additionally, during this period, there was an incident that resulted in the death of a United Airlines representative. Witness statements indicate that, in part, this incident resulted from actions of the CAV employee who was operating the baggage conveyor. The CAV employee lowered the safety rails on the conveyor as he turned to instruct Army personnel who were helping with the baggage detail at the same time the United Airlines representative started to exit the baggage compartment of the aircraft. This inattention resulted in the United representative falling to the ground.

During the third option year, a C-17 aircraft was damaged during loading operations. There were two CAV drivers involved; one driving the truck and the other driving the trailer. CAV also provided load team members who watched for proper clearance. Air Force loadmasters were also involved in the upload. According to witness statements, load team members signaled the driver to stop; however, it is unclear if the signal to stop was given too late or if the driver failed to stop when the signal was given. This resulted in the ramp toes striking the wingbox and, when the vehicle was repositioned, tearing a piece of insulation from the wingbox. CAV has implemented new loading procedures for these vehicles.

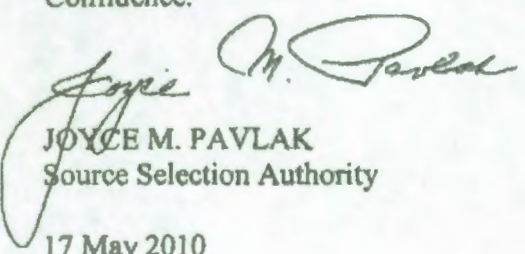
For each of the major incidents mentioned above, the SSET concluded they did not reflect a lack of quality control, safety, or knowledge of procedures on the part of CAV, and did not detract from CAV's overall past performance. I do not agree with this assessment, because the incidents do reflect safety-related errors, misjudgments, or inattention on the part of CAV employees sufficient to affect the company's overall past performance confidence rating.

Even though CAV has not completely eliminated safety mishaps, I do believe CAV takes the responsibility of safety seriously and consistently looks at their operation to make improvements and to determine appropriate measures to prevent additional safety incidents. CAV's monthly performance evaluation ratings and annual Contractor Performance Assessment ratings are in the Satisfactory to Very Good range, confirming their ability to perform future requirements.

However, although I do have confidence in CAV's ability to successfully perform the required effort, my level of confidence differs from that of the team based on the above safety issues. Unlike the SSET, I believe these issues cannot be completely discounted. Although CAV was not determined completely accountable for each of the major safety incidents in the current contract, they did have some level of responsibility for each of them. Additionally, and importantly, they have responsibility for overall safety on the airfield.

In conclusion, I believe that each of the safety mishaps was attributable to some degree to the negligence or inattention on the part of CAV or a CAV employee. This is sufficient to support a determination of a Significant Confidence past performance rating, vice High Confidence.

Based on the above, as the SSA, I have determined CAV's past performance rating is Significant Confidence.



JOYCE M. PAVLAK
Source Selection Authority

17 May 2010

RELEASED UNDER
USTRANSCOM FOIA 10-99
(INTERIM RESPONSE #2)

FOIA Exemption 5 U.S.C. 552 (b)(3) applies.

~~SOURCE SELECTION INFORMATION — SEE FAR 2.101 AND 3.104~~
~~FOR OFFICIAL USE ONLY~~

AIR TERMINAL AND GROUND HANDLING SERVICES (ATGHS)
AT
KUWAIT INTERNATIONAL AIRPORT/ABDULLAH AL MUBARAK AIR BASE, KUWAIT
REQUEST FOR PRPOSAL (RFP) HTC711-09-R-0041

PROPOSAL ANALYSIS REPORT

1. INTRODUCTION.

1.1. Discussion of Requirement

This requirement is to provide ATGHS at Kuwait International Airport (KWI)/Abdullah Al Mubarak Air Base, Kuwait. ATGHS contracts provide services on behalf of the Air Mobility Command (AMC) in support of the Department of Defense (DOD) Airlift System to include, but not limited to, all US Government owned or operated aircraft, US sponsored foreign Government aircraft, Coalition Forces aircraft, commercial contract airlift, and tendered aircraft. The Contractor acts as an AMC liaison providing services and equipment.

1.2. Source Selection Procedures

The Source Selection Evaluation Team (SSET) conducted this source selection in accordance with (IAW) Federal Acquisition Regulation (FAR) Part 12, the Source Selection Plan (SSP) dated 19 Oct 09, and the Request for Proposal (RFP). RFP HTC711-09-R-0041 was issued on 19 Oct 09. Eight amendments were issued. The solicitation closed and offers were received on 4 Jan 10. Eight offers were received.

1.3. Evaluation Criteria

The Source Selection Authority (SSA) approved the basis for contract award, evaluation factors, and scope of evaluation by approving the SSP. We provided the same basis for contract award, evaluation factors, and scope of evaluation to offerors in the RFP. The factors used to perform the evaluation were:

- Factor 1: Past performance
- Factor 2: Staffing plan
- Factor 3: Implementation plan
- Factor 4: Price

Past performance, staffing plan, and implementation plan were of equal importance and, when combined, were significantly more important than price considerations.

A past performance confidence assessment was assigned by the SSET for each offeror as a measure of the Government's confidence in the offeror's ability to successfully perform the requirements of the solicitation based on the offeror's demonstrated present and past performance. Each past performance effort was evaluated on the basis of recency (within the last 5 years) and relevancy. The SSET considered the past performance information submitted by each offeror, as well as any additional past performance information obtained by the Government. In the event adverse data was reflected in a survey, the Contracting Officer provided the contractor an opportunity to respond if the contractor had not previously been offered the

~~SOURCE SELECTION INFORMATION — SEE FAR 2.101 AND 3.104~~
~~FOR OFFICIAL USE ONLY~~

opportunity and this information was provided to the SSET. The SSET was not given any information that was not recent. After the SSET determined the relevancy of each effort being evaluated and the offeror's performance thereto, one overall confidence assessment was assigned for each offeror.

The SSET evaluated each offeror's technical proposal against the technical evaluation factor's Measure of Merit. Each offer's strengths, weaknesses, deficiencies, color code rating and proposal risk assessment for each technical factor were documented on a Rating Team Worksheet. The technical factors and their Measure of Merit are:

Staffing Plan. The government will evaluate the offeror's proposed workforce and organization plan to ensure the offeror is capable of meeting the minimum contract requirements.

Measure of Merit: The Measure of Merit is the government's minimum requirement for the stated factor. The offeror submits a plan that demonstrates the offeror will, throughout the term of the contract, employ personnel qualified to manage, supervise, and operate an air terminal and ground handling effort.

Implementation Plan. The government will evaluate the offeror's timeline and plan for contract implementation.

Measure of Merit: The Measure of Merit is the government's minimum requirement for the stated factor. The offeror submits an implementation plan that ensures a fully operational organization is established by the performance start date.

1.4. Cost/Price

Each offeror's proposed price was evaluated for completeness and reasonableness. In determining completeness, each price proposal was evaluated to ensure all required pricing was included in Section B. In determining reasonableness, the Government conducted a comparison of all offerors proposed prices, along with a comparison to the Independent Government Cost Estimate (IGCE). A review of prices for all offerors indicates there is adequate competition. This is a firm fixed-price contract. Offerors were required to submit a price for basic monthly service and a price for towing service to/from Kuwait International Airport Engine Run-up parking spot/lease of space at the Engine Test Run location. All other Contract Line Item Numbers (CLINs) are reimbursable with a Not to Exceed price set by the Government.

1.5. Offerors

Eight offerors submitted proposals in response to the RFP. They are:

CAV International

(b)(3)

(b)(3)

(b)(3)

(b)(3)

(b)(3)

(b)(3)

(b)(3)

~~SOURCE SELECTION INFORMATION - SEE FAR 2.101 AND 3.104~~
~~FOR OFFICIAL USE ONLY~~

2. INITIAL EVALUATION RESULTS

Initially each offeror's proposal was reviewed to ensure compliance with all minimum mandatory requirements of the RFP such as: all amendments acknowledged, all representations and certifications complete, all prices completed, validated CCR registration, and all other proposal submission requirements identified in the RFP. Electronic mail notices were sent for all non-compliance issues. All incorrect/missing information was corrected and/or provided.

2.1. CAV International

2.1.1. Staffing Plan (~~Outstanding~~/Low Risk)

CAV submitted a staffing/organizational plan and proposed a workforce which demonstrates they will, throughout the term of the contract, employ personnel qualified to manage, supervise, and operate this air terminal and ground handling effort.

Strengths:

- In addition to the AMC Station Manager and Alternate Station Manager and (b)(3) (AMCC - PWS paragraphs 1.1. through 1.1.8.15.3., Aircraft Services - PWS paragraphs 1.2 through 1.2.10., Passenger Services - PWS paragraphs 1.3. through 1.3.9.3., and Aircraft Ground Services - PWS paragraphs 1.7. through 1.8.7.). While the PWS requires the offeror to provide services in these key performance areas, (b)(3) r (b)(3) . This benefits the government by p (b)(3) (b)(3) , reducing the risk of degradation of services and reduced oversight on the part of the government.
- (b)(3) This eliminates the government's need to expend hundreds of man-hours (b)(3) a (b)(3) . This results in significant monetary direct and indirect cost savings (b)(3) (b)(3)
- In addition to meeting safety requirements outlined in PWS paragraph 4.5., (b)(3) (b)(3) . This benefits the government by (b)(3) (b)(3)

No weaknesses were identified in CAV's proposal and their approach has little potential to cause disruption of schedule or degradation of performance.

2.1.2. Implementation Plan (~~Outstanding~~/Low Risk)

CAV submitted an implementation plan that ensures a fully operational organization is established by the performance start date. No strengths or weaknesses were identified. Their approach has little potential to cause disruption of schedule or degradation of performance.

~~SOURCE SELECTION INFORMATION — SEE FAR 2.101 AND 3.104~~
~~FOR OFFICIAL USE ONLY~~

2.1.3. Past Performance (High Confidence)

CAV International was assigned a performance confidence assessment of High Confidence. CAV submitted and the SSET evaluated past performance on six contracts. Five were determined to be Somewhat Relevant and one was determined to be Highly Relevant. Each contract is discussed below:

HTC711-07-C-0007 - The team determined the Baltimore Commercial Gateway contract to be Somewhat Relevant. Under this contract, CAV provides commercial passenger and baggage services, ensuring maximum aircraft utilization, and facilitates on-time aircraft departures. CAV staffs passenger processing operations at least six hours prior to scheduled aircraft departure for international flights, and at least four hours prior to scheduled aircraft departure for domestic flights, and must remain open to meet aircraft delay processes. They average 70 to 100 flights per month and 111,160 passengers annually, which is significantly less than the required effort. This is dissimilar to the 24/7/365 ATGHS requirement at Kuwait. The gateway services are provided at a U.S. International Airport rather than the austere environment of Kuwait. They do not provide the complete range of ATGHS required under this solicitation, which includes command and control, load planning, aircraft services, aircraft ground services, material handling equipment and aerospace ground equipment maintenance and repair performance requirements. Their overall performance has consistently been rated very good. They exceeded performance requirements on numerous occasions. They established a hands-on, first rate quality program, were lauded for their professionalism and outstanding customer service, and recognized for continually providing efficient and timely service as well as their attention to detail. Although Contract Discrepancies Reports (CDRs) were issued for weapons accountability, baggage security, and failure to properly follow the Foreign Clearance Guide, appropriate corrective actions were taken to prevent reoccurrence.

HTC711-08-C-0004 - The team determined the Eielson ATGHS contract to be Somewhat Relevant. Under this contract, CAV accomplishes many of the key areas of performance required under this solicitation; however, at a significantly reduced level. CAV staffs the ATOC function 24-hours a day, 7-days a week. All other functions are staffed and services provided 0730-1630 local time Monday through Friday and outside of these established operating hours to meet specific mission requirements. Although these operational hours are dynamic, they are not as demanding as the 24/7/365 ATGHS requirement at Kuwait. Consideration was given to the similarity of their performance; however, CAV handled an annual average of 1,671 aircraft compared to 11,616 aircraft at Kuwait. These services are provided at a U.S. Air Force Base with climatic challenges, which can be equitably compared to the austere environment of Kuwait. They do not provide command and control, aircraft ground services, or material handling equipment/aerospace ground equipment maintenance and repair. Their overall performance has been rated satisfactory to very good. They exceeded performance requirements on numerous occasions. CAV provided passengers ground transportation to billeting, the Base Exchange, and on-base eating establishments, as no base shuttle service exists. They conducted numerous community Space Available travel briefings and generally enhanced AMC's image. A CDR was issued for not properly coordinating explosives movement. CAV took appropriate corrective actions,

(b)(3)

HTC711-08-C-0002 - The team determined the Bogota ATGHS contract to be Somewhat Relevant. Their overall performance has been rated satisfactory. CAV provides services when aircraft are scheduled, not 24/7/365 as required under the solicitation. While services are performed on a foreign commercial international airport, it does not present the challenges of providing services supporting the war on terrorism in Kuwait. Under this contract, CAV accomplishes many of the key areas of performance required under

~~SOURCE SELECTION INFORMATION - SEE FAR 2.101 AND 3.104~~
~~FOR OFFICIAL USE ONLY~~

this solicitation. Consideration was given to the similarity of their performance; however, the workload at Bogota is less than one percent of that at Kuwait.

FA4428-05-C0006 - The team determined the ATGHS contract for five locations in Central and South America (Ecuador, Honduras, Panama, Paraguay, and Uruguay) to be Somewhat Relevant. Under this contract, CAV accomplishes many of the key areas of performance required under this solicitation. CAV provides services when aircraft are scheduled, not 24/7/365 as required under the solicitation. While services are performed at foreign commercial international airports, they do not present the challenges of providing services in Kuwait. Consideration was given to the similarity of their performance; however, all five locations combined handled an average of 110 aircraft annually compared to an average of 968 aircraft per month at Kuwait. Their overall performance has been rated satisfactory to very good. CAV was lauded for their support of critical communications during a visit by the U.S. President to Uruguay. CDRs were issued for improper inspection of hazardous materials. Appropriate corrective actions were taken to prevent reoccurrence.

FA4428-05-C-0009 - The team determined the ATGHS contract for two locations in Japan (Misawa AB and Fukuoka IAP) to be Somewhat Relevant. Under this contract, CAV accomplishes many of the key areas of performance under this solicitation; however, at a significantly reduced level. They do not provide command and control, aircraft ground services, or material handling equipment/aerospace ground equipment maintenance and repair. CAV provided services at Misawa AB from 0600-1900 local time, Monday through Sunday; and at Fukuoka IAP from 0730-1630 local time, Monday through Friday. This is dissimilar to the 24/7/365 ATGHS requirement at Kuwait. These services were provided at a U.S. Air Base and an international airport rather than the challenging environment of Kuwait. Their overall performance was rated very good. CAV streamlined aircraft engine shipment processing procedures. They were lauded by the Inspector General on their ability to integrate operations with the Wing during an operational readiness inspection. CAV provided assistance and after hour services for stranded pilots and maintenance crews working to recover a damaged F-16 aircraft.

FA4428-06-C-0005 - The team determined the Kuwait ATGHS contract to be Highly Relevant. Under this contract, CAV provides essentially the same services required by this solicitation. They currently maintain the capability to simultaneously provide ATGHS for a working MOG of six wide-body aircraft or equivalent thereof, which exceeds the requirements of this solicitation by two wide-body aircraft. They provide ATGHS 24/7/365, which is the same as the hours of operation in this solicitation. Their overall performance has been rated satisfactory to very good. They exceeded performance requirements on numerous occasions. They act quickly to resolve issues and support government objectives. CAV has supported the repatriation of over 494 fallen warriors by providing washed 463L pallets and new cargo straps, as well as coordinating the dignified transfer ceremony. CAV provided support for a U.S. Presidential visit by facilitating force protection measures on the commercial side of Kuwait International Airport. Throughout the year, CAV received numerous laudatory comments from CENTCOM, DLA, TCSP, and DDKS along with several squadron and group commanders.

For the base period 1 Oct 06 through 30 Sep 07, their quality of service was rated very good. They received four CDRs for this period: 1 for failing to properly inspect hazardous materials shipments, 1 for safety related incidents (C130 towing, aircraft loading-snapped skid place strap, 60K Loader damage, backing a passenger van into a pole, and 60K Loader hitting a parked 60K Loader), 1 for failing to keep the passenger gate holding area sterile, and 1 for failure to identify hazardous material on a general cargo pallet.

~~SOURCE SELECTION INFORMATION — SEE FAR 2.101 AND 3.104~~
~~FOR OFFICIAL USE ONLY~~

For Option Year 1, 1 Oct 07 through 30 Sep 08, their quality of service was rated satisfactory. They received sixteen CDRs for this period: 1 for allowing a non-US citizen airline representative to sign for Signature Service Cargo, 1 for delaying four aircraft between 20 and 85 minutes, 3 for processing hazardous materials with documentation errors, 3 for contractor personnel not reporting incidents within required timeframes, 1 for loading cargo on the wrong aircraft, 2 for losing three land mobile radios, 1 for delaying four aircraft between 14 and 45 minutes, 1 for failing to properly inspect MHE, operate and repair AGE, input data into OLVIMS, and maintain MHE bench stock, 1 for improperly placarding two hazardous material pallets which also lacked appropriate documentation, 1 for failing to identify hazardous material on a pallet, and 1 for failing to properly operate, maintain, and repair MHE and AGE. A Letter of Concern was issued in May 08 regarding the number of vehicle incidents during the period 1 Oct 07 through 17 Mar 08. During this period there was one incident which caused over \$250,000 in damages to two MRAPs. There were other vehicle incidents which mainly involved damage to K-loaders (i.e. catwalks, windows, and rails). CAV responded to this letter with a top down review of their policies, procedures, and training programs.

For Option Year 2, 1 Oct 08 through 30 Sep 09, their quality of service improved and was rated very good. They received seven CDRs for this period: 1 for improperly loading cargo causing damage to the aircraft, 1 for aircraft ground services taxiing aircraft's wing over parked vehicle, 1 for failure to report incidents within the required timeframe, 3 for failure to operate, maintain, and repair MHE and AGE, and 1 for failure to manage information and terminal resources.

CDRs were issued in several of the same areas over the term of this contract. CAV reviewed these CDRs to determine appropriate procedures were in place to mitigate reoccurrence. The team did identify a pattern which indicated CAV experienced an increase in safety related incidents beginning Jun 07 up to Mar 08 when a Letter of Concern was issued. At this point, CAV management instituted procedures and established policies which resulted in significant improvements. Their remedies for failing to follow proper procedures included (b)(3) The team determined CAV appropriately addressed performance issues. CAV has not been issued a CDR related to safety incidents in the past 16 months. Furthermore CAV has not been issued any CDRs in the past six months.

The SSET has personal knowledge of three incidents which occurred during the performance of this contract that were not mentioned in the past performance information reviewed. In accordance with the RFP, CAV was given an opportunity to respond to this adverse past performance via Evaluation Notice 011. Each incident is detailed below based on eye witness statements (reported on AMC IMT 441, Mishap Report of Injury/Illness and Treatment) and mishap reports:

a. The first incident occurred on 8 May 09 and resulted in the serious injury of a loadmaster during commercial aircraft (Russian IL-76) vehicle loading operations. CAV was loading M1078 trucks (seven ton armored vehicle) onto the aircraft. One truck had been successfully loaded and the loadmaster gave the signal to begin loading the second truck. As the loadmaster walked backwards he was positioned on the aircraft center line between the parked truck and the truck he was spotting onto the aircraft. He signaled the CAV driver to continue forward. When the second truck was within three feet of the first truck, the engine revved causing it to speed forward without warning pinning the loadmaster between the two trucks. CAV's witness statements indicate operator error on the part of the driver of the M1078. The space inside the M1078 is limited, with the gas and brake pedals extremely close to each other. When the driver went to press the brake pedal, he had difficulty applying the brakes and hit the brake and gas pedals at the same time causing the vehicle to jump forward.

~~SOURCE SELECTION INFORMATION — SEE FAR 2.101 AND 3.104~~
~~FOR OFFICIAL USE ONLY~~

The Government Safety Investigation identified three primary factors for the accident: 1) the accidental application of the accelerator; 2) the position of the loadmaster; and 3) the excessive loading speed of the vehicle. They found no evidence of brake failure or mechanical problems with the vehicle. The report made no suggestions or recommendations for changing procedures or enhancing training. After the incident, CAV immediately conducted a personnel safety stand down, provided remedial training, and held an operational risk management meeting with all personnel involved to identify what happened, how it could have been prevented, and how to prevent recurrence. CAV has extensive experience with successfully loading M1078s, with the exception of this incident. Based on witness statements and mishap reports, this incident was the result of the driver applying the brake and gas pedals simultaneously. The incident does not reflect a lack of quality control, safety, or knowledge of proper aircraft loading procedures on the part of CAV.

b. The second incident occurred on 9 Oct 09 and involved the death of a United Airlines representative during aircraft baggage downloading operations. A United Airlines maintenance representative entered the baggage compartment to remove baggage restraints in preparation for download. As is authorized under DOD 4500.9R, Part III and is standard procedure in Kuwait, approximately 30 Army passengers on the aircraft were selected to provide assistance with baggage download. Based on the CAV baggage conveyor operator's statement, he turned to instruct two Army personnel to enter the baggage truck while simultaneously lowering the safety railing on the conveyor. He was not notified by the United Airlines representative that he intended to exit the aircraft so he could relock the safety rail into position and stop the moving conveyor belt. When he turned, he noticed the United representative falling to the ground. Other witness statements portray a similar sequence of events with some variations (e.g. the representative reached for the rail and it wasn't there, he reached for the rail and it collapsed, he reached for the rail and the CAV employee lowered it at the same time).

Assigned Air Expeditionary Group safety personnel did not conduct an investigation nor did security personnel take any statements based on the fact the incident involved contractor (CAV and United Airlines) personnel. The 521 AMOW Commander determined "there was DOD interest in this incident due to the high volume of untrained DOD personnel exposed to falling hazards on a daily basis during baggage upload and download operations". The Commander directed the 723 Air Mobility Squadron Safety Office to conduct an investigation as it pertains to DOD personnel supporting baggage handling operations. The investigation concluded with the following recommendations to the 521 AMOW Commander: a complete Job Safety Analysis be conducted on baggage upload and download operations which identifies all hazards, create a briefing checklist based on the job safety analysis to standardize baggage upload and download operations, provide safety briefings to government personnel in one of the buses, and contract ground crew support should consist of a minimum of three personnel. None of these recommendations resulted in the government directing a change to baggage upload/download operations via contract modification. CAV successfully handles hundreds of passenger missions per month uploading and downloading baggage without incident. The incident does not reflect a lack of knowledge of proper baggage downloading procedures on the part of CAV.

c. The third incident occurred on 8 Feb 10. A C-17 aircraft was damaged during the loading of a M1070P Truck and M1000 trailer (similar to a commercial semi tractor-lowboy trailer with armor). Based on CAV operator statements, there were two operators, one driving the truck and the other driving the trailer, who both had loaded several of these vehicles previously. CAV provided load team members to watch for proper clearance between the vehicle and aircraft while two AF loadmasters conducted spotting operations. One loadmaster was positioned at the rear of the vehicle as it entered the aircraft using hand signals to relay on-load directions to the other loadmaster positioned in front of the vehicle directing the

~~SOURCE SELECTION INFORMATION — SEE FAR 2.101 AND 3.104~~
~~FOR OFFICIAL USE ONLY~~

operators during loading operations. During upload operations, the vehicle became misaligned and loading operations were stopped. The two loadmasters switched positions and uploading operations resumed. When the trailer ramp toes where within six to eight inches of the wing box, the loadmasters and load team members signaled "STOP". Subsequent events are unclear based on witness statements (e.g. AF loadmasters claim operators did not stop immediately when signaled to do so, operators indicated they did attempt to stop immediately upon being signaled to do so but six to eight inches is too little space to stop). The ramp toes did strike the wing box and when the vehicle was repositioned it tore a piece of insulation from the wing box. CAV has successfully loaded a large variety of outsized and unique war-fighting vehicles under an Internal Air Transport Certification. Based on witness statements, it is unclear if CAV operator actions can be attributed to causing the damage to the aircraft. CAV now briefs all C-17 loadmasters to stop the vehicle as soon as the first two axles clear the ramp crest to permit proper trailer adjustments with ample clearance.

The team reviewed documentation concerning these incidents which resulted in a fatality, serious personnel injury, and damage to an aircraft. They gave careful consideration to the gravity of each incident, day-to-day processes involved with loading hundreds of cargo and passenger aircraft, hi-operations tempo involved in supporting the war-fighter, and the potential for mitigating operational risk. Overall the team determined everyone involved (government, other contractor, and CAV personnel) in these incidents could have taken actions to reduce operational risk. The team noted CAV capitalized on the lessons learned from each incident and implemented revised vehicle loading processes, conducted remedial training, and initiated safety down-time reviews. The team considered the impact of these incidents on CAV's overall past performance when assigning their confidence assessment rating.

CAV possesses a broad range of experience in ATGHS. CAV was consistently recognized for favorable customer relations, skilled and enthusiastic managers and staff, and a willingness to provide support above and beyond contract requirements. Five of the six contracts reviewed were determined to involve some of the magnitude and complexities when compared to this solicitation. Their performance ranged from satisfactory to very good. The sixth contract reviewed involved essentially the same magnitude of effort and complexities as this solicitation requires. The high ops tempo of approximately 1000 aircraft arrivals/departures per month, most which arrive and depart between 1800 and 0400 local, congested ramp conditions with poor lighting and airfield markings, six nose-to-tail wide body aircraft parking spots with limited access to active taxiways, as well as multiple agencies conducting operations simultaneously are unique to this contract. Performance on this effort was rated satisfactory to very good. This contract was rated highly relevant. As this effort was deemed most relevant to the required effort, it was given greater consideration in determining an overall confidence rating. While CAV has had to address some performance issues over the life of this contract, they have consistently and successfully performed the required service. Therefore, the team is confident they can continue to consistently and successfully perform these services. Based on the offeror's performance record, the SSET has essentially no doubt CAV can successfully perform the required effort.

NOTE: The Source Selection Authority had some concerns with the SSET's confidence assessment rating of High Confidence for CAV International. The SSA conducted an independent review and analysis of CAV's past performance record and concluded that CAV's past performance rating should be Significant Confidence (See SSA Determination filed with CAV's Initial Rating Team Worksheet). Because of this, all letters provided to and discussions held with CAV indicate a Significant Confidence assessment rating. However, because this PAR documents the SSET's findings, CAV's confidence rating continues to be shown as High Confidence.

~~SOURCE SELECTION INFORMATION — SEE FAR 2.101 AND 3.104~~
~~FOR OFFICIAL USE ONLY~~

2.1.4. Price - \$59,891,808.00

CAV's price was evaluated against the criteria of completeness and reasonableness. The price is considered fair and reasonable based on comparison with the other proposals, the Independent Government Cost Estimate, and adequate price competition.

2.2. (b)(3)

2.2.1. Staffing Plan (Acceptable/High Risk)

(b)(3) submitted a staffing/organizational plan and proposed a workforce which demonstrates they should, throughout the term of the contract, employ personnel qualified to manage, supervise, and operate this air terminal and ground handling effort. No strengths were identified.

- Weakness: (b)(3) staffing plan includes a significant amount of personnel cross-utilization with individuals being assigned a primary function as well as first, second, third, and fourth collateral duties.

(b)(3)

(b)(3)

(b)(3)

(b)(3)

(b)(3)

(b)(3)

(b)(3) First-line supervisors will be unable to focus on PWS performance and supervisory requirements, increasing the risk of degradation of services. EN 008 was developed.

(b)(3) proposed staffing plan is likely to cause significant disruption or degradation of performance.

2.2.2. Implementation Plan (Acceptable/Low)

(b)(3) has submitted an implementation plan that ensures a fully operational organization is established by the performance start date. No strengths or weaknesses were identified. (b)(3) approach has little potential to cause disruption of schedule or degradation of performance.

2.2.3. Past Performance (Little Confidence)

(b)(3) was assigned a performance confidence assessment of Little Confidence. (b)(3) submitted and the SSET evaluated past performance on four contracts. The Past Performance Information Retrieval System (PPIRS) was checked for additional contracts; however, no relevant contracts were found. Three of the contracts reviewed were determined to be Somewhat Relevant and one was determined to be Not Relevant. Each contract is discussed below:

FA4890-07-C-0016: The team determined this contract for Operations, Maintenance, and Support for the U.S. Air Force Air Combat Command Primary Training Ranges to be Somewhat Relevant. Under this contract, (b)(3) deals mainly with the operations, maintenance, and support of bombing and gunnery ranges. Most of the key ATGHS performance areas are not performed under this contract. Information control, management information systems, and data records/report services are provided and are comparable

~~SOURCE SELECTION INFORMATION — SEE FAR 2.101 AND 3.104~~
~~FOR OFFICIAL USE ONLY~~

to this solicitation. Their overall performance was rated very good. They were recognized for their ability to retain a qualified workforce at ten U.S. locations.

M67854-07-C-8017: The team determined this contract for Operation and Maintenance Services at 29 Palms Marine Base CA, satellite operations in Bridgeport CA, and care of equipment in Yuma AZ to be Somewhat Relevant. Under this contract, (b)(3) operates and maintains training ranges, is involved in construction of new targets and buildings, and takes care of equipment. Most of the key ATGHS performance areas are not performed under this contract. Information control, management information systems, and data records/report services are provided and are comparable to this solicitation. Their overall performance was rated excellent.

SP0600-09-C-5904: The team determined this contract for Operation, Maintenance, Security, and Safety of government aviation and ground fuel facilities at ten Army installations in South Korea to be Not Relevant. Under this contract, (b)(3) is responsible for receipt, storage, transfer, issue, quality control, and accounting services for bulk and retail jet, diesel, retail gasoline, and automotive unleaded fuels. None of the key ATGHS performance areas are performed under this contract. Overall performance was rated very good.

F41689-02-D-0044: The team determined this contract for Operations and Maintenance of Air Combat Training Systems at five U.S. locations to be Somewhat Relevant. Under this contract, (b)(3) is responsible for operations, maintenance, and mission support performance of Air Combat Training Systems. Most of the key ATGHS performance areas are not performed under this contract. Information control, management information systems, and data records/report services are provided and are comparable to this solicitation. Their overall performance was rated exceptional. They were recognized for their professional and dedicated workforce. (b)(3) was recognized by the Operational Readiness Inspection (ORI) team chief for their excellent support of the 355th Wing during their Phase II ORI.

(b)(3) has experience with providing operations and maintenance of primary training ranges and training systems as well as fuel distribution facilities. Their overall past performance was rated very good to exceptional. Three of the four contracts reviewed were deemed somewhat relevant as they do involve some of the ATGHS performance areas required under this solicitation; however, many key areas are not covered. These efforts are all performed in the United States rather than in the challenging environment of Kuwait. Their performance on one contract was deemed not relevant as it related to fuel storage and distribution and was not comparable to this effort. Based on the offeror's performance record, the SSET has substantial doubt (b)(3) can successfully perform the required effort.

2.2.4. Price - \$58,710,627.96

(b)(3) price was evaluated against the criteria of completeness and reasonableness. The price is considered fair and reasonable based on comparison with the other proposals, the Independent Government Cost Estimate, and adequate price competition.

2.3. (b)(3)

2.3.1. Staffing Plan (Unacceptable Risk)

~~SOURCE SELECTION INFORMATION—SEE FAR 2.101 AND 3.104~~
~~FOR OFFICIAL USE ONLY~~

(b)(3) staffing plan fails to meet the government's minimum requirements indicating they will not be able to successfully perform the requirements of this solicitation. Their proposed workforce and organizational plan does not include all air terminal and ground handling service functions. Specifically, they failed to identify staffing for the key areas of Air Mobility Control Center, Passenger Services, Data Records and Reports, and Aircraft Ground Services. They did not provide a plan which demonstrates an ability to operate an ATGHS 24/7, 365 days/year with a sustained capability to work a wide-body MOG of four aircraft. EN 002 was developed.

(b)(3) proposed staffing plan is very likely to cause unmitigated disruption of schedule and severely degraded performance.

2.3.2. Implementation Plan (Acceptable/High Risk)

(b)(3) proposed implementation plan includes a timeline which indicates an intention to be fully operational by the performance start date. No strengths were identified.

- Weakness: Their plan poses increased risk as they intend to mobilize their entire workforce into Kuwait on the 15th of September 2010, completing personnel orientation, country residency, base access, and other associated transition requirements in a two- week period. Additionally, they plan to simultaneously receipt and inspect all contractor-furnished equipment to be delivered on 15 Sept 10. Their implementation plan compresses these activities into the last two weeks prior to performance start and gives the government cause for concern. Their implementation plan does not depict how they could compress all these activities into two weeks. In our experience these activities take well over two weeks to accomplish. EN (003) was developed.

This timeline is likely to cause a significant disruption of schedule and degradation of service.

2.3.3. Past Performance (Satisfactory Confidence)

(b)(3) was assigned a performance confidence assessment of Satisfactory Confidence.

(b)(3) submitted and the SSET evaluated past performance on three contracts. PPIRS was checked for additional past performance information but none was found. All three were determined to be Somewhat Relevant. Each contract is discussed below:

Ground Handling (\$2.5M) - The team determined this Ground Handling Services effort at seven U.S. locations to be Somewhat Relevant. Under this contract, (b)(3) provides aircraft ground handling and cargo services at U.S. airports rather than the austere environment of Kuwait. They do not provide passenger and baggage services. Their overall performance was rated very good to exceptional. (b)(3) was recognized for maintaining discipline in processes and procedures, being able to adjust to a fluid operation schedule, and understanding the need for safe on-time performance.

Ground Handling (\$3.8M) – The team determined this Ground Handling Services effort at three U.S. locations to be Somewhat Relevant. Under this contract, (b)(3) provides ramp services at U.S. International Airports rather than the challenging environment of Kuwait. They do not process passengers, provide command and control, handle or process hazardous shipments, maintain customer-furnished equipment, work with secure data or create manifests, or accomplish data records and reports. Their overall performance was rated satisfactory. (b)(3) was recognized for responding quickly to customer concerns.

~~SOURCE SELECTION INFORMATION — SEE FAR 2.101 AND 3.104~~
~~FOR OFFICIAL USE ONLY~~

Ground Handling (\$25.5M) – The team determined this Ground Handling Services effort at ten sites in support of the U.S. Postal Service to be Somewhat Relevant. Under this contract, (b)(3) primarily supports U.S. Postal air and ground networks handling Express, Priority, and First Class mail within the United States, not the demanding environment of Kuwait. They do not process passengers and baggage or provide aircraft transient service. They provide facilities, scanning, container preparation, record keeping, and electronic data interchange services. Their overall performance was rated satisfactory to very good.

(b)(3) was recognized for strict adherence to contract terms, willingness to go above and beyond contract requirements, focus on safety and work relationships, and maintaining open lines of communication.

(b)(3) possesses experience in providing a range of related ATGHS with the exception of command and control or passenger services. Their overall past performance was rated satisfactory to exceptional. All of the contracts reviewed were deemed somewhat relevant as they involve only some of the magnitude and complexities of this solicitation. Their performance, under all three contracts combined, contains many of the key ATGHS performance areas and demonstrates proven management and technical capabilities. Based on the offeror's past performance record, the SSET has some doubt (b)(3) can successfully perform the required effort.

2.3.4. Price - \$56,395,428.00

(b)(3) price was evaluated against the criteria of completeness and reasonableness. The price is considered fair and reasonable based on comparison with the other proposals, the Independent Government Cost Estimate and adequate price competition.

2.4. (b)(3)

2.4.1. Staffing Plan (Acceptable/Low Risk)

(b)(3) submitted a staffing/organizational plan and proposed a workforce which demonstrates they will, throughout the term of the contract, employ personnel qualified to manage, supervise, and operate this air terminal and ground handling effort. No strengths were identified.

- Weakness: (b)(3) staffing/organizational plan did not identify staffing to perform Funds Handling or Communications Management and Information Systems services. EN 004 was developed.

(b)(3) approach has little potential to cause disruption of schedule or degradation of performance.

2.4.2. Implementation Plan (Acceptable/Moderate Risk)

(b)(3) submitted an implementation plan that ensures a fully operational organization is established by the performance start date. No strengths were identified.

Weaknesses:

- (b)(3)'s implementation plan does not allot time to accomplish government provided familiarization training or any other required training. T (b)(3)

~~SOURCE SELECTION INFORMATION — SEE FAR 2.101 AND 3.104~~
~~FOR OFFICIAL USE ONLY~~

c (b)(3) . The team has some doubt they have allotted appropriate time to take advantage of government familiarization training (1 Jul 10 – 30 Sep 10) or accomplish other required training. The offeror may not have allotted sufficient time to accomplish individual employee training requirements based on their intent to complete the hiring process on 15 Sep 10.

- t (b)(3)
(b)(3) However, their CFE table does not include any follow-me vehicles or a sufficient number of aircraft stairs.

EN 005 was developed.

(b)(3) approach can potentially cause disruption of schedule or degradation of performance.

2.4.3. Past Performance (Neutral/Unknown Confidence)

(b)(3) was assigned a performance confidence assessment of Neutral/Unknown Confidence. This proposal is a Teaming Arrangement consisting of (b)(3) and (b)(3). In accordance with their proposal, (b)(3) will be the command center in the United States responsible for Human Resource duties. (b)(3) will be responsible for all field work in Kuwait and manage the contract. Past performance for each company was reviewed with a focus on their roles and responsibilities under the proposal as specified above. (b)(3) submitted and the SSET evaluated past performance on two contracts – one for (b)(3) and one for (b)(3). PPIRS was checked for additional contracts but none were found. Both contracts were determined to be Not Relevant. Each contract is discussed below:

W9124J-09-P-0005 - The team determined (b)(3) purchase order for Ten Pounds Block Ice and Twenty Pounds Crushed Ice for Ft. Sam Houston TX to be Not Relevant. Under this purchase order, they filled orders and delivered ice to required locations. Their performance efforts did not involve any of the magnitude of effort and complexities of this solicitation.

W911S8-09-P-0242 - The team determined the (b)(3) 40-foot Storage Container purchase order to be Not Relevant. Under this purchase order, they delivered four 40-foot containers to Ft. Lewis WA. Their performance efforts did not involve any of the magnitude of effort and complexities of this solicitation.

(b)(3) does not possess any experience in providing Air Terminal and Ground Handling Services. On the survey submitted, their overall past performance was rated exceptional for non-relevant services. Past performance for (b)(3) was also determined to be Not Relevant. On the survey submitted for (b)(3), their overall past performance was rated exceptional for non-relevant services. While the proposal states that the owner, (b)(3), has extensive knowledge of ATGHS he has not been responsible for the overall manning and management of any ATGHS operation. The proposal also states that (b)(3)'s employees have extensive knowledge of ATGHS; however, (b)(3) as the prime contractor, will have overall responsibility for all performance areas throughout the term of the contract regardless of any changes in personnel at (b)(3) that may occur after award. In accordance with the RFP, offerors with no relevant past or present performance history shall receive the rating Neutral/Unknown Confidence.

~~SOURCE SELECTION INFORMATION — SEE FAR 2.101 AND 3.104~~
~~FOR OFFICIAL USE ONLY~~

2.4.4. Price - \$56,712,000.00

(b)(3) price was evaluated against the criteria of completeness and reasonableness. The overall price is considered fair and reasonable based on comparison with the other proposals, the Independent Government Cost Estimate, and adequate price competition. However, the government does have concerns with the price of CLINs 1003, 2003, 3003, 4003 (towing service to/from Kuwait International Airport/Abdullah Al Mubarak Airbase Aircraft Engine Run-up parking spots and lease of space at the Engine Test Run location). This price seems high based on the Government's knowledge of this requirement. EN 006 was developed.

2.5. (b)(3)

2.5.1. Staffing Plan (Excellent/Low Risk)

(b)(3) submitted a staffing/organizational plan and proposed a workforce which demonstrates they will, throughout the term of the contract, employ personnel qualified to manage, supervise, and operate this air terminal and ground handling effort.

- Strengths: In addition to meeting safety requirements outlined in PWS paragraph 4.5., (b)(3)
(b)(3) . This benefits the government by (b)(3)
(b)(3)

No weaknesses were identified. (b)(3) approach has little potential to cause disruption of schedule or degradation of performance.

2.5.2. Implementation Plan (Acceptable/Low Risk)

(b)(3) submitted an implementation plan that ensures a fully operational organization is established by the performance start date. No strengths were identified.

- Weakness: Their plan identifies required Contractor Furnished Equipment (CFE); however, it does not indicate they will have required aircraft stairs on site by the performance start date. (b)(3) approach has little potential to cause disruption of schedule or degradation of performance.

2.5.3. Past Performance (Little Confidence)

(b)(3) was assigned a performance confidence assessment of Little Confidence. (b)(3) submitted four contracts for consideration. The government pulled three additional contracts from PPIRS for a total of seven for the SSET to evaluate. One was rated Relevant, five were rated Somewhat Relevant, and one was rated Not Relevant. Each contract is discussed below:

FA4428-04-C-0002: The team determined the Kuwait ATGHS contract to be Relevant. The team only reviewed one year of past performance, 1 Oct 04 through 30 Sep 05, for this contract due to the RFP requirement that requires past performance information be recent (e.g. the contract shall have been performed during the past five years from the date of issuance of this solicitation). Under this contract,

(b)(3) provided the same services required by this solicitation; however, they were only required to maintain a capability to simultaneously provide ATGHS for a working MOG of two wide-body aircraft or

~~SOURCE SELECTION INFORMATION — SEE FAR 2.101 AND 3.104~~
~~FOR OFFICIAL USE ONLY~~

equivalent thereof which is 50% less than the current requirement. For this one-year period, (b)(3) processed approximately 300,000 passengers and 39,000 tons of cargo versus the current average of 556,565 passengers and 104,336 tons of cargo. They provided ATGHS 24/7/365, which is the same as the hours of operation in this solicitation. Their quality of service was rated marginal. Thirty-nine CDRs were issued in the areas of safety, command and control, cargo preparation/processing, maintenance of government furnished equipment. An additional sixty-one deficiencies were noted for the year. (b)(3) corrective actions failed to prevent reoccurrence. The government was forced to implement a parallel cargo accounting system and report movement ready cargo on-hand daily to 618th TACC and AFCENT AMD to ensure airlift was planned. (b)(3) did receive positive customer feedback for passenger services from external customers.

F11626-03-C-0004: The team determined the ATGHS contract for two locations in Japan (Misawa AB and Fukuoka IAP) to be Somewhat Relevant. Under this contract, (b)(3) accomplished many of the key areas of performance under this solicitation; however, at a significantly reduced level. They did not provide command and control, aircraft ground services, or material handling equipment/aerospace ground equipment maintenance and repair. (b)(3) provided services at Misawa AB Monday through Sunday during daytime installation operating hours; and at Fukuoka IAP from 0730-1630 local time, Monday through Friday. This is dissimilar to the 24/7/365 ATGHS requirement at Kuwait. These services were provided at a U.S. Air Base and an international airport rather than the challenging environment of Kuwait. Their overall performance was rated very good. (b)(3) streamlined aircraft engine shipment processing procedures. They were lauded by the 35th Fighter Wing for their weapons safety program. They developed superb working relationships and were customer oriented. Significant discrepancies were identified in the areas of passenger terminal security, hazardous materials acceptance, and cargo processing. (b)(3) took appropriate actions to prevent reoccurrence.

HTC711-09-C-0003: The team determined the ATGHS contract for two locations in Japan (Misawa AB and Fukuoka IAP) to be Somewhat Relevant. Under this contract, (b)(3) accomplishes many of the key areas of performance under this solicitation; however, at a significantly reduced level. They do not provide command and control, aircraft ground services, or material handling equipment/aerospace ground equipment maintenance and repair. (b)(3) provides services at Misawa AB staffing ATOC 24 hours a day, 7 days a week, and all other functions from 0730-1800 local time, Monday through Friday and outside of these established operating hours to meet specific mission requirements. At Fukuoka IAP, they provide services 0900-1300 local time, Monday through Friday and when aircraft are scheduled. This is dissimilar to the 24/7/365 ATGHS requirement at Kuwait. These services were provided at a U.S. Air Base and an international airport rather than the challenging environment of Kuwait. Consideration was given to the similarity of their performance; however, at both locations combined they handled only 82 aircraft monthly compared to an average of 968 aircraft per month at Kuwait. Their overall performance was rated satisfactory to very good over a six month period. (b)(3) placed advertisements on the Armed Forces Network announcing the return of the Patriot Express mission with services to Yokota, Japan and Seattle, Washington. They also disseminated Space Available passenger travel information enhancing AMC's image.

HTC711-08-C-0001: The team determined the ATGHS contract for nine locations in Central and South America (Argentina, Bolivia, Brazil, Chile, Costa Rica, El Salvador, Guatemala, Peru, and Venezuela) to be Somewhat Relevant. Under this contract, (b)(3) accomplishes many of the key areas of performance required under this solicitation. (b)(3) provides services when aircraft are scheduled, not 24/7/365 as required under the solicitation. While services are performed at foreign commercial international airports,

~~SOURCE SELECTION INFORMATION — SEE FAR 2.101 AND 3.104~~
~~FOR OFFICIAL USE ONLY~~

they do not present the challenges of providing services in Kuwait. Consideration was given to the similarity of their performance; however, all nine locations combined handled an average of 136 aircraft annually compared to an average of 968 aircraft per month at Kuwait. Their overall performance has been rated satisfactory. (b)(3) was recognized for providing a highly proficient, resourceful, and knowledgeable workforce. They facilitated 100% on-time aircraft departures. All of the aircrew surveys received indicated they were provided satisfactory services.

FA4428-06-C-0004: The team determined the ATGHS contract for two locations in Korea (Gunsan AB and Gimhae ROKAF) to be Somewhat Relevant. Under this contract, (b)(3) accomplished many of the key areas of performance under this solicitation; however, at a significantly reduced level. They did not provide command and control, aircraft ground services, or material handling equipment/aerospace ground equipment maintenance and repair. (b)(3) provides services at Gunsan AB from 0800-1700 local time, Monday through Friday, and outside of these established operating hours to meet specific mission requirements. At Gimhae ROKAF, they provide services 0730-1630 local time, Monday through Friday, and when aircraft are scheduled. This is dissimilar to the 24/7/365 ATGHS requirement at Kuwait. These services were provided at a U.S. Air Base and a Korean Air Base rather than the challenging environment of a Kuwaiti Air Base. Consideration was given to the similarity of their performance; however, at both locations combined they handled only 355 aircraft annually compared to an average of 968 aircraft per month at Kuwait. Their overall performance was rated satisfactory to very good. (b)(3) streamlined aircraft engine shipment processing procedures. (b)(3) provided a snack bar for customers at Gimhae as there are no American eateries on or near the base. They received laudatory comments from the Gunsan Wing XP for their exercise support and participation during the Peninsula Combat Employment Readiness Exercise. They displayed flexibility, sound judgment, and pride in accomplishing mission requirements. Three CDRs were issued for safety related incidents. (b)(3) took appropriate actions to prevent reoccurrence. A letter of concern was issued regarding the failure to have a certified Hazardous Material Inspector on-site at Gimhae.

(b)(3)

(b)(3)

FA4428-05-C-0007: The team determined the Central and South America ATGHS (Belize and Brazil) contract to be Somewhat Relevant. (b)(3) provides services when aircraft are scheduled, not 24/7/365 as required under the solicitation. While services are performed at foreign commercial international airports they do not present the challenges of providing services supporting the war on terrorism in Kuwait. Under this contract, (b)(3) accomplishes many of the key areas of performance required under this solicitation. Consideration was given to the similarity of their performance; however, at both locations combined they only handled 36 aircraft annually compared to an average of 968 aircraft per month at Kuwait. Their overall performance has been rated satisfactory to very good. They supported the annual Tradewinds exercise which increased Belize's workload by 200% and received a letter from the U.S. Ambassador to Brazil lauding the efforts of the Station Manager and his assistance during a U.S. Presidential visit.

SP0600-08-C-5840: The team determined the Non-Systems Fuels contract to be Not Relevant. Their overall performance was rated very good. (b)(3) operated and maintained Air Force owned fuel facilities at seven locations in the United States. Their performance efforts did not involve any of the magnitude of effort and complexities of this solicitation.

(b)(3) possesses a broad range of experience in ATGHS. One contract reviewed was determined Not Relevant. Five of the contracts reviewed were determined to be somewhat relevant as they involved some of the magnitude and complexities when compared to this solicitation. Their performance ranged from

~~SOURCE SELECTION INFORMATION — SEE FAR 2.101 AND 3.104~~
~~FOR OFFICIAL USE ONLY~~

satisfactory to very good. The Kuwait ATGHS contract was rated relevant as it involved the same services of this solicitation but at a reduced magnitude of effort and complexity. Their performance on this effort was rated marginal. As this effort was deemed most relevant to the required effort, it was given greater consideration in determining an overall confidence rating. Based on the offeror's performance record of this effort (marginal) and also considering the satisfactory to very good ratings received on the four somewhat relevant contracts, the SSET has substantial doubt (b)(3) can successfully perform the required effort.

2.5.4. Price - \$61,706,856.00

(b)(3) price was evaluated against the criteria of completeness and reasonableness. The overall price is considered fair and reasonable based on comparison with the other proposals, the Independent Government Cost Estimate and adequate price competition. However, the government does have concerns with the price of CLINs 1003, 2003, 3003, 4003 (towing service to/from Kuwait International Airport/Abdullah Al Mubarak Airbase Aircraft Engine Run-up parking spots and lease of space at the Engine Test Run location). This price seems high based on the Government's knowledge of this requirement. EN 009 was developed.

2.6. (b)(3)

2.6.1. Staffing Plan (Acceptable/High Risk)

(b)(3) submitted a staffing/organizational plan and proposed a workforce which demonstrates they should, throughout the term of the contract, employ personnel qualified to manage, supervise, and operate this air terminal and ground handling effort.

Strength:

- In addition to the AMC Station Manager and Alternate Station Manager, (b)(3)
(b)(3) (ATOC - PWS paragraphs 1.1. through 1.1.8.15.3., Ramp
Operations - PWS paragraphs 1.2.1., 1.3.1., 1.3.8.2. through 1.3.8.2.2., and 1.8.7., Cargo Operations -
PWS paragraphs 1.1.9. through 1.1.9.2. and 1.2.2. through 1.2.5.). While the PWS requires the offeror
to provide services in these key performance areas, (b)(3)
(b)(3) This benefits the government by (b)(3)
(b)(3)

Weakness:

- The government has concerns with (b)(3) proposed manpower for the "ramp handlers" function, which includes all flight-line activities (ATOC ramp controller requirements, passenger and cargo activities, cargo processing, cargo truck escorting, aircraft ground services, and baggage handling). Although the overall number of personnel proposed appears minimally sufficient, the government has concerns that the proposed manpower for the ramp handler function does not provide (b)(3) the ability to provide sustained ATGHS for a wide body MOG of four aircraft or equivalent thereof.

(b)(3) approach is likely to cause significant disruption of schedule or degradation of performance.

~~SOURCE SELECTION INFORMATION — SEE FAR 2.101 AND 3.104~~
~~FOR OFFICIAL USE ONLY~~

2.6.2. Implementation Plan (Acceptable/Low Risk)

(b)(3) submitted an implementation plan that ensures a fully operational organization is established by the performance start date. No strengths or weaknesses were identified. (b)(3) approach has little potential to cause disruption of schedule or degradation of performance.

2.6.3. Past Performance (Little Confidence)

(b)(3) was assigned a performance confidence assessment of Little Confidence. This proposal submitted by (b)(3) identifies (b)(3) as a consultant/subcontractor responsible for portions of the implementation plan (e.g. recruitment, training, and general preparation for the execution phase of this contract). (b)(3) will be responsible for all other performance areas. Past performance for each company was reviewed with a focus on their roles and responsibilities under the proposal as specified above. (b)(3) submitted and the SSET evaluated past performance for five contracts – four for (b)(3) and one for (b)(3). PPIRS was checked for additional past performance information on (b)(3) but none was found. Two efforts submitted for (b)(3) were rated Somewhat Relevant and two were rated Not Relevant. The effort submitted for (b)(3) was rated Not Relevant. Each contract is discussed below:

ADF/SA GH 001 - The team determined the Aerial Port Activity for Australian Air Defense Forces at Al Minahd, UAE to be Somewhat Relevant. (b)(3) provides wide-body and other cargo aircraft services when aircraft are scheduled, not 24/7/365 as required under the solicitation. Their overall performance has been rated very good to exceptional. Services are performed in the Middle East at a UAE Air Base with challenges similar to providing services supporting the war on terrorism in Kuwait. Under this contract, (b)(3) accomplishes many of the key areas of performance required under this solicitation. They do not provide Aircraft Ground Services. Consideration was given to the similarity of their performance; however, based on annual contract costs of \$410K compared to the Independent Government Cost Estimate of \$16M, the workload does not equate to the magnitude of effort required at Kuwait.

USTC Tender Afghanistan - The team determined (b)(3) cargo handling services to be Somewhat Relevant. (b)(3) only provides limited cargo download/upload for tender airlift missions when aircraft are scheduled, not 24/7/365 as required under the solicitation. Their overall performance was rated very good. Services are performed at FOB Sharana, Afghanistan in a demanding environment much like Kuwait. Consideration was given to the similarity of their performance; however, their services are limited to downloading and uploading cargo on aircraft using a 10K forklift which does not compare to the ATGHS requirements under this solicitation in magnitude or complexity.

USTC Tender Balad Iraq – The team determined this is an airlift services effort which did not involve any ATGHS and is Not Relevant. Their overall performance was rated exceptional with positive comments concerning adherence to all written directives, instructions, and contract requirements. Services are performed at Balad Iraq in an environment much like Kuwait. Although (b)(3) airlifts cargo in a timely manner, they do not provide any cargo, passenger, or aircraft ground handling services. This effort does not compare to the ATGHS requirements under this solicitation.

USTC Tender Tikrit Iraq - The team determined this is an airlift services effort which did not involve any ATGHS and is Not Relevant. Their overall performance was rated very good. Services are performed at Tikrit Iraq in an environment much like Kuwait. (b)(3) airlifts cargo, but they do not provide any cargo, passenger, or

~~SOURCE SELECTION INFORMATION — SEE FAR 2.101 AND 3.104~~
~~FOR OFFICIAL USE ONLY~~

aircraft ground handling services. This effort does not compare to the ATGHS requirements under this solicitation.

FA5587-09-P-0045 ((b)(3)) – The team determined this Night Monitor contract did not involve any ATGHS and is Not Relevant. Their overall performance was rated exceptional. Services are performed in RAF Lakenheath United Kingdom in an environment completely dissimilar to that of Kuwait. This effort does not compare to the ATGHS requirements under this solicitation.

(b)(3) possesses limited experience in providing cargo handling services. Their overall past performance for somewhat relevant and not relevant contracts was very good to exceptional. The somewhat relevant contracts involved only cargo handling requirements and none of the magnitude and complexities when compared to this solicitation. Their past performance indicates cargo handling capabilities which are narrowly focused services when compared to the broad range of services of this solicitation. Based on the offeror's performance record, the SSET has substantial doubt (b)(3) can successfully perform the required effort.

2.6.4. Price - \$66,080,016.96

(b)(3) price was evaluated against the criteria of completeness and reasonableness. The price is considered fair and reasonable based on comparison with the other proposals, the Independent Government Cost Estimate, and adequate price competition.

2.7. (b)(3)

2.7.1. Staffing Plan (Acceptable/Low Risk)

(b)(3) submitted a staffing/organizational plan and proposed a workforce which demonstrates they will, throughout the term of the contract, employ personnel qualified to manage, supervise, and operate this air terminal and ground handling effort. No strengths or weaknesses were identified. (b)(3) approach has little potential to cause disruption of schedule or degradation of performance.

2.7.2. Implementation Plan (Acceptable/Low Risk)

(b)(3) s submitted an implementation plan that ensures a fully operational organization is established by the performance start date. No strengths or weaknesses were identified. (b)(3) approach has little potential to cause disruption of schedule or degradation of performance.

2.7.3. Past Performance (Satisfactory Confidence)

(b)(3) was assigned a performance confidence assessment of Satisfactory Confidence. (b)(3) submitted and the SSET evaluated a total of six contracts. All of the contracts were rated Somewhat Relevant. Each contract is discussed below:

ATD Nellis 08-SC002: The team determined this Backshop Maintenance for Aerospace Ground Equipment (AGE) effort to be Somewhat Relevant. As a subcontractor under this contract, (b)(3) picks up, delivers, inspects, services, repairs, and performs approved modification on over 1,050 pieces of AGE. They provide these services at Nellis AFB NV rather than the challenging environment of Kuwait. They do not provide command and control center services, process cargo or upload/download aircraft, process passengers, handle or

~~SOURCE SELECTION INFORMATION — SEE FAR 2.101 AND 3.104~~
~~FOR OFFICIAL USE ONLY~~

process hazardous shipments, work with secure data or create manifests, or accomplish data records and reports. Their overall performance was rated exceptional. (b)(3) was recognized for being very responsive to the needs of their customers.

F33601-03-C-0004: The team determined this contract for Small Air Terminal Operations at Wright Patterson AFB OH to be Somewhat Relevant. As a subcontractor under this contract, (b)(3) accomplishes many of the key areas of performance required under this solicitation. They do not provide command and control or aircraft ground services. (b)(3) provides services when aircraft are scheduled, not 24/7/365 as required under the solicitation. Services are performed at a U.S. Air Force Base and they do not present the challenges of providing services in Kuwait. Consideration was given to the similarity of their performance; however, (b)(3) handled an annual average of 2,907 aircraft compared to 11,616 aircraft at Kuwait. Their overall performance has been rated exceptional. (b)(3) was recognized for establishing excellent lines of communication and providing proactive management.

W912PE-09-C07055: The team determined this contract for Transient Alert Services at Stuttgart Army Airfield Germany to be Somewhat Relevant. Under this contract, (b)(3) has provided transient alert management and control, VIP services, upload/download of cargo, vehicle equipment escort, and emergency aircraft services since Sep 09. Services are performed at an Army Airfield with an operational environment which does not compare to Kuwait. Their overall performance was rated satisfactory. They were recognized for their focus on customer requirements, which is only comparable to the Aircraft Ground Services portion of this requirement.

FA5587-06-C-0002: The team determined this contract for Transient Aircraft Services at RAF Mildenhall and RAF Lakenheath UK to be Somewhat Relevant. Under this contract, (b)(3) s performs transient aircraft management, emergency, special event/exercise, and DV aircraft services. However, these services are only comparable to the Aircraft Ground Services portion of this requirement. Their overall performance was rated exceptional. They were recognized for their very good ability to retain key personnel and a qualified workforce, as well as proactive customer services and operational support. (b)(3) was recognized by the Wing Commander for outstanding professionalism and expertise during the 75th Anniversary two day air display. (b)(3) was also recognized for their ability to maintain a 98.7% quality control performance rating which exceeds the command and contract standard of 95% as stated in the Service Delivery Summary of the Performance Work Statement.

FA4452-08-C-0003: The team determined this contract for Aerial Delivery Flight Services at four U.S. Air Force Bases (Charleston, Pope, McChord, and Dyess) to be Somewhat Relevant. Under this contract (b)(3) rigs aerial delivery platforms (ADP), inspects and packs parachutes, loads and unloads aircraft (Dyess AFB only), and recovers ADPs from the drop zone. However, these services are only minimally comparable to aircraft services and data records/reports portions of this requirement. Two letters of concern were issued for performance being late and for (b)(3) being unavailable to provide required services. (b)(3) took action to prevent reoccurrence. Some services were provided above and beyond contract requirements, for example at Pope AFB they assisted in base preparations for Hurricane Hannah which allowed the 2nd Airlift Squadron to continue airdrop training prior to aircraft evacuation; at Dyess AFB they supported three times the normal airdrop operation; and, at McChord AFB they supported AMC Rodeo 2009. Services were provided at an overall satisfactory level.

FA4428-05-C-0010: The team determined the Eielson ATGHS contract to be Somewhat Relevant. Under this contract, (b)(3) accomplished many of the key areas of performance required under this solicitation; however, at a significantly reduced level. (b)(3) staffed all functions and performed the services required

~~SOURCE SELECTION INFORMATION — SEE FAR 2.101 AND 3.104~~
~~FOR OFFICIAL USE ONLY~~

under this contract 0730-1630 local time, Monday through Friday; and staffed functions outside of these established operating hours, as required, to meet performance requirements 24 hours a day. Although these operational hours are dynamic, they are not as demanding as the 24/7/365 ATGHS requirement at Kuwait. Consideration was given to the similarity of their performance; however, (b)(3) s handled an annual average of 596 aircraft compared to 11,616 aircraft at Kuwait. These services are provided at a U.S. Air Force Base with climatic challenges, which can be equitably compared to the austere environment of Kuwait. They do not provide command and control, aircraft ground services, or material handling equipment/aerospace ground equipment maintenance and repair. Their overall performance was rated satisfactory to very good. They exceeded performance requirements on numerous occasions. (b)(3) conducted Space Available travel briefings for Ft. Wainwright retiree's open house, contacted space available passengers at billeting to inform them of flight departure changes ensuring they made their flight, and provided passengers ground transportation to billeting as no base shuttle service exists. They were lauded by the Red Flag Logistics Officer for providing assistance during redeployment operations. CDRs were issued for security of classified materials, accidents involving materials handling equipment, and aircraft loading operations. They provided remedies in a timely manner. After discussions between the Contracting Officer and (b)(3) ' management, the government agreed not to exercise the option beyond FY07. (b)(3)

(b)(3)
(b)(3)
(b)(3)
(b)(3)

(b)(3)

(b)(3) has experience with providing aircraft transient alert services, small air terminal operations (many of the key ATGHS performance requirements at a significantly reduced level), equipment maintenance, and aerial delivery services. Their performance under all six contracts together contained most of the key ATGHS performance areas. Their overall past performance was rated satisfactory to exceptional. All of the contracts reviewed were deemed somewhat relevant as they involve some of the magnitude and complexities of this solicitation. Based on the offeror's past performance record, the SSET has some doubt (b)(3) s can successfully perform the required effort.

2.7.4. Price - \$59,020,320.00

(b)(3) price was evaluated against the criteria of completeness and reasonableness. The price is considered fair and reasonable based on comparison with the other proposals, the Independent Government Cost Estimate and adequate price competition.

2.8. (b)(3)

(b)(3) proposal was not evaluated. During the initial proposal compliance review, a check of CCR identified this firm as a foreign owned company. The solicitation requires the successful offeror to have a facility clearance which may only be obtained by U.S. firms. (b)(3) was contacted to determine how they intended to meet this requirement. A review of their response indicated that they do not meet this minimum requirement. They were notified that their proposal was not eligible for award and would not be further evaluated as they were not in compliance with the requirements of the solicitation at the time of original submission.

SOURCE SELECTION INFORMATION — SEE FAR 2.101 AND 3.104
FOR OFFICIAL USE ONLY

Initial Evaluation Results Matrix

	Staffing Plan	Implementation Plan	Past Performance	Price	Price Ranking
(b)(3) (b)(3)	Unacceptable Unacceptable Risk	Acceptable High Risk	Satisfactory Confidence	56,395,428.00	1
(b)(3) (b)(3)	Acceptable Low Risk	Acceptable Moderate Risk	Neutral/Unknown Confidence	56,712,000.00	2
(b)(3)	Acceptable High Risk	Acceptable Low Risk	Little Confidence	58,710,627.96	3
(b)(3)	Acceptable Low Risk	Acceptable Low Risk	Satisfactory Confidence	59,020,320.00	4
CAV International	Outstanding Low Risk	Acceptable Low Risk	High Confidence	59,891,808.00	5
(b)(3)	Excellent Low Risk	Acceptable Low Risk	Little Confidence	61,706,856.00	6
(b)(3) (b)(3)	Acceptable High Risk	Acceptable Low Risk	Little Confidence	66,080,016.96	7
(b)(3)	Not Evaluated	Not Evaluated	Not Evaluated	Not Evaluated	

2.9. Summary. As a result of the initial evaluation of all offers received in response to the solicitation, the Contracting Officer has determined discussions will be needed to maximize the Government's ability to obtain best value.

3. Initial Discussions. The competitive range was not reduced for purposes of efficiency and discussions were held with all offerors. Each offeror was formally notified of the initial evaluation results of their respective proposals. The ENs documented by the SSET during initial evaluation were released to all offerors beginning the discussions process. Oral discussions were held on 28 Apr 10 with (b)(3) and 29 Apr 10 with all remaining offerors to address any questions they had in regards to their initial evaluation results or the ENs (Ref: Record of Discussions, dated 28 Apr 10 for (b)(3) and individual Record of Discussions, dated 29 Apr 10 for all other offerors. Records of Discussion are filed with each individual proposal). The Offeror's responses to the ENs and proposal revisions were received on 3 May 10 and evaluated by the SSET. The SSET documented whether or not the offeror's responses to the ENs resolved the clarifications and/or deficiencies cited. The SSET also evaluated the proposal revisions against the evaluation criteria and documented any changes to the strengths, weaknesses, color codes, proposal risk assessment, past performance confidence assessment, and evaluated price from the original proposal as shown on the Interim Evaluation Results Matrix. A summary of the discussions held with each offeror is shown below by evaluation factor.

3.1. Evaluation Factor 1, Staffing Plan, Summary

3.1.1. CAV International. CAV was issued one EN for this factor. EN 001 requested clarification on how CAV intended to allow flexibility to continue to meet all PWS performance requirements when personnel are absent for vacation or other personal time off. (b)(3)

(b)(3) The team determined that CAV provided sufficient information for a better

~~SOURCE SELECTION INFORMATION — SEE FAR 2.101 AND 3.104~~
~~FOR OFFICIAL USE ONLY~~

understanding of how their staffing plan includes coverage during vacation and time off. CAV's staffing plan rating remained unchanged at Outstanding/Low risk.

3.1.2. (b)(3) was issued one EN for this factor. (b)(3) staffing plan includes a significant amount of personnel cross-utilization with individuals being assigned a primary function as well as first, second, third, and fourth collateral duties. (b)(3)

(b)(3)
(b)(3)

(b)(3) . EN008 requested clarification on how (b)(3) plans to mitigate the risk associated with this method of staffing. (b)(3) response indicates they (b)(3)

(b)(3)
(b)(3)

(b)(3) . (b)(3) plan for staffing the Station Manager/Alternate Station Manager positions

(b)(3) The team determined this is still a high risk method of managing day-to-day operations. Subsequent EN 013 was issued.

3.1.3. (b)(3) was issued one EN for this factor. (b)(3) did not provide a plan which demonstrates an ability to operate an ATGHS 24/7, 365 days/year with a sustained capability to work a wide-body MOG of four aircraft. EN 002 requested (b)(3) identify staffing for the key areas of Air Mobility Control Center, Passenger Services, Data Records and Reports, and Aircraft Ground Services.

(b)(3) response identified how they plan to staff these four functions however, as outlined, their staffing plan provides insufficient personnel to accomplish contract performance requirements associated under each of these functional areas. The team determined this plan is still unacceptable with unacceptable risk. Subsequent EN 015 was issued.

3.1.4. (b)(3) was issued one EN for this factor. (b)(3) staffing/organization plan did not identify staffing to perform Funds Handling or Communications Management and Information Systems services. EN 004 requested (b)(3) clarify how these functions would be covered. (b)(3) The team determined the risk for this plan has increased from low to high. Subsequent EN 017 was issued.

3.1.5. (b)(3) was not issued an EN for this factor. However, in response to discussions notified the government that (b)(3)

(b)(3)

(b)(3)

(b)(3) As this was essentially a new approach, the government had insufficient information to evaluate their staffing plan. EN 018 was issued requesting (b)(3) provide a revised staffing plan which clearly identifies (b)(3) to "unknown". (b)(3) . Their rating for this factor was changed

3.1.6. (b)(3) was issued two ENs for this factor. EN 007 requested clarification on how (b)(3) intends on allowing flexibility to continue to meet all PWS requirements when personnel are absent for vacation or other time off. This team determined that (b)(3) provided sufficient information for a better understanding of how their staffing plan includes coverage during vacation and time off. EN 010 requested clarification on how the proposed manpower for the ramp handler function will provide (b)(3) the ability to provide sustained ATGHS for a wide body MOG of four aircraft or equivalent thereof. (b)(3) responded that

~~SOURCE SELECTION INFORMATION — SEE FAR 2.101 AND 3.104~~
~~FOR OFFICIAL USE ONLY~~

they intend

(b)(3) s. The team determined this approach is acceptable but will require close monitoring. (b)(3) previously noted strength f (b)(3) n. The benefits of (b)(3) no longer exist in their proposal. (b)(3) s staffing plan rating changed from Acceptable/High risk to Acceptable/Moderate risk. Subsequent EN014 was issued.

3.1.7. (b)(3) was not issued any ENs for this factor. Discussions were held to review their overall ratings and answer any questions. (b)(3) had no questions. Their ratings remain unchanged at Acceptable/Low risk.

3.2 . Evaluation Factor 2, Implementation Plan, Summary

3.2.1. **CAV International.** CAV was not issued an EN for this factor; however, they submitted revisions to their implementation plan in an effort to improve their rating. The SSET reviewed the proposal revisions but determined that CAV's rating remained unchanged at Acceptable/Low Risk.

3.2.2. (b)(3) was not issued an EN for this factor. Their rating remains unchanged at Acceptable/Low Risk.

3.2.3. (b)(3) (b)(3) was issued one EN for this factor. (b)(3) proposed implementation plan includes a timeline which indicates an intention to be fully operational by the performance start date. However, the SSET feel it poses increased risk because it states they intend to mobilize their entire workforce into Kuwait on the 15th of Sep 10, completing personnel orientation, country residency, base access, and other associated transition requirements in a two week period. EN 003 requested clarification on how they plan to accomplish all of these activities in a two week period. (b)(3) response provided information which shows they intend to have equipment on-site and fully operational, all employees hired, trained, and on-site by 15 Sep 10. They've set aside the two weeks prior to contract start for local acclimation, orientation, specific position briefs, and run-through of individual tasks. The team determined that (b)(3) has mitigated the risk for this factor and has changed the rating from high risk to low risk.

3.2.4. (b)(3) was issued two ENs for this factor. (b)(3) implementation plan includes a timeline which indicates an intention to be fully operational by the performance start date; however, it includes two weaknesses. First, it does not allot time to accomplish government provided familiarization training or any other required training; and second it does not include any follow-me vehicles or a sufficient number of aircraft stairs. EN 005 requested clarification on how (b)(3) intends to accomplish training by the performance start date. (b)(3) s response provided a revision which r (b)(3) This team determined this provides sufficient time to accomplish individual employee training requirements. EN 012 requested clarification on their plan to have follow-me vehicles and sufficient aircraft stairs on site on the performance start date. Their response reflected (b)(3) The team determined their revision clarifies their intent to have sufficient vehicles on-site by the performance start date. The rating for this factor is changed from Acceptable/moderate risk to Acceptable/low risk.

3.2.5. (b)(3) was not issued an EN for this factor. During discussions (b)(3) was notified of the weakness in their implementation plan (e.g. it identifies required Contractor Furnished Equipment; however, it does not indicate they will have required aircraft stairs on site by the

~~SOURCE SELECTION INFORMATION—SEE FAR 2.101 AND 3.104~~
~~FOR OFFICIAL USE ONLY~~

performance start date). (b)(3) responded that (b)(3) Also, in response to discussions, (b)(3) notified the government that (b)(3) As this was essentially a new approach, the government had insufficient information to evaluate their implementation plan. EN 018 was issued requesting (b)(3) provide a revised implementation plan (b)(3) Their rating for this factor was changed to "unknown".

3.2.6. (b)(3) was not issued an EN for this factor. Their rating remains unchanged at Acceptable/Low Risk.

3.2.7. (b)(3) was not issued an EN for this factor. Discussions were held to review their overall ratings and answer any questions. (b)(3) had no questions. Their rating remains unchanged at Acceptable/Low Risk.

3.3. Evaluation Factor 3, Past Performance, Summary

3.3.1. CAV International. CAV was issued one clarification EN for this factor prior to discussions. The SSET had knowledge of three accidents that occurred under Contract FA4428-06-C-0005, ATGHS Kuwait, that were not documented in the past performance information received/reviewed. EN 011 was issued to provide CAV an opportunity to respond to this adverse past performance. CAV provided sufficient information for the SSET to determine their confidence assessment rating. During discussions CAV questioned the Significant Confidence rating and asked what doubt did the government have that CAV could successfully perform the contract. CAV was reminded that the solicitation allows the government to give greater consideration to those efforts deemed most relevant to the efforts in the RFP. In this case, it is the performance for the current contract in Kuwait. The safety incidents identified in the EN were too close to be ignored and resulted in the Significant confidence rating.

3.3.2. (b)(3) was not issued an EN for this factor. During discussions (b)(3) questioned their confidence assessment rating stating they have recent/relevant experience in ATOC, AMCC and passenger service. The government explained that three of the contracts reviewed were determined to be somewhat relevant because (b)(3) only performed some of the services required by this effort. One contract submitted was determined to be not relevant. In response to discussions, (b)(3) did not provide any additional past performance information. The SSET confidence assessment remains unchanged at Little Confidence.

3.3.3. (b)(3) was not issued an EN for this factor. The SSET confidence assessment remains unchanged at Satisfactory Confidence.

3.3.4. (b)(3) was not issued an EN for this factor. The SSET confidence assessment remains unchanged at Neutral/Unknown Confidence.

3.3.5. (b)(3) was not issued an EN for this factor; however, during discussions they requested an opportunity to provide additional information to address their past performance rating of Little Confidence. In their response (b)(3) notified the government that (b)(3) stating they have taken this measure in order to allay any continuing concerns regarding performance risks and to overcome the "Little Confidence" rating. Past performance information on (b)(3) was also provided. As this was

~~SOURCE SELECTION INFORMATION — SEE FAR 2.101 AND 3.104~~
~~FOR OFFICIAL USE ONLY~~

essentially a new approach, the government had insufficient information to evaluate their past performance. EN 018 was issued requesting (b)(3) provide a revised staffing and implementation plan which (b)(3) This information is required to determine an overall past performance confidence assessment rating based on the functions each party will perform. Their rating for this factor was changed to "unknown".

3.3.6. (b)(3) was not issued an EN for this factor. During discussions (b)(3) asked if their confidence rating was a result of negative past performance or was it a relevancy issue. The government explained it was a relevancy issue. The contracts submitted for review were mainly cargo processing (uploading/downloading). Of the five contracts submitted two were determined to be somewhat relevant and three were not relevant. In response to discussions, (b)(3) did not provide any additional past performance information. The SSET confidence assessment remains unchanged at Little Confidence.

3.3.7. (b)(3) was not issued an EN for this factor. Discussions were held to review their overall ratings and answer any questions. (b)(3) had no questions. The SSET confidence assessment remains unchanged at Satisfactory Confidence.

3.4 . Price

3.4.1. CAV International. CAV was not issued an EN for price but was notified that their overall price was among the highest priced offers received. CAV submitted a revised pricing schedule which reduced their overall price by \$1,423,644 to \$58,468,164.

3.4.2. (b)(3) was not issued an EN for this factor. Their price remained unchanged at \$58,710,627.96.

3.4.3. (b)(3) was not issued an EN for this factor. Their price remained unchanged at \$56,395,428.00.

3.4.4. (b)(3) was issued one EN for price. EN 006 requested clarification of the price for CLINs 1003, 2003, 3003, and 4003, Towing, as it seemed high based on the Government's knowledge and analysis of this requirement. (b)(3) provided revised pricing for these CLINs and reduced their overall price by \$666,000 to \$56,046,000. Subsequent EN 016 was issued because in addition to reducing the towing CLINs, (b)(3) also reduced the price of CLINs 0001, 1002, 2002, 3002, and 4002. These are government priced reimbursable CLINs which cannot be changed by the offeror.

3.4.5. (b)(3) was issued one EN for Price. EN 009 requested clarification of the price for CLINs 1003, 2003, 3003, and 4003, Towing, as it seemed high based on the Government's knowledge and analysis of this requirement. (b)(3) was also notified that their proposal was one of the highest priced offers received. (b)(3) provided revised pricing for CLINs 1003, 2003, 3003, and 4003 which reduced their overall price by \$2,578,800 to \$59,128,056.

3.4.6. (b)(3) was not issued an EN for this factor; however, they were notified that their overall price was the highest priced offer received. Their price remained unchanged at \$66,080,016.96.

3.4.7. (b)(3) was not issued an EN for this factor. Their price remained unchanged at \$59,020,320.

**SOURCE SELECTION INFORMATION—SEE FAR 2.101 AND 3.104
FOR OFFICIAL USE ONLY**

Interim Evaluation Results Matrix

	Staffing Plan	Implementation Plan	Past Performance	Price	Price Ranking
(b)(3)	Acceptable	Acceptable	Neutral/Unknown	56,046,000.00	1
(b)(3)	High Risk	Low Risk	Confidence		
(b)(3)	Acceptable Unacceptable Risk	Acceptable Low Risk	Satisfactory Confidence	56,395,428.00	2
CAV International	Outstanding Low Risk	Acceptable Low Risk	High Confidence	58,468,164.00	3
(b)(3)	Acceptable High Risk	Acceptable Low Risk	Little Confidence	58,710,627.96	4
(b)(3)	Acceptable Low Risk	Acceptable Low Risk	Satisfactory Confidence	59,020,320.00	5
(b)(3)	Unknown	Unknown	Unknown	59,128,056.00	6
(b)(3)	Acceptable Moderate Risk	Acceptable Low Risk	Little Confidence	66,080,016.96	7

4. Final Discussions. Each offeror was formally notified of their interim evaluation results upon conclusion of the initial round of discussions and review of all proposal revisions. Subsequent ENs documented by the SSET were released to offerors on 6 May 10. Oral discussions were held on 7 May 10 (Ref: Record of Discussions, dated 7 May 10. Records of Discussion are filed with each individual proposal). The Offeror's responses to the subsequent ENs and proposal revisions were received on 13 May 10 and evaluated by the SSET. The SSET documented whether or not the offeror's responses to the ENs resolved the clarifications and/or deficiencies cited. The SSET also evaluated the proposal revisions against the evaluation criteria and documented any changes to the strengths, weaknesses, color codes, proposal risk assessment, past performance confidence assessment, and evaluated price as shown on the Final Evaluation Results Matrix. A summary of the discussions held with each offeror is shown below by evaluation factor.

4.1. Evaluation Factor 1, Staffing Plan, Summary

4.1.1. CAV International. All issues with CAV were resolved after the first round of discussions. Rating remains unchanged at Outstanding/low risk.

4.1.2. (b)(3) was issued a subsequent EN (013) for this factor. (b)(3) proposal revisions submitted in response to the first round of discussions clarified their plan 1 (b)(3)

(b)(3)
(b)(3)
(b)(3) This plan does not show they will have a Station Manager or Alternate Station Manager on site during all hours of operation with full authority to act for the contractor on all contract matters relating to the daily operation of this contract. This plan indicates (b)(3) (b)(3) which potentially leads to delays in crucial management decisions because there is no manager on site with authority to act for the contractor. (b)(3) revised their staffing plan (b)(3)

~~SOURCE SELECTION INFORMATION — SEE FAR 2.101 AND 3.104~~
~~FOR OFFICIAL USE ONLY~~

(b)(3) with full authority to act for the contractor. The SSET determined this approach reduces the risk from high to low.

4.1.3. (b)(3) was issued a subsequent EN (015) for this factor. (b)(3) proposal revisions submitted in response to the first round of discussions identified a plan to staff the key areas missing in their original proposal. However, they intend to staff these areas utilizing personnel identified in the original proposed total workforce of seventy-five personnel. The government feels (b)(3) will not be able to successfully perform the required contract based on insufficient personnel. In response to EN 015, (b)(3) provided a revised staffing plan/organization chart which includes increased staffing for ramp services bringing the total proposed workforce to 142. The SSET determined this plan is acceptable with low risk.

4.1.4. (b)(3) was issued a subsequent EN (017) for this factor. (b)(3) proposal revisions submitted in response to the first round of discussions indicated they did not have a clear understanding of the Funds Handling or Communications Management and Information System services. In response to EN 017 and discussions, (b)(3) provided sufficient information indicating their understanding of these functions and identified staffing for these functions. The SSET determined this reduces the risk from high to low.

4.1.5. (b)(3) was issued one EN for this factor. EN 018 was issued requesting provide a revised staffing plan which (b)(3). In response, (b)(3) submitted their original staffing plan, which the SSET had initially rated as Excellent/low risk, but which now (b)(3). The SSET determined the plan clearly i (b)(3) and retained the initial rating of Excellent/low risk.

4.1.6. (b)(3) was issued a subsequent EN for this factor. EN 014 was issued to inform (b)(3) of two things noted by the government as a result of their response to EN 010. First, the SSET determined (b)(3). Second, (b)(3) overall number of proposed personnel appears minimally sufficient and the government has concerns that the proposed manpower for the ramp handler function potentially does not provide (b)(3) the ability to provide sustained ATGHS for a wide body MOG of four aircraft or equivalent thereof. In their response to the EN, (b)(3). (b)(3). Based on this, the SSET determined the plan is still acceptable with moderate risk.

4.1.7. (b)(3) There were no issues with (b)(3) staffing plan. A second round of discussions was not required. Their ratings remain unchanged at Acceptable/Low risk.

4.2. Evaluation Factor 2, Implementation Plan, Summary

4.2.1. CAV International. CAV was not issued an EN for this factor; however, they submitted revisions to their implementation plan in an effort to improve their rating. The SSET reviewed the proposal revisions but determined that CAV's rating remained unchanged at Acceptable/Low Risk.

4.2.2. (b)(3) was not issued an EN for this factor during this round of discussions. Their rating remains unchanged at Acceptable/Low Risk.

~~SOURCE SELECTION INFORMATION — SEE FAR 2.101 AND 3.104~~
~~FOR OFFICIAL USE ONLY~~

4.2.3. (b)(3) was not issued an EN for this factor during this round of discussions. Their rating remains unchanged at Acceptable/Low risk.

4.2.4. (b)(3) was not issued an EN for this factor during this round of discussions. Their rating remains unchanged at Acceptable/Low risk.

4.2.5. (b)(3) was issued one EN for this factor. EN 018 was issued requesting (b)(3) provide a revised Implementation plan which clearly (b)(3). In response, (b)(3) submitted their original implementation plan, which the SSET had initially rated as Acceptable/low risk, but which now (b)(3). During discussions, the government readdressed the weakness in the implementation plan stating that the government understood that (b)(3) has the equipment staged at the airport. The concern was that (b)(3) had an insufficient number of staircase trucks. In their response, (b)(3) provided a revised plan that (b)(3). This response eliminates the weakness from the plan. The SSET determined the revised plan clearly (b)(3) y and retained the initial rating of Acceptable/low risk.

4.2.6. (b)(3) was not issued an EN for this factor during this round of discussions. Their rating remains unchanged at Acceptable/Low Risk.

4.2.7. (b)(3) There were no issues with (b)(3) ' implementation plan. A second round of discussions was not required. Their rating remains unchanged at Acceptable/Low Risk.

4.3. Evaluation Factor 3, Past Performance, Summary

4.3.1. CAV International. All past performance questions were resolved during the first round of discussions. The SSET confidence assessment remains unchanged at High Confidence.

4.3.2. (b)(3) All past performance questions were resolved during the first round of discussions. The SSET confidence assessment remains unchanged at Little Confidence.

4.3.3. (b)(3) There were no past performance questions after the first round of discussions. The SSET confidence assessment remains unchanged at Satisfactory Confidence.

4.3.4. (b)(3) There were no past performance questions after the first round of discussions. The SSET confidence assessment remains unchanged at Neutral/Unknown Confidence.

4.3.5. (b)(3) provided past performance information on two contracts for (b)(3). Completed past performance surveys were also received on these two efforts. Additional information was requested (via teleconference and email) to further clarify (b)(3). Past performance for each company was reviewed with a focus on their roles and responsibilities under the proposal. Based on the information provided, the SSET's overall confidence assessment for this proposal changed from Little Confidence to Satisfactory Confidence.

~~SOURCE SELECTION INFORMATION — SEE FAR 2.101 AND 3.104~~
~~FOR OFFICIAL USE ONLY~~

4.3.6. (b)(3) There were no past performance questions after the first round of discussions. The SSET confidence assessment remains unchanged at Little Confidence.

4.3.7. (b)(3) There were no issues with (b)(3) confidence assessment rating. A second round of discussions was not required. The SSET confidence assessment remains unchanged at Satisfactory Confidence.

4.4. Price

4.4.1. CAV International. All issues with CAV were resolved after the first round of discussions. Their price remains unchanged at \$58,468,164.

4.4.2. (b)(3) submitted a revised pricing schedule increasing their overall price by \$649,535.40 to \$59,360,163.36.

4.4.3. (b)(3) submitted a revised pricing schedule increasing their overall price by \$13,790,736 to \$70,186,164.

4.4.4. (b)(3) Subsequent EN 016 was issued because in addition to reducing the towing CLINs, (b)(3) also reduced the price of CLINs 0001, 1002, 2002, 3002, and 4002. These are government priced reimbursable CLINs which cannot be changed by the offeror. (b)(3) submitted revised pricing that returned these CLINs to the government priced amounts which increased their overall price by \$58,986 to \$56,104,986.

4.4.5. (b)(3) was not issued a subsequent EN for price although EN 018 requested a revised pricing schedule, if applicable, (b)(3) did not submit a revised pricing schedule. Their price remains unchanged at \$59,128,056.

4.4.6. (b)(3) was not issued an EN for this factor during this round of discussions. Their price remained unchanged at \$66,080,016.96.

4.4.7. (b)(3) was not issued an EN for this factor. Their price remained unchanged at \$59,020,320.

**SOURCE SELECTION INFORMATION — SEE FAR 2.101 AND 3.104
FOR OFFICIAL USE ONLY**

Evaluation Matrix after discussions (prior to FPRs)

	Staffing Plan	Implementation Plan	Past Performance	Price	Price Ranking
(b)(3) (b)(3)	Acceptable Low Risk	Acceptable Low Risk	Neutral/Unknown Confidence	56,104,986.00	1
CAV International	Outstanding Low Risk	Acceptable Low Risk	High Confidence	58,468,164.00	2
(b)(3)	Acceptable Low Risk	Acceptable Low Risk	Satisfactory Confidence	59,020,320.00	3
(b)(3)	Excellent Low Risk	Acceptable Low Risk	Satisfactory Confidence	59,128,056.00	4
(b)(3)	Acceptable Low Risk	Acceptable Low Risk	Little Confidence	59,360,163.36	5
(b)(3)	Acceptable Moderate Risk	Acceptable Low Risk	Little Confidence	66,080,016.96	6
(b)(3)	Acceptable Low Risk	Acceptable Low Risk	Satisfactory Confidence	70,186,164.00	7

5. Evaluation of Final Proposal Revisions. The Contracting Officer's request for Clearance to request Final Proposal Revisions (FPRs) was approved on 16 Jun10. The Contracting Officer issued the FPR request to all offerors on 21 Jun 10. Final proposal revisions were received on 23 Jun 10 and evaluated by the SSET. The results of final evaluations are summarized below.

5.1. Evaluation Factor 1, Staffing Plan, Summary

5.1.1. CAV International. No changes were made to CAV's Staffing Plan; consequently, the assigned color code ratings and risk assessment remain unchanged.

5.1.2. (b)(3) . No changes were made to (b)(3) Staffing Plan; consequently, the assigned color code ratings and risk assessment remain unchanged.

5.1.3. (b)(3) No changes were made to (b)(3) Staffing Plan; consequently, the assigned color code ratings and risk assessment remain unchanged.

5.1.4. (b)(3) No changes were made to (b)(3) Staffing Plan; consequently, the assigned color code ratings and risk assessment remain unchanged.

5.1.5. (b)(3) No changes were made to (b)(3) Staffing Plan; consequently, the assigned color code ratings and risk assessment remain unchanged.

5.1.6. (b)(3) No changes were made to (b)(3) Staffing Plan; consequently, the assigned color code ratings and risk assessment remain unchanged.

5.1.7. (b)(3) No changes were made to (b)(3) Staffing Plan; consequently, the assigned color code ratings and risk assessment remain unchanged.

~~SOURCE SELECTION INFORMATION — SEE FAR 2.101 AND 3.104~~
~~FOR OFFICIAL USE ONLY~~

5.2 Evaluation Factor 2, Implementation Plan

5.2.1. CAV International. No changes were made to CAV's Implementation Plan; consequently, the assigned color code ratings and risk assessment remain unchanged.

5.2.2. (b)(3) No changes were made to (b)(3) Implementation Plan; consequently, the assigned color code ratings and risk assessment remain unchanged.

5.2.3. (b)(3) No changes were made to (b)(3) Implementation Plan; consequently, the assigned color code ratings and risk assessment remain unchanged.

5.2.4. (b)(3) . No changes were made to (b)(3) Implementation Plan; consequently, the assigned color code ratings and risk assessment remain unchanged.

5.2.5. (b)(3) No changes were made to (b)(3) Implementation Plan; consequently, the assigned color code ratings and risk assessment remain unchanged.

5.2.6. (b)(3) . No changes were made to (b)(3) s Implementation Plan; consequently, the assigned color code ratings and risk assessment remain unchanged.

5.2.7. (b)(3) . No changes were made to (b)(3) Implementation Plan; consequently, the assigned color code ratings and risk assessment remain unchanged.

5.3 Past Performance.

5.3.1. CAV International. Past performance confidence assessment remained High after FPRs.

5.3.2. (b)(3) Past performance confidence assessment remained Little after FPRs.

5.3.3. (b)(3) Past performance confidence assessment remained Satisfactory after FPRs.

5.3.4. (b)(3) . Past performance confidence assessment remained Neutral/Unknown after FPRs.

5.3.5. (b)(3) Past performance confidence assessment remained Satisfactory after FPRs.

5.3.6. (b)(3) Past performance confidence assessment remained Little after FPRs.

5.3.7. (b)(3) . Past performance confidence assessment remained Satisfactory after FPRs.

5.4. Price

5.4.1. CAV International. CAV's price remained unchanged at \$58,468,164.00. The SSET considers the price fair and reasonable based on comparison with the other proposals, the Independent Government Cost Estimate and adequate price competition.

~~SOURCE SELECTION INFORMATION — SEE FAR 2.101 AND 3.104~~
~~FOR OFFICIAL USE ONLY~~

5.4.2. (b)(3) price remained unchanged at \$59,360,163.36. The SSET considers the price fair and reasonable based on comparison with the other proposals, the Independent Government Cost Estimate and adequate price competition.

5.4.3. (b)(3) price remained unchanged at \$70,186,164.00. The SSET considers the price fair and reasonable based on comparison with the other proposals, the Independent Government Cost Estimate and adequate price competition.

5.4.4. (b)(3) price remained unchanged at \$56,104,986.00. The SSET considers the price fair and reasonable based on comparison with the other proposals, the Independent Government Cost Estimate and adequate price competition.

5.4.5. (b)(3) FPR reflected a \$1,352,352.00 price reduction from \$59,128,056.00 to \$57,775,704.00. The SSET considers the price fair and reasonable based on comparison with the other proposals, the Independent Government Cost Estimate and adequate price competition.

5.4.6. (b)(3) price remained unchanged at \$66,080,016.96. The SSET considers the price fair and reasonable based on comparison with the other proposals, the Independent Government Cost Estimate and adequate price competition.

5.4.7. (b)(3) price remained unchanged at \$59,020,320.00. The SSET considers the price fair and reasonable based on comparison with the other proposals, the Independent Government Cost Estimate and adequate price competition.

Evaluation Matrix after FPRs

	Staffing Plan	Implementation Plan	Past Performance	Price	Price Ranking
(b)(3)	Acceptable	Acceptable	Neutral/Unknown	56,104,986.00	1
(b)(3)	Low Risk	Low Risk	Confidence		
(b)(3)	Excellent	Acceptable	Satisfactory Confidence	57,775,704.00	2
	Low Risk	Low Risk			
CAV International	Outstanding	Acceptable	High Confidence	58,468,164.00	3
	Low Risk	Low Risk			
(b)(3)	Acceptable	Acceptable	Satisfactory Confidence	59,020,320.00	4
	Low Risk	Low Risk			
(b)(3)	Acceptable	Acceptable	Little Confidence	59,360,163.36	5
	Low Risk	Low Risk			
(b)(3)	Acceptable	Acceptable	Little Confidence	66,080,016.96	6
	Moderate Risk	Low Risk			
(b)(3)	Acceptable	Acceptable	Satisfactory Confidence	70,186,164.00	7
	Low Risk	Low Risk			

6. Integrated Assessment. The RFP stated the basis of award as follows: Award will be made to the offeror who is deemed responsible in accordance with the Federal Acquisition Regulations, whose proposal conforms to the solicitation requirements, and is judged, based on the evaluation factors to represent the best value to the Government. The Government seeks to award to the offeror who gives USTRANSCOM the greatest

~~SOURCE SELECTION INFORMATION—SEE FAR 2.101 AND 3.104~~
~~FOR OFFICIAL USE ONLY~~

confidence that it will best meet or exceed their requirements affordably. This may result in an award to a higher rated, higher priced offeror, where the decision is consistent with the evaluation factors and the Source Selection Authority reasonably determines that the overall business approach and/or superior past performance of the high priced offeror outweighs the cost difference. Following is an integrated assessment of the three highest rated/lowest priced offers: (b)(3) and CAV International. The remaining offers ((b)(3) and (b)(3)) all have acceptable staffing/implementation plans with either Little or Satisfactory Confidence assessments ratings however all of their prices are higher than (b)(3) , and CAV's prices and will not be considered in the integrated assessment.

CAV's Staffing Plan is rated OUTSTANDING with low risk. (b)(3) plan is rated EXCELLENT with low risk. (b)(3) plan is rated ACCEPTABLE with low risk. The SSET found CAV's plan to be the best overall as CAV was the only offeror to receive an Outstanding rating. CAV's plan to employ (b)(3)

a (b)(3) reducing the risk of degradation of services and reduced oversight on the part of the government. CAV's plan also includes (b)(3) (b)(3) . And finally, CAV's stipulation that they will (b)(3) (b)(3) This will result in significant direct and indirect cost savings of government provided resources and training personnel.

All three offerors' Implementation Plans are rated acceptable with low risk. CAV has a solid plan that includes an in-place trained and qualified workforce which (b)(3) (b)(3)

CAV received the highest confidence assessment rating of all the offerors. CAV's performance confidence assessment is rated High while (b)(3) is rated Satisfactory and (b)(3) is rated Neutral/Unknown confidence. CAV is an experienced AMC air terminal and ground handling services provider with a proven past performance record that involves the same services included in this effort.

The challenges of providing AMC Air Terminal and Ground Handling Services at Abdullah Al Mubarak Air Base (AAMAB) are unique and complex. AAMAB Kuwait is a critical airlift hub supporting war-fighters in both Iraq and Afghanistan. The successful contractor is responsible for coordinating airlift mission requirements and providing required support services between the Continental United States through AAMAB and on to the theater distribution hubs supporting the war-fighters. Day to day operations are conducted within the very confined spaces of AAMAB with many unique challenges, e.g. six linear wide-body aircraft parking spots requiring constant aircraft towing and repositioning, extensive night time operations with minimal lighting and numerous outside agencies transiting the parking apron, as well as an austere environment including extreme heat conditions and sand storms. U.S. labor is limited locally, which makes it difficult to hire, transport, and maintain a qualified workforce.

The solicitation clearly stated that past performance, staffing plan, and implementation plan were of equal importance and, when combined, were significantly more important than price considerations. CAV's proven past performance and record of experience with essentially the same complexity, scope, and performance requirements mitigates any potential for mission failure and any concerns with a potential lack or

**SOURCE SELECTION INFORMATION—SEE FAR 2.101 AND 3.104
FOR OFFICIAL USE ONLY**

gap in services which would require Military Augmentation – which is currently stressed due to support for the wartime Air Expeditionary Force taskings in Afghanistan.

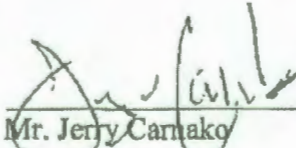
CAV's price is \$2,363,178 higher than (b)(3), \$692,460 higher than (b)(3) but lower than the government cost estimate. (b)(3)

(b)(3) While not the lowest price, the benefits to the government are worth the additional cost.

7. Best Value Award Recommendation.

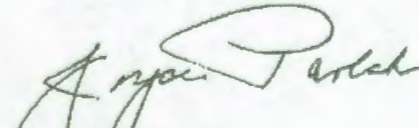
The SSET determined CAV's proposal to be the best under non-price factors (High Confidence in past performance, Outstanding/low risk in staffing, and Acceptable/low risk in implementation). CAV's staffing plan includes significant strengths with tangible benefits to the government. Their implementation plan is solid and their past performance indicates a proven track record. As stated in the solicitation, the Government seeks to award to the offeror who gives USTRANSCOM the greatest confidence that it will best meet or exceed their requirements affordably. This may result in an award to a higher rated, higher priced offeror, where the decision is consistent with the evaluation factors and the Source Selection Authority reasonably determines that the overall business approach and/or superior past performance of the high priced offeror outweighs the price difference. CAV's higher price is worth the extra confidence the Government will have with a contractor who has an exceptional past performance record and proven ability to perform this requirement. The trade off of higher price for less risk represents the best value to the government. In conclusion, in considering all evaluation factors and their relative order of importance, as well as total evaluated cost, the SSET recommends award be made to CAV International.

Prepared by:

 4.25.2010
Mr. Jerry Cantako (Date)

8. Approval

As noted on Page 8 of this PAR, as the SSA, I determined CAV's past performance rating is Significant Confidence not High Confidence as assessed by the SSET. Even with this change, CAV still received the highest confidence rating of all offerors. I concur with the SSET's recommendation. It is my decision that CAV International is the best value offeror and will receive the contract award.


JOYCE PAVLAK
Source Selection Authority

Date: 29 Jan 10

**UNITED STATES TRANSPORTATION COMMAND
(USTRANSCOM)**

**Contract: HTC711-20-C-S002, 1 July 2010,
Solicitation: HTC711-09-R-0041, 19 October 2009**

**Air Terminal & Ground Handling Services at Kuwait
International Airport / Abdullah Al Mubarakj Airbase**

Awarded to: CAV International, Inc.

Released under Interim Response #3, USTRANSCOM FOIA 10-99
FOIA Exemptions 5 U.S.C. 552 (b)(4) & (b)(6) Apply

SOLICITATION/CONTRACT/ORDER FOR COMMERCIAL ITEMS OFFEROR TO COMPLETE BLOCKS 12, 17, 23, 24, AND 30				1. REQUISITION NUMBER		PAGE 1 OF 22	
2. CONTRACT NO HTC711-10-C-S002		3. AWARD EFFECTIVE DATE 01-JUL-2010		4. ORDER NUMBER		5. SOLICITATION NUMBER HTC711-09-R-0041	
7. FOR SOLICITATION INFORMATION CALL:		a. NAME TAMARA S. SCHUETTE		b. TELEPHONE NUMBER (No Collect Calls) 618-229-2458		8. OFFER DUE DATE/LOCAL TIME 01:00 PM 04 Dec 2009	
9. ISSUED BY USTRANSCOM-AQ - HTC711 508 SCOTT DR SCOTT AFB IL 62225-6357		CODE HTC711		10. THIS ACQUISITION IS <input checked="" type="checkbox"/> UNRESTRICTED <input type="checkbox"/> SET ASIDE: % FOR <input type="checkbox"/> SB <input type="checkbox"/> HUBZONE SB <input type="checkbox"/> 8(A) <input type="checkbox"/> SVC-DISABLED VET-OWNED SB <input type="checkbox"/> EMERGING SB SIZE STD: NAICS:		11. DELIVERY FOR FOB DESTINATION UNLESS BLOCK IS MARKED <input type="checkbox"/> SEE SCHEDULE 13a. THIS CONTRACT IS A RATED ORDER UNDER DPAS (15 CFR 700) 13b. RATING 14. METHOD OF SOLICITATION <input type="checkbox"/> RFQ <input type="checkbox"/> IFB <input checked="" type="checkbox"/> RFP	
15. DELIVER TO HQ AMC AMSR - F35F37 CARNAKO, JERRY 402 SCOTT DR UNIT 242 SCOTT AFB IL 62225-5308		CODE F35F37		16. ADMINISTERED BY OLR AMCAOS A3NS - FAM483 AMC ADSA3SY CONTRACT AIRLIFT DIV UNIT 3305 APO 09094-3305		CODE FAM483	
17a. CONTRACTOR/OFFEROR CAV INTERNATIONAL INC. VAUGHAN, CARROLL 128 THE PARKWAY STE 280 GREENVILLE SC 29615-8826		CODE 1P5L2		18a. PAYMENT WILL BE MADE BY DFAS-LIMESTONE DEAMS - F87700 ACCTG DISB STA NR 387700 DFAS DEAMS 27 ARKANSAS RD LIMESTONE ME 04751-6216		CODE F87700	
TEL: 719-282-3774		FACILITY CODE		17b. CHECK IF REMITTANCE IS DIFFERENT AND PUT SUCH ADDRESS IN OFFER			
18b. SUBMIT INVOICES TO ADDRESS SHOWN IN BLOCK 18a. UNLESS BLOCK BELOW IS CHECKED <input checked="" type="checkbox"/> SEE ADDENDUM							
19. ITEM NO.		20. SCHEDULE OF SUPPLIES/ SERVICES		21. QUANTITY		22. UNIT	
		CAV International's technical proposal (Staffing and Implementation plans) dated 4 Jan 10 is incorporated by reference and made a part of this contract.				23. UNIT PRICE	
						24. AMOUNT	
25. ACCOUNTING AND APPROPRIATION DATA				26. TOTAL AWARD AMOUNT (For Govt. Use Only) \$0.00			
<input type="checkbox"/> 27a. SOLICITATION INCORPORATES BY REFERENCE FAR 52.212-1, 52.212-4, FAR 52.212-3, 52.212-6 ARE ATTACHED.				ADDENDA <input type="checkbox"/> ARE <input type="checkbox"/> ARE NOT ATTACHED			
<input checked="" type="checkbox"/> 27b. CONTRACT/PURCHASE ORDER INCORPORATES BY REFERENCE FAR 52.212-4, FAR 52.212-6 IS ATTACHED.				ADDENDA <input checked="" type="checkbox"/> ARE <input type="checkbox"/> 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 5), INCLUDING ANY ADDITIONS OR CHANGES WHICH ARE SET FORTH HEREIN, IS ACCEPTED AS TO ITEMS:			
30a. SIGNATURE OF OFFEROR/CONTRACTOR		31a. UNITED STATES OF AMERICA (SIGNATURE OF CONTRACTING OFFICER)		31c. DATE SIGNED			
				29 June 2010			
30b. NAME AND TITLE OF SIGNER (TYPE OR PRINT) CARROLL A. VAUGHAN, JR. PRESIDENT & CEO		30c. DATE SIGNED 6/29/10		31b. NAME OF CONTRACTING OFFICER (TYPE OR PRINT) JOYCE PAVLAK			
618-220-7107 Joyce.Pavlak@ustranscom.mil							

AUTHORIZED FOR LOCAL REPRODUCTION

3/2005)

**SOLICITATION/CONTRACT/ORDER FOR COMMERCIAL ITEMS
(CONTINUED)**

PAGE 2 OF 22

19. ITEM NO.	20. SCHEDULE OF SUPPLIES/ SERVICES	21. QUANTITY	22. UNIT	23. UNIT PRICE	24. AMOUNT
	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 <input type="checkbox"/> COMPLETE <input type="checkbox"/> PARTIAL <input type="checkbox"/> FINAL	37. CHECK NUMBER
<input type="checkbox"/> PARTIAL <input type="checkbox"/> 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	42a. RECEIVED BY (Print)
41b. SIGNATURE AND TITLE OF CERTIFYING OFFICER	42b. RECEIVED AT (Location)
41c. DATE	42c. DATE REC'D (YY/MM/DD)
	42d. TOTAL CONTAINERS

AUTHORIZED FOR LOCAL REPRODUCTION

STANDARD FORM 1449 (REV 3/2005) BACK

Section SF 1449 - CONTINUATION SHEET

1. Continuation of Block 18b. All invoices will be submitted using Wide Area Work Flow - Receipt and Acceptance (WAWF-RA) in accordance with DFARS 252.232-7003 Electronic Submission of Payment Requests.
2. Continuation of Blocks 19 - 24. Performance of this contract shall begin 1 Jul 10, or date of award if subsequent thereto. It shall continue through 30 Sep 10, (30 Sep 11, if Option Year One is exercised, 30 Sep 12, if Option Year Two is exercised, 30 Sep 13, if Option Year Three is exercised, and 30 Sep 14 if Option Year Four is exercised) unless terminated or canceled sooner under the provisions of this contract or unless extended pursuant to FAR 52.217-8.

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
0001		1	Lot	\$0.00	\$0.00 NTE
OPTION	Base Period - 1 Jul 10 - 30 Sep 10 FFP REIMBURSABLE - NOT TO EXCEED - Cost of travel and per diem for contractor personnel to attend familiarization training at Charleston AFB SC IAW PWS Paragraph 3.5.1.. Travel and per diem shall be billed IAW the Joint Travel Regulations. The contractor shall submit documentation to support all expenses identified on their invoices for charges submitted under this CLIN. NOTE: THIS CLIN IS NOT BEING FUNDED. CAV STIPULATED IN THEIR TECHNICAL PROPOSAL (WHICH IS INCORPORATED INTO THE CONTRACT BY REFERENCE) THAT FAMILIARIZATION TRAINING WILL NOT BE REQUIRED. THE GOVERNMENT WILL NOT PROVIDE FAMILIARIZATION TRAINING. FOB: Destination SIGNAL CODE: A				

NET AMT

\$0.00

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
1001		12	Months	\$1,160,677.00	\$13,928,124.00
OPTION	OPTION YEAR ONE - 1 OCT 10 - 30 SEP 11				
	FFP				
	Air Terminal and Ground Handling Service at Kuwait International Airport Kuwait				
	- Basic Monthly Service IAW attached Performance Work Statement				
	FOB: Destination				
	SIGNAL CODE: A				

NET AMT	\$13,928,124.00
---------	-----------------

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
1002		1	Lot	\$30,000.00	\$30,000.00 NTE
OPTION	REIMBURSABLE - NOT TO EXCEED				
	FFP				
	Cost of minor repair of MHE and AGE IAW PWS Paragraph 1.7.6.1.;				
	reimbursable heavy-duty highline dock repairs IAW PWS Paragraph 1.7.7.1; and				
	463L pallet scale calibration IAW PWS Paragraph 1.7.8.				
	FOB: Destination				
	SIGNAL CODE: A				

NET AMT	\$30,000.00
---------	-------------

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
1003		12	Each	\$2,200.00	\$26,400.00 NTE
OPTION	REIMBURSABLE - ESTIMATED QUANTITY				
	FFP				
	Towing Service to/from KCIA Aircraft Engine Run-up parking spots and lease of space at the Engine Test Run location IAW PWS paragraph 1.8.6.2.				
	FOB: Destination				
	SIGNAL CODE: A				
NET AMT					\$26,400.00

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
2001		12	Months	\$1,186,422.00	\$14,237,064.00
OPTION	OPTION YEAR TWO - 1 Oct 11 - 30 Sep 12				
	FFP				
	Air Terminal and Ground Handling Service at Kuwait International Airport Kuwait				
	- Basic Monthly Service IAW attached Performance Work Statement				
	FOB: Destination				
	SIGNAL CODE: A				
NET AMT					\$14,237,064.00

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
2002		1	Lot	\$30,000.00	\$30,000.00 NTE
OPTION	REIMBURSABLE - NOT TO EXCEED FFP Cost of minor repair of MHE and AGE IAW PWS Paragraph 1.7.6.1.; reimbursable heavy-duty highline dock repairs IAW PWS Paragraph 1.7.7.1; and 463L pallet scale calibration IAW PWS Paragraph 1.7.8. FOB: Destination SIGNAL CODE: A				

NET AMT	\$30,000.00
---------	-------------

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
2003		12	Each	\$2,200.00	\$26,400.00 NTE
OPTION	REIMBURSABLE - ESTIMATED QUANTITY FFP Towing Service to/from KCIA Aircraft Engine Run-up parking spots and lease of space at the Engine Test Run location IAW PWS paragraph 1.8.6.2. FOB: Destination SIGNAL CODE: A				

NET AMT	\$26,400.00
---------	-------------

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
3001		12	Months	\$1,213,684.00	\$14,564,208.00
OPTION	OPTION YEAR 3 - 1 Oct 12 - 30 Sep 13				
	FFP				
	Air Terminal and Ground Handling Service at Kuwait International Airport Kuwait				
	- Basic Monthly Service IAW attached Performance Work Statement				
	FOB: Destination				
	SIGNAL CODE: A				

NET AMT	\$14,564,208.00
---------	-----------------

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
3002		1	Lot	\$30,000.00	\$30,000.00 NTE
OPTION	REIMBURSABLE - NOT TO EXCEED				
	FFP				
	Cost of minor repair of MHE and AGE IAW PWS Paragraph 1.7.6.1.;				
	reimbursable heavy-duty highline dock repairs IAW PWS Paragraph 1.7.7.1; and				
	463L pallet scale calibration IAW PWS Paragraph 1.7.8.				
	FOB: Destination				
	SIGNAL CODE: A				

NET AMT	\$30,000.00
---------	-------------

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
3003		12	Each	\$2,200.00	\$26,400.00 NTE
OPTION	REIMBURSABLE - ESTIMATED QUANTITY				

FFP

Towing Service to/from KCIA Aircraft Engine Run-up parking spots and lease of space at the Engine Test Run location IAW PWS paragraph 1.8.6.2.

FOB: Destination

SIGNAL CODE: A

NET AMT

\$26,400.00

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
4001		12	Months	\$1,241,764.00	\$14,901,168.00
OPTION	OPTION YEAR FOUR - 1 Oct 13 - 30 Sep 14				

FFP

Air Terminal and Ground Handling Service at Kuwait International Airport Kuwait
- Basic Monthly Service IAW attached Performance Work Statement

FOB: Destination

SIGNAL CODE: A

NET AMT

\$14,901,168.00

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
4002		1	Lot	\$30,000.00	\$30,000.00 NTE
OPTION	REIMBURSABLE - NOT TO EXCEED FFP Cost of minor repair of MHE and AGE IAW PWS Paragraph 1.7.6.1.; reimbursable heavy-duty highline dock repairs IAW PWS Paragraph 1.7.7.1; and 463L pallet scale calibration IAW PWS Paragraph 1.7.8. FOB: Destination SIGNAL CODE: A				

NET AMT	\$30,000.00
---------	-------------

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
4003		12	Each	\$2,200.00	\$26,400.00 NTE
OPTION	REIMBURSABLE - ESTIMATED QUANTITY FFP Towing Service to/from KCIA Aircraft Engine Run-up parking spots and lease of space at the Engine Test Run location IAW PWS paragraph 1.8.6.2. FOB: Destination SIGNAL CODE: A				

NET AMT	\$26,400.00
---------	-------------

CLAUSES INCORPORATED BY REFERENCE

52.203-3	Gratuities	APR 1984
52.203-6 Alt I	Restrictions On Subcontractor Sales To The Government (Sep 2006) -- Alternate I	OCT 1995
52.203-13	Contractor Code of Business Ethics and Conduct	DEC 2008
52.204-2	Security Requirements	AUG 1996
52.204-9	Personal Identity Verification of Contractor Personnel	SEP 2007
52.209-6	Protecting the Government's Interest When Subcontracting With Contractors Debarred, Suspended, or Proposed for Debarment	SEP 2006
52.212-4	Contract Terms and Conditions--Commercial Items	MAR 2009
52.222-21	Prohibition Of Segregated Facilities	FEB 1999
52.222-35	Equal Opportunity For Special Disabled Veterans, Veterans of the Vietnam Era, and Other Eligible Veterans	SEP 2006
52.222-36	Affirmative Action For Workers With Disabilities	JUN 1998
52.222-37	Employment Reports On Special Disabled Veterans, Veterans Of The Vietnam Era, and Other Eligible Veterans	SEP 2006
52.222-50	Combating Trafficking in Persons	FEB 2009
52.225-13	Restrictions on Certain Foreign Purchases	JUN 2008
52.228-3	Worker's Compensation Insurance (Defense Base Act)	APR 1984
52.228-4	Workers' Compensation and War-Hazard Insurance Overseas	APR 1984
52.232-18	Availability Of Funds	APR 1984
52.232-33	Payment by Electronic Funds Transfer--Central Contractor Registration	OCT 2003
52.233-3	Protest After Award	AUG 1996
52.233-4	Applicable Law for Breach of Contract Claim	OCT 2004
52.245-1	Government Property	JUN 2007
52.245-1 Alt I	Government Property (Jun 2007) Alternate I	JUN 2007
52.245-9	Use And Charges	JUN 2007
252.201-7000	Contracting Officer's Representative	DEC 1991
252.204-7000	Disclosure Of Information	DEC 1991
252.211-7003	Item Identification and Valuation	AUG 2008
252.211-7007	Reporting of Government-Furnished Equipment in the DoD Item Unique Identification (IUID) Registry	NOV 2008
252.222-7002	Compliance With Local Labor Laws (Overseas)	JUN 1997
252.225-7012	Preference For Certain Domestic Commodities	DEC 2008
252.226-7001	Utilization of Indian Organizations and Indian-Owned Economic Enterprises, and Native Hawaiian Small Business Concerns	SEP 2004
252.228-7003	Capture and Detention	DEC 1991
252.232-7003	Electronic Submission of Payment Requests and Receiving Reports	MAR 2008
252.232-7008	Assignment of Claims (Overseas)	JUN 1997
252.233-7001	Choice of Law (Overseas)	JUN 1997
252.243-7002	Requests for Equitable Adjustment	MAR 1998
252.247-7023	Transportation of Supplies by Sea	MAY 2002
5552.204-9001	Facility Clearance	APR 2007

ADDENDUM TO FAR 52.212-4--CONTRACT TERMS AND CONDITIONS--COMMERCIAL ITEMS (OCT 2008)

Paragraph (a) entitled "Inspection/Acceptance" is tailored to read: The Contractor shall only tender for acceptance those items that conform to the requirements of this contract. The Government reserves the right to inspect or test any services that have been tendered for acceptance. The Government may require reperformance of nonconforming services at no increase in contract price. When the nonconforming services cannot be corrected by reperformance, the Government may—

(1) Require the Contractor to take necessary action to ensure that future performance conforms to contract requirements; and

(2) Reduce the contract price to reflect the reduced value of the services performed. If the Contractor fails to promptly perform acceptable services or to take the necessary action to ensure future performance is in conformity with contract requirements, the Government may by contract or otherwise, perform the services and charge to the Contractor any cost incurred by the Government that is directly related to the performance of such service.

CLAUSES INCORPORATED BY FULL TEXT**52.217-8 OPTION TO EXTEND SERVICES (NOV 1999)**

The Government may require continued performance of any services within the limits and at a monthly amount based on the price specified for the next option year, or if there is no subsequent option year, at a monthly amount based on the price specified for the option year currently in effect. The option provision may be exercised more than once, but the total extension of performance hereunder shall not exceed 6 months. The Contracting Officer may exercise the option by written notice to the Contractor no later than 30 calendar days before the contract expires.

52.217-9 OPTION TO EXTEND THE TERM OF THE CONTRACT (MAR 2000)

(a) The Government may extend the term of this contract by written notice to the Contractor not later than 15 calendar days prior to expiration of the existing contract; provided that the Government gives the Contractor a preliminary written notice of its intent to extend at least 60 calendar days before the contract expires. The preliminary notice does not commit the Government to an extension.

(b) If the Government exercises this option, the extended contract shall be considered to include this option clause.

(c) The total duration of this contract, including the exercise of any options under this clause, shall not exceed 4 years, 9 months.

52.252-2 CLAUSES INCORPORATED BY REFERENCE (FEB 1998)

This contract incorporates one or more clauses by reference, with the same force and effect as if they were given in full text. Upon request, the Contracting Officer will make their full text available. Also, the full text of a clause may be accessed electronically at this/these address(es): <http://farsite.hill.af.mil/>

52.252-6 AUTHORIZED DEVIATIONS IN CLAUSES (APR 1984)

(a) The use in this solicitation or contract of any Federal Acquisition Regulation (48 CFR Chapter 1) clause with an authorized deviation is indicated by the addition of "(DEVIATION)" after the date of the clause.

(b) The use in this solicitation or contract of any Department of Defense Supplement to the Federal Acquisition Regulation (48 CFR Chapter 2) clause with an authorized deviation is indicated by the addition of "(DEVIATION)" after the name of the regulation.

252.225-7040 CONTRACTOR PERSONNEL IN THE UNITED STATES CENTRAL COMMAND AREA OF RESPONSIBILITY (DEVIATION #2 - 2007-O0010)

(a) Definitions. As used in this clause—

"Chief of mission" means the principal officer in charge of a diplomatic mission of the United States or if a United States office abroad which is designated by the Secretary of State as diplomatic in nature, including any individual assigned under section 502(c) of the Foreign Service Act of 1980 (Public Law 96-465) to be temporarily in charge of such a mission or office.

"Combatant commander" means the commander of a unified or specified combatant command established in accordance with 10 U.S.C. 161.

(b) General. (a) This clause applies when contractor personnel are required to perform in the United States Central command (USCENTCOM) Area of Responsibility (AOR), and are not covered by the clause at DFARS 252.225-7040, Contractor Personnel Authorized to Accompany U.S. Armed Forces Deployed Outside the United States.

(2) Contract performance may require work in dangerous or austere conditions. Except as otherwise provided in the contract, the Contractor accepts the risks associated with required contract performance in such operations.

(3) Contractor personnel are civilians.

(i) Except as provided in paragraph (b)(3)(ii) of this clause, and in accordance with paragraph (i)(3) of this clause, contractor personnel are only authorized to use deadly force in self defense.

(ii) Contractor personnel performing security functions are also authorized to use deadly force when use of such force reasonably appears necessary to execute their security mission to protect assets/persons, consistent with the terms and conditions contained in the contract or with their job description and terms of employment.

(4) Service performance by contractor personnel subject to this clause is not active duty or service under 38 U.S.C. 106 notes.

(c) Support. Unless specified elsewhere in the contract, the Contractor is responsible for all logistical and security support required for contractor personnel engaged in this contract.

(d) Compliance with laws and regulations. The Contractor shall comply with, and shall ensure that is personnel in the USCENTCOM AOR are familiar with and comply with all applicable—

(1) United States, host country, and third country national laws;

(2) Treaties and international agreements;

(3) United States regulations, directives, instructions, policies, and procedures; and

(4) Force protection, security, health, or safety orders, directives, and instructions issued by the Combatant commander; however, only the Contracting Officer is authorized to modify the terms and conditions of the contract.

(e) Preliminary personnel requirements. (1) Specific requirements for paragraphs (e)(2)(i) through (e)(2)(vi) of this clause will be set forth in the statement of work, or elsewhere in the contract.

(2) Before contractor personnel depart from the United States or a third country, and before contractor personnel residing in the host country begin contract performance in the USCENTCOM AOR, the Contractor shall ensure the following:

(i) All required security and background checks are complete and acceptable.

(ii) All personnel are medically and physically fit and have received all required vaccinations.

(iii) All personnel have all necessary passports, visa, entry permits, and other documents required for contractor personnel to enter and exit the foreign country, including those required for in-transit countries.

(iv) All personnel have received theater clearance, if required by the Combatant Commander.

(v) All personnel have received personal security training. The training must at a minimum—

(A) Cover safety and security issues facing employees overseas;

(B) Identify safety and security contingency planning activities; and

(C) Identify ways to utilize safety and security personnel and other resources appropriately.

(vi) All personnel have received isolated personnel training, if specified in the contract. Isolated personnel are military or civilian personnel separated from their unit or organization in an environment requiring them to survive, evade, or escape while awaiting rescue or recovery.

(vii) All personnel who are U.S. citizens are registered with the U.S. Embassy or Consulate with jurisdictions over the area of operations on-line at <http://www.travel.state.gov>.

(3) The Contractor shall notify all personnel who are not a local national or ordinarily resident in the host country that—

(i) Such employees, and dependents residing with such employees, who engage in conduct outside the United States that would constitute an offense punishable by imprisonment for more than one year if the conduct had been engaged in within the special maritime and territorial jurisdiction of the United States, may potentially be subject to the criminal jurisdiction of the United States (see the Military Extraterritorial Jurisdiction Act of 2000 (18 U.S.C. 3261 et seq.);

(ii) Pursuant to the War Crimes Act, 18 U.S.C. 2441, Federal criminal jurisdiction also extends to conduct that is determined to constitute a violation of the law of war when committed by a civilian national of the United States;

(iii) Other laws may provide for prosecution of U.S. nationals who commit offenses on the premises of United States diplomatic, consular, military or other Government missions outside the United States (18 U.S.C. 7(9)).

(f) Processing and departure points. The Contractor shall require its personnel who are arriving from outside the area of performance to perform in the USCENTCOM AOR to—

(1) Process through the departure center designated in the contract or completes another process as directed by the Contracting Officer;

(2) Use a specific point of departure and transportation mode as directed by the Contracting Officer; and

(3) Process through a reception center as designated by the Contracting Officer upon arrival at the place of performance.

(g) Personnel data. (1) The Contractor shall enter, before deployment, or if already in the USCENCOM AOR, enter upon becoming an employee under this contract, and maintain current data, including departure date, for all contractor personnel, including U.S. citizens, U.S. legal aliens, third country nationals, and local national contractor personnel, who are performing this contract in the USCENCOM AOR. This requirement excludes—
Personnel hired under contracts for which the period of performance is less than 30 days; and
Embarked contractor personnel, while afloat, that are tracked by the Diary
Message Reporting System.

(2) The automated web-based system to use for this effort is the Synchronized Predeployment and Operational Tracker (SPOT). Follow these steps to register in and use SPOT:

(i) SPOT registration can be accomplished by either a Common Access Card or through an Army Knowledge Online (AKO) account.

(ii) In order to obtain an AKO account, the Contractor shall—

(A) Request the Contracting Officer or other Government point of contact to sponsor its AKO guess account;

(B) Go to <http://www.us.army.mil>;

(C) Enter the AKO sponsor username; and

(D) After AKO registration, contact the sponsor to confirm registration.

(iii) Registration in SPOT.

(A) Register for a SPOT account at <https://icel.kc.us.army.mil/spotregistration/>.

(B) The customer support team must validate user need. This process may take 2 business days. Company supervisors will be contacted to determine the appropriate level of user access.

(iv) Access to SPOT. Upon approval, all users will access SPOT at <https://icel.kc.us.army.mil/spottracker>.

(v) SPOT Questions. Refer SPOT application assistance questions to the Customer Support Team at 717-506-1358 or SPOT@technisource.com.

(3) The Contractor shall ensure that all employees in the database have a current DD Form 93, Record of Emergency Data card, on file with both the Contractor and the designated Government official. The Contracting Officer will inform the Contractor of the Government official designated to receive the data card.

(h) Contractor personnel. The Contracting Officer may direct the Contractor, at its own expense, to remove and replace any contractor personnel who fail to comply with or violate applicable requirements of this contract. Such action may be taken at the Government's discretion without prejudice to its rights under any other provision of this contract, including termination for default or cause.

(i) Weapons. (1) If the Contracting Officer, subject to the approval of the Combatant Commander, authorizes the carrying of weapons—

(ii) The (not applicable) (Contracting Officer to specify individual, e.g. Contracting Officer Representative, Regional Security Officer, etc.) may issue Government-furnished weapons and ammunition to the Contractor for issuance to specified contractor employees.

(2) The contractor shall provide to the Contracting Officer a specific list of personnel for whom authorization to carry a weapon is requested.

(3) The Contractor shall provide to the Contracting Officer a specific list of personnel for whom authorization to carry a weapon is requested.

(i) Are adequately trained to carry and use them—

(A) Safely;

(B) With full understanding of, and adherence to, the rules of the use of force issued by the Combatant Commander; and

(C) In compliance with applicable Department of Defense and agency policies, agreements, rules, regulations, and other applicable law;

(ii) Are not barred from possession of a firearm by 18 U.S.C. 922; and

(iii) Adhere to all guidance and orders issued by the Combatant Commander regarding possession, use, safety, and accountability of weapons and ammunition.

(4) Upon revocation by the Contracting Officer of the Contractor's authorization to possess weapons, the Contractor shall ensure that all Government furnished weapons and unexpended ammunition are returned as directed by the Contracting Officer.

(5) Whether or not weapons are Government-furnished, all liability for the use of any weapon by contractor personnel rests solely with the Contractor and the Contractor employee using such weapon.

(j) Vehicle or equipment licenses. Contractor personnel shall possess the required licenses to operate all vehicles or equipment necessary to perform the contract in the area of performance.

(k) Military clothing and protective equipment. (1) Contractor personnel are prohibited from wearing military clothing unless specifically authorized by the Combatant Commander. If authorized to wear military clothing, contractor personnel must wear distinctive patches, arm bands, nametags, or headgear, in order to be distinguishable from military personnel, consistent with force protection measures.

(2) Contractor personnel may wear specific items required for safety and security, such as ballistic, nuclear, biological, or chemical protective equipment.

(1) Evacuation. If the Chief of Mission or Combatant Command orders a mandatory evacuation of some or all personnel, the Government will provide to United States and third country national contractor personnel the level of assistance provided to private United States citizens.

(2) In the event of a non-mandatory evacuation order, the Contractor shall maintain personnel on location sufficient to meet contractual obligations unless instructed to evacuate by the Contracting Officer.

(m) Personnel recovery. In the case of isolated, missing, detained, captured or abducted contractor personnel, the Government will assist in personnel recovery actions in accordance with DoD Directive 2310.2, Personnel Recovery.

(n) Notification and return of personnel effects. (1) The Contractor shall be responsible for notification of the employee-designated next of kin, and notification as soon as possible to the U.S. Consul responsible for the area in which the event occurred, if the employee—

(i) Dies;

(ii) Requires evacuation due to an injury; or

(iii) is isolated, missing, detained, captured, or abducted.

(2) The Contractor shall also be responsible for the return of all personal effects of deceased or missing contractor personnel, if appropriate, to next of kin.

(o) Mortuary affairs. Mortuary affairs for contractor personnel who die in the area of performance will be handled in accordance with DoD Directive 1300.22, Mortuary Affairs Policy.

(p) Changes. In addition to the changes otherwise authorized by the Changes clause of this contract, the Contracting Officer may, at any time, by written order identified as a change order, make changes in place of performance or Government-furnished facilities, equipment, material, services, or site. Any change order issued in accordance with this paragraph shall be subject to the provisions of the Changes clause of this contract.

(q) Subcontracts. The Contractor shall incorporate the substance of this clause, including this paragraph (q), in all subcontractor personnel to perform in the USCENTCOM AOR.

ADDENDUM TO 252.225-7040

For the purpose of this solicitation the following information is provided:

Paragraph (c) Support. Logistic Support (RFP Page 20 of 40) and security support (PWS paragraphs 3.4.2., 3.4.5., 3.4.7. and 3.4.10.) will remain as stated in the RFP.

Paragraph (d) Compliance with laws and regulations. For the purpose of paragraph (d)(4) of this clause, the contractor is required to comply with PWS paragraphs 4.5 and 4.6. The requirements of these paragraphs include force protection, security, health, or safety orders, directives, and instructions issued by the Combatant Commander.

Paragraph(e)(2)(i) thru (e)(2)(iv) and (e)(2)(vi). Items that must be accomplished prior to departing the United States and before beginning contract performance.

- (i) Security/background checks – will be processed in accordance with PWS Section 4.6 Security.
- (ii) Medical/physicals/vaccinations – Offerors are responsible for determining if personnel hired to perform under this contract are medically and physically fit and have received all required vaccinations. Smallpox and Anthrax vaccinations will be provided in accordance with PWS paragraph 4.1.6.
- (iii) Passports, visas, entry permits – Offerors are required to comply with host nation entry requirements. Visas for in-transit countries are not necessary unless required for the performance of the work.
- (iv) Theater clearance – In accordance with current Combatant Commander policies, theater clearances are not required.
- (vi) Isolated personnel training – Not applicable to this requirement.

Paragraph (f) Processing and departure points. Offerors may have new employees report to the worksite for local training and in-processing.

Paragraph (g) Personnel data. Registration in the SPOT database is mandatory. In accordance with DD Form 93, Record of Emergency Data, disclosure of this information is voluntary.

Paragraph (n) Notification and return of personnel effects. Offeror's commercial practice of dealing with personal effects is acceptable.

252.225-7043 ANTITERRORISM/FORCE PROTECTION POLICY FOR DEFENSE CONTRACTORS OUTSIDE THE UNITED STATES (MAR 2006)

(a) Definition. United States, as used in this clause, means, the 50 States, the District of Columbia, and outlying areas.

(b) Except as provided in paragraph (c) of this clause, the Contractor and its subcontractors, if performing or traveling outside the United States under this contract, shall--

(1) Affiliate with the Overseas Security Advisory Council, if the Contractor or subcontractor is a U.S. entity;

(2) Ensure that Contractor and subcontractor personnel who are U.S. nationals and are in-country on a non-transitory basis, register with the U.S. Embassy, and that Contractor and subcontractor personnel who are third country nationals comply with any security related requirements of the Embassy of their nationality;

(3) Provide, to Contractor and subcontractor personnel, antiterrorism/force protection awareness information commensurate with that which the Department of Defense (DoD) provides to its military and civilian personnel and their families, to the extent such information can be made available prior to travel outside the United States; and

(4) Obtain and comply with the most current antiterrorism/force protection guidance for Contractor and subcontractor personnel.

(c) The requirements of this clause do not apply to any subcontractor that is--

(1) A foreign government;

(2) A representative of a foreign government; or

(3) A foreign corporation wholly owned by a foreign government.

(d) Information and guidance pertaining to DoD antiterrorism/force protection can be obtained from HQ AFSFC/SFPA, (210) 925-7035/36 and at <http://at-awareness.org>.

5552.204-9000 NOTIFICATION OF GOVERNMENT SECURITY ACTIVITY AND VISITOR GROUP SECURITY AGREEMENTS (APRIL 2007)

This contract contains a DD Form 254, DOD Contract Security Classification Specification, and requires performance at a government location in the U.S. or overseas. Prior to beginning operations involving classified information on an installation identified on the DD Form 254, the contractor shall take the following actions:

(a) At least thirty days prior to beginning operations, notify the security police activity shown in the distribution block of the DD Form 254 as to:

(1) The name, address, and telephone number of this contract company's representative and designated alternate in the U.S. or overseas area, as appropriate;

(2) The contract number and military contracting command;

(3) The highest classification category of defense information to which contractor employees will have access which must coincide with the level of classification granted to the company and cage code located in the Joint Personnel Adjudication System (JPAS);

(4) The installations in the U.S. (in overseas areas, identify only the APO number(s)) where the contract work will be performed;

- (5) The date contractor operations will begin on base in the U.S. or in the overseas area;
- (6) The estimated completion date of operations on base in the U.S. or in the overseas area; and,
- (7) Any changes to information previously provided under this clause.

This requirement is in addition to visit request procedures contained in DOD 5220.22-M, National Industrial Security Program Operating Manual.

(b) Prior to beginning operations involving classified information on an installation identified on the DD Form 254 where the contractor is not required to have a facility security clearance, the contractor shall enter into a Visitor Group Security Agreement (or understanding) with the installation commander to ensure that the contractor's security procedures are properly integrated with those of the installation. As a minimum, the agreement shall identify the security actions that will be performed:

- (1) By the installation for the contractor, such as providing storage and classified reproduction facilities, guard services, security forms, security inspections under DOD 5220.22-M, classified mail services, security badges, visitor control, and investigating security incidents; and
- (2) Jointly by the contractor and the installation, such as packaging and addressing classified transmittals, security checks, internal security controls, and implementing emergency procedures to protect classified material.

5552.237-9001 REQUIREMENTS AFFECTING CONTRACTOR PERSONNEL PERFORMING MISSION ESSENTIAL SERVICES (FEB 2009)

(a) The Contracting Officer has identified all or a portion of the services performed under this contract as "Essential DoD Contractor Services" as defined and described in DoD Instruction (DoDI) 3020.37, "Continuation of Essential DoD Contractor Services During Crises." Hereafter, the personnel identified by the contractor to perform these services shall be referred to as "Mission Essential Contractor Personnel."

(b) Within (insert the number of days required to institute any necessary safety and health precautions) days after contract award or incorporation of this clause into a contract by modification, the Contractor shall provide a written list of all "Mission Essential Contractor Personnel" to the Contracting Officer or designee. The list shall identify names and country(ies) where each employee will perform work under this contract.

(c) As required to comply with or perform pursuant to DoD or USTRANSCOM requirements, the contracting officer shall direct the contractor to comply with requirements intended to safeguard the safety and health of Mission Essential Contractor Personnel. The Contracting Officer may communicate the requirements through a letter of notification or other means, and subsequently modify the contract to incorporate the requirements via full text or by reference. The Contractor may file a proposal for cost or other impacts under the Changes clause or a Request for Equitable Adjustment.

(d) This clause shall be inserted in all subcontracts meeting the criteria in paragraph (a) of this clause.

52.212-5 CONTRACT TERMS AND CONDITIONS REQUIRED TO IMPLEMENT STATUTES OR EXECUTIVE ORDERS--COMMERCIAL ITEMS (SEP 2009) (DEVIATION)

(a) Comptroller General Examination of Record. The Contractor agrees to comply with the provisions of this paragraph (a) if the contract was awarded using other than sealed bid, is in excess of the simplified acquisition threshold, and does not contain the clause at 52.215-2, Audit and Records-Negotiation.

(1) The Comptroller General of the United States, or an authorized representative of the Comptroller General, shall have access to the right to examine any of the Contractor's directly pertinent records involving transactions related to this contract.

(2) The Contractor shall make available at its offices at all reasonable times, the records, materials, and other evidence for examination, audit, or reproduction, until 3 years after final payment under this contract or for any shorter period specified in FAR Subpart 4.7, Contractor Records Retention, of the other clauses of this contract. If this contract is completely or partially terminated, the records relating to the work terminated shall be made available

for 3 years after any resulting final termination settlement. Records relating to appeals under the disputes clause or to litigation or the settlement of claims arising under or relating to this contract shall be made available until such appeals, litigation, or claims are finally resolved.

(3) As used in this clause, records include books, documents, accounting procedures and practices, and other data, regardless of form. This does not require the Contractor to create or maintain any record that the Contractor does not maintain in the ordinary course of business or pursuant to a provision of law.

(b)(1) Notwithstanding the requirements of the clauses in paragraphs (a), (b), (c), and (d) of this clause, the Contractor is not required to flow down any FAR clause, other than those in this paragraph (e)(1) in a subcontract for commercial items. Unless otherwise indicated below, the extent of the flow down shall be as required by the clause—

(i) 52.203-13, Contractor Code of Business Ethics and Conduct (DEC 2008) (Pub. L. 110-252, Title VI, Chapter 1 (41 U.S.C. 251 note).

(ii) 52.219-8, Utilization of Small Business Concerns (May 2004) (15 U.S.C. 637(d)(2) and (3)), in all subcontracts that offer further subcontracting opportunities. If the subcontract (except subcontracts to small business concerns) exceeds \$550,000 (\$1,000,000 for construction of any public facility), the subcontractor must include 52.219-8 in lower tier subcontracts that offer subcontracting opportunities.

(iii) Reserved.

(iv) 52.222-26, Equal Opportunity (MAR 2007) (E.O. 11246).

(v) 52.222-35, Equal Opportunity for Special Disabled Veterans, Veterans of the Vietnam Era, and Other Eligible Veterans (SEP 2006) (38 U.S.C. 4212).

(vi) 52.222-36, Affirmative Action for Workers with Disabilities (June 1998) (29 U.S.C. 793).

(vii) 52.222-39, Notification of Employee Rights Concerning Payment of Union Dues or Fees (DEC 2004) (E.O. 13201).

(viii) 52.222-41, Service Contract Act of 1965 (Nov 2007) (41 U.S.C. 351, et seq.).

(ix) 52.222-50, Combating Trafficking in Persons (FEB 2009) (22 U.S.C. 7104(g)).

Alternate I (AUG 2007) of 52.222-50 (22 U.S.C. 7104(g)).

(x) 52.222-51, Exemption from Application of the Service Contract Act to Contracts for Maintenance, Calibration, or Repair of Certain Equipment--Requirements (Nov 2007) (41 U.S.C. 351, et seq.).

(xi) 52.222-53, Exemption from Application of the Service Contract Act to Contracts for Certain Services--Requirements (FEB 2009) (41 U.S.C. 351, et seq.).

(xii) 52.222-54, Employment Eligibility Verification (JAN 2009).

(xiii) 52.226-6, Promoting Excess Food Donation to Nonprofit Organizations. (MAR 2009) (Pub. L. 110-247). Flow down required in accordance with paragraph (e) of FAR clause 52.226-6.

(xiv) 52.247-64, Preference for Privately Owned U.S.-Flag Commercial Vessels (FEB 2006) (46 U.S.C. Appx 1241(b) and 10 U.S.C. 2631). Flow down required in accordance with paragraph (d) of FAR clause 52.247-64.

(2) While not required, the contractor May include in its subcontracts for commercial items a minimal number of additional clauses necessary to satisfy its contractual obligations.

252.212-7001 CONTRACT TERMS AND CONDITIONS REQUIRED TO IMPLEMENT STATUTES OR EXECUTIVE ORDERS APPLICABLE TO DEFENSE ACQUISITIONS OF COMMERCIAL ITEMS (JUL 2009) (DEVIATION)

(a) In addition to the clauses listed in paragraph (b) of the Contract Terms and Conditions Required to Implement Statutes or Executive Orders--Commercial Items clause of this contract (FAR 52.212-5) (Apr 2009) (DEVIATION), the Contractor shall include the terms of the following clause, if applicable, in subcontracts for commercial items or commercial components, awarded at any tier under this contract:

252.237-7019	Training for Contractor Personnel Interacting with Detainees (SEP 2006) (Section 1092 of Pub. L. 108-375).
252.247-7003	Pass-Through of Motor Carrier Fuel Surcharge Adjustment to the Cost Bearer (JUL 2009) (Section 884 of Public Law 110-417)
252.247-7023	Transportation of Supplies by Sea (MAY 2002) (10 U.S.C. 2631)
252.247-7024	Notification of Transportation of Supplies by Sea (MAR 2000) (10 U.S.C. 2631)

252.237-70XX CONTINUATION OF ESSENTIAL CONTRACTOR SERVICES (AUG 2009)

(a) The Contracting Officer has identified all or a portion of the contractor services performed under this contract as essential contractor services in support of mission essential functions. The contractor-provided services that have been determined to be essential contractor services in support of mission essential functions are listed in Attachment 1, Performance-Work-Statement.

(b) The Contractor shall have a plan after award of this contract or incorporation of this clause in a contract by modification, for continuing the performance of essential contractor services identified in (a) above during a crisis.

(1) The Contractor shall identify in the plan provisions made for the acquisition of necessary personnel and resources, if necessary, for continuity of operations for up to 30 days or until normal operations can be resumed;

(2) The plan must, at a minimum, address-

(i) Challenges associated with maintaining contractor essential services during an extended event, such as a pandemic that occurs in repeated waves;

(ii) The time lapse associated with the initiation of the acquisition of necessary personnel and resources and their actual availability on site;

(iii) The components, processes, and requirements for the identification, training, and preparedness of personnel who are capable of relocating to alternate facilities or performing work from home; and

(iv) Any established alert and notification procedures for mobilizing identified "essential contractor service" personnel; and

(v) The approach for communicating expectations to contractor employees regarding their roles and responsibilities during a crisis.

(c) The Contractor recognizes that the services under this contract are vital to the Government and must be continued without interruption. In the event the Contractor anticipates not being able to perform due to any of the causes enumerated in the excusable delay clause of this contract, the Contractor shall notify the contracting officer or other designated representative as expeditiously as possible and use its best efforts and cooperate with the Government in the Government's efforts to maintain the continuity of operations.

(d) The Government reserves the right in such crisis situations to use federal employees of other agencies or contract support from other contractors or to enter into new contracts for essential contractor services. Any new contracting efforts would be conducted in accordance with OFPP letter, "Emergency Acquisitions" May 2007 and FAR and DFARS Subparts 18 and 218 respectively or any other subsequent emergency guidance issued.

(e) This clause shall be included in subcontracts for the essential services.

CONTRACTOR REQUIRED INSURANCE

The contractor shall procure and maintain a level of insurance coverage commensurate with the commercial standard and in accordance with the host nation's statutory limits during the entire period of performance under this contract. The policies shall contain an endorsement that any cancellation or material change in the coverage adversely affecting the Government's interest shall not be effective until 30 days after the insurer or the Contractor gives written notice of cancellation or change to the Contracting Officer.

Evidence of insurance shall be provided the Contracting Officer at the Post Award Conference and each year prior to beginning of any option period.

LOGISTIC SUPPORT

Contractor personnel (U.S. Citizens with a valid US passport and completed NAC) shall, subject to availability as determined by the installation commander or designee, be provided the following logistic support:

- (a) Base or Post Exchange and theaters
- (b) Military banking facilities (with a provision in place that allows for recoupment of funds) - Preapproval required
- (c) Casualty assistance (mortuary services) on a reimbursable basis;
- (d) Emergency medical care on a reimbursable basis
- (e) Dental care, limited to relief of emergencies on a reimbursable basis;
- (f) Postal support, as authorized by military postal regulations
- (g) Local recreation services on a space-available basis
- (h) Dining Facility (Abdullah Al Mubarak Airbase)

CONTRACT DOCUMENTS, EXHIBITS OR ATTACHMENTS

ATCH / EXHIBIT	TITLE	DATE	PAGES
1	Performance Work Statement	21 Dec 09	44
2	Contract Security Classification Specification (DD Form 254)	19 Oct 09	2

SOLICITATION NO: HTC711-09-R-0041
CONTRACT NO: HTC711-10-C-S002

21 December 2009

PERFORMANCE WORK STATEMENT
FOR
AIR TERMINAL AND GROUND HANDLING SERVICES
FOR THE
AIR MOBILITY COMMAND
AT
KUWAIT INTERNATIONAL AIRPORT
ABDULLAH AL MUBARAK AIRBASE
KUWAIT

Attachment 1

1. DESCRIPTION OF SERVICES: The contractor shall provide Air Terminal and Ground Handling Services (ATGHS) on behalf of the Air Mobility Command (AMC) in support of the Department of Defense (DOD) Airlift System to include but not limited to all US Government owned or operated aircraft, US sponsored foreign Government aircraft, Coalition Forces aircraft, commercial contract aircraft, and tendered aircraft at Kuwait International Airport/ Abdullah Al Mubarak (KWI), Kuwait. The contractor shall facilitate on-time aircraft departures and maintain the ability to provide sustained ATGHS for a working Maximum on Ground (MOG), as defined in Appendix A, capability of four (4) wide-body aircraft or the equivalent thereof.

1.1. Air Mobility Control Center (AMCC): The contractor shall perform three separate functions within the AMCC: Command and Control (C2), Air Terminal Operations Center (ATOC), and Load Planning. These functions shall relay mission information and ensure readiness of terminal resources required to receive, document, plan, and move passengers, cargo, and mail ensuring maximum aircraft utilization and aircraft on-time departure reliability. The contractor shall:

1.1.1. Gather, process, and disseminate information in accordance with (IAW) Air Mobility Command Instruction (AMCI) 24-101, Vol. 9, paragraphs 1, 7. - 7.14., 10. - 10.4.3., and Sections C, D, E, and Attachment 3 ; Headquarters (HQ) AMC/A4T policy, messages, memorandums, and directives; AF and AMC Controller Information File (CIF) messages; and, Global Air Transportation Execution System (GATES).

1.1.1.1. Provide relevant briefings and associated documentation to the aircrew.

1.1.1.2. Maintain an AMCC events log, recording unique events and situations, and make it available to the Contracting Officer Representative (COR).

1.1.1.3. Utilize the Government provided Land Mobile Radio (LMR) network to provide arrival/departure/load times and Human Remains (HRs) Dignified Transfer information to agencies specified by COR and contractor work centers. Provide an update fifteen (15) minutes prior to aircraft arrival/departure to include but not limited to date, Zulu/local arrival/departure times, parking spot, type aircraft and tail number, mission number, number of HRs and number of escorts.

1.1.2. Provide detailed information concerning an actual delay or an abort to the appropriate Airlift Control Center, 618 Tanker/Airlift Control Center (618 TACC) Global Operations Cell, Theater or Multi-National Forces Aircraft Control Center and COR.

1.1.3. Report all aircraft mishaps/incidents as well as unscheduled aircraft remaining overnight (RON) to the appropriate Airlift Control Center and COR; and, enter a leg remark in the Global Decision Support System (GDSS) for each RON mission.

1.1.4. Each day update, publish, and provide daily mission schedules, which covers the next forty-eight (48) hour period to agencies specified by COR. Specific mission information shall not be given to Foreign Nationals any earlier than two (2) hours prior to actual mission arrival.

1.1.4.1. Publish and distribute the initial daily mission schedule at 0700L and provide updates, (i.e., mission add-ons, cancellations, delays), as required to ensure readiness of terminal resources.

1.1.4.2. Include in each mission schedule (as a minimum) all scheduled flights, aircraft type, scheduled or estimated arrival/departure times, and Prior Permission Required (PPR) numbers.

1.1.5. Announce aircraft arrival, parking spot, block-in, block-out, and departure status as well as any aircraft towing operations over the KWI LMR Network.

1.1.5.1. Notify the appropriate Airlift Control Center of aircraft landing, block-in, block-out, and take-off times.

1.1.6. Coordinate billeting and hotel shuttle service from the appropriate KWI entry control point for aircrew, transient mission recovery team, and mission support team members on-station to perform aircraft maintenance. Provide aircrew, mission recovery team, and mission support team members transportation to/from the aircraft or Hangar 4 to the appropriate KWI entry control point. A list of approved hotels will be provided by the COR.

1.1.7. Assist military and commercial aircrews as necessary with the flight planning process. Note: the Commercial Airline Representative for each transiting commercial carrier is primarily responsible for coordination with commercial aircrews.

1.1.7.1. Obtain and provide local weather conditions information (extreme temperatures, sandstorm warnings, adverse weather conditions, etc.) to aircrews and other agencies specified by COR.

1.1.8. Provide AMCC services utilizing GDSS, Integrated Management Tool (IMT) System, Automated Computer Flight Planning (ACFP) system, and all locally developed Command and Control Controller Checklists. The contractor shall:

1.1.8.1. Coordinate mission planning, control, and execution with, but not limited to, the 618 TACC, Air Forces Central Command (AFCENT) Air Mobility Division (AMD), 387 AEG OSF, Coalition Forces Liaison, and Kuwait AF Liaison.

1.1.8.2. Establish a Notice to Airman (NOTAM) account; issue, rescind, and change airfield NOTAMs, IAW the United States Notice to Airmen Defense Internet NOTAM Service (DINS) System Application User Guide.

1.1.8.2.1. Coordinate Notice to Airman (NOTAM) with the 387 Air Expeditionary Group (AEG)/Operations Support Flight (OSF) and 5 EAMS/Director of Operations (DO) prior to submission.

1.1.8.2.2. Within 24 hours of notification, forward all changes to airfield data (i.e., operating hours, quiet hours, construction, etc.) to HQ AMC/Airfield Suitability Office (618 229-3112 or airfield.helpdesk@amc.af.mil) and the COR, which enables updating of the Airfield Suitability Database.

1.1.8.3. Develop and implement a Prior Permission Required (PPR) program, IAW AFI 13-213, Chapter 6, paragraph 6.1.1.3.

1.1.8.3.1. Develop a PPR Request Form. At a minimum the PPR Request Form shall include; date of request, name of requester, phone number of requester, carrier name, type of aircraft, call sign, hazardous cargo information, services required, estimated date and time of arrival, ground time, time of departure.

1.1.8.3.2. Annotate the PPR Request Form indicating the approved slot time, maximum allowable ground time, and PPR Number assigned as well as attaching a copy of any related email communications.

1.1.8.3.3. Provide details concerning an original request which cannot be approved, to include at a minimum any coordinated and approved alternate slot time, any attempt to coordinate alternative slot times unsuccessfully, and reason for denying a request, on the PPR Request Form or in an email attached to the PPR Request Form.

1.1.8.3.4. Provide the 387 AEG Airfield Manager a copy of the PPR Request Form and attached email for any denied request and any other PPR Request Forms and attached email upon request.

1.1.8.3.5. Maintain PPR Forms and attached emails, NOTAM submissions, and other associated paperwork for a minimum of ninety (90) calendar days.

1.1.8.3.6. Input mission data into the AMC Station Coordinator Working Tool (SCWT), ensuring KWI mission data is current.

1.1.8.4. Conduct Engine Running Operations (ERO) for helicopter missions on the L-100 or maintenance parking ramp.

1.1.8.4.1. Disapprove EROs if the approved parking spots are not available or for safety reasons.

1.1.8.5. Prepare, maintain, and update a daily aircraft parking plan to meet airflow requirements and airfield restrictions, facilitate offload and on-load operations, and assist aircraft maintenance efforts and requirements.

1.1.8.5.1. Utilize the aircraft parking ramp and taxi-ways provided by the Kuwait AF and identified by 387 AEG/OSF, ensuring the aircraft separation distances are at a minimum ten (10) feet wing-tip to wing-tip and two hundred (200) feet nose to tail.

1.1.8.5.2. Distribute the parking plan and associated updates to agencies identified by the COR.

1.1.8.6. Develop and utilize Sequence of Events (SOE) Plan, IAW GATES SOE Plan Management Window, to track performance requirements within established aircraft ground times, facilitating on-time aircraft departures.

1.1.8.7. Ensure Distinguished Visitors (DVs) mission requirements are coordinated.

1.1.8.7.1. Afford DVs in the ranks of O-6 (or civilian equivalent) and above the use of the Special Category Lounge. Additionally, extend the use of the lounge, upon coordination with the COR, to E-9, CWO-5, Mobility Mission Observer (MMO), Blue Bark, Coin Assist, Medal of Honor Recipients, and Next of Kin (NOK) of Very Seriously Ill (VSI) passengers, and other Very Important Passengers (VIPs).

1.1.8.8. Provide aircrews with Integrated Management Tool (IMT) flight packages and the Kuwait Civil Aviation Authorities (CAA) with flight plans.

1.1.8.9. Coordinate RON aircrew requirements and AMC stage mission requirements, in the absence of AMC Stage Missions Managers, and alert aircrews as required.

1.1.8.9.1. Utilize the 5 EAMS Aircrew Cell Phone Usage Memorandum provided by COR. Ensure the responsible aircrew member is provided the informational memorandum, which also depicts receipt and return date; and, retain a signed copy on file for one (1) year.

1.1.8.9.1.1. Maintain, distribute, and account for aircrew cell phones, as required.

1.1.8.10. Communicate with aircraft via UHF/VHF radios to relay/obtain arrival information, limited to ETA (+/- schedule arrival time), maintenance status, Air Evacuation patient load, and any other operational information that will reduce ground time or enhance ground handling activities.

1.1.8.10.1. For security reasons do not request information relevant to DVs, passenger, or cargo; or, the estimated time of aircraft arrival.

1.1.8.10.2. Obtain the following information from AMC commercial airlift contract flights: mission number and Federal Aviation Administration (FAA) aircraft registration number (tail number).

1.1.8.11. Ensure contractor personnel are fully qualified to perform GDSS data inputs, updates, and retrievals; and, maintain technical knowledge of mission movement and execution procedures to facilitate mission adaptations and relevant communications via secure computer or phone.

1.1.8.11.1. Provide a GDSS Unit Program Account Manager.

1.1.8.11.2. Manage GDSS accounts. Relay information directly to the 618 TACC if a system degradation/outage occurs preventing local data input.

1.1.8.11.3. Comply with all security instructions concerning access, use, and maintenance of GDSS.

1.1.8.12. Perform flight-following processes IAW AMCI 10-202, Vol 6 except Chapter 2 and Chapter 4, paragraph 4.5.

1.1.8.12.1. Enter aircraft arrival messages into GDSS not later than (NLT) 15 minutes after aircraft block-in.

1.1.8.12.2. Enter mission advisory messages into GDSS immediately after it is known that the mission will not depart at scheduled departure time or delay start time. Advisory messages may be transmitted to relay any other pertinent information to down line stations.

1.1.8.12.3. Enter mission departure messages into GDSS NLT 15 minutes after aircraft departure.

1.1.8.12.4. Enter mission deviation messages into GDSS as soon as possible, but NLT 2 hours after a mission departs in delay.

1.1.8.12.4.1. Fully research the reason for deviation and selectively choose the deviation code which most accurately reflects the cause of mission deviation.

1.1.8.13.. Notify the COR immediately when mission requirements cannot be met.

1.1.8.14. Accomplish Operational Reports (OPREP-3) and Mission Reliability Reports IAW:

- AFI 10-206 Chapter 1, paragraphs 1.1., 1.2., and 1.4.; Chapter 2, Chapter 3 except paragraph 3.7.
- AFI 10-206 AMC Sup Chapter 2, paragraphs 2.1.2.8, 2.1.2.9, 2.1.3, attachments 2, 3 and table A3.2.
- AMCI 10-202, Vol. 6 except Chapter 2 and Chapter 4, paragraph 4.5.,
- 521 AMOW reporting guidance, as required.

1.1.8.15. Develop Command and Control Controller Checklists to save life, protect resources, and rapidly disseminate time sensitive information based upon mission requirements.

1.1.8.15.1. Coordinate Command and Control Controller Checklists with COR prior to initial implementation.

1.1.8.15.2. Maintain required checklists, to include but not limited to the following: 1) Aircraft Emergency/Accident, 2) Weather Warning/Watch/Advisory, 3) Helping Hand/Covered Wagon, 4) Aircraft Anti-Hijack/Theft, 5) Hotel Conference, 6) Bomb Threat, 7) Recall, 7) Hazardous Cargo, 8) Attack/Alarm Condition, 9) Disaster Response, 10) Communications Outage, 11) Hazardous Substance Spill, 12) Aircraft Contamination, 13) Buffer Zone Violation, 14) Explosive Ordnance Disposal (EOD) Assistance, 15) Fire/Evacuation, 16) Overdue Aircraft, 17) Aircraft Divert, 18) Unusual Incident, 19) Runway Closure, 20) VIP Arrival/Departure, 21) Hostage Situation, 22) Civil Request for Military Assistance, 23) Border Violations, 24) Non-aircraft Ground Emergencies, 25) Security Forces (SF) Notification; Maintenance Status and Associated Aircraft Movements, and 26) Aircraft Laser Incident.

1.1.8.15.3. At a minimum, update checklists the first week in January and July each year and forward a copy to the COR.

1.1.9. Plan, select, sequence, and monitor each aircraft passenger, cargo and mail load IAW AMCI 24-101, Vol. 9, paragraphs 9. - 9.16.4. and GATES.

1.1.9.1. The contractor shall validate load plans IAW DOD 4500.9-R, Part III, Chapter 303, paragraph B.2.e.(4) and Figure 303-2.

1.1.9.2. Obtain passenger deviations when moving hazardous material IAW AMCI 24-101, Vol. 9, Attachment 4.

1.1.10. Prepare billing documents for services to non-DoD aircraft IAW AMCI 24-101, Vol. 9, paragraphs 21. - 21.3.

1.1.10.1. Preparation of billing documents are not required for services rendered to non-DoD aircraft that are contracted by AMC on a planeload charter and/or aircraft that have a justifiable claim under other authorizations (i.e., joint-use agreement, treaty, cooperative military airlift agreement, non-AMC contract).

1.2. Aircraft Services: The contractor shall control and record movement of cargo and mail, provide cargo processing, special handling, and aircraft loading and unloading IAW:

- AMCI 24-101, Vol. 11, except paragraphs 4, 11 - 11.2., 11.2.2.-11.2.3.3, 17, 74, 76-79, 81, 83, and 84;
- Department of Defense (DOD) 4500.9-R, Part II, Chapter 203, Section C, paragraphs 5, 6, 7, and 8;
- DOD 4500.9-R, Part III, Chapter 303, Section B, paragraphs 2e(4), Section C, paragraphs C 5 d (1) (c), C 2 d (3) (a) and Figure 303-2;
- Appendix J, paragraph B;
- Appendix K;
- Appendix M, paragraphs C.3. and D;
- Appendix O;
- Appendix P;
- Appendix S, paragraph D;
- Appendix U, paragraphs D and E;
- Appendix V, paragraphs A and G-I;
- Appendix X;
- DOD 4515.13R, Chapter 7;
- AFMAN 24-204(I);
- HQ AMC/A4T policy, messages, memorandums, and directives;
- GATES.

The contractor shall:

1.2.1. Load and unload cargo on and off Government owned or contracted surface conveyances.

1.2.2. Provide technical assistance for preparation of hazardous materials marking and labeling IAW AFMAN 24-204(I), along with applicable intermediate changes and supplements. Inspect all hazardous material IAW AFMAN 24-204(I) before acceptance into the Defense Transportation System. Use the International Air Transportation Association (IATA) Dangerous Goods Regulation as applicable.

1.2.3. Coordinate storage availability and facilitate on-ward movement of originating cargo/mail with the Theater Distribution Center (TDC), Camp Arifjan, Kuwait, Defense Distribution Depot Kuwait, Southwest Asia (DDKS), Public Warehouse Company (PWC) Logistics Central Regional Supply Point (CRSP), or appropriate transportation control offices/representatives.

1.2.3.1. Process originating cargo/mail within six (6) hours of receipt or release from 'frustrated status'.

1.2.4. Coordinate expeditious transportation for terminating cargo/mail with the contractor or transportation office responsible for trucking cargo/mail. Provide Transportation Control Numbers (TCNs), weight, number of pallets, requiring onward transportation. Establish an agreed upon pickup time ensuring cargo/mail shipments are ready for pickup/release within six (6) hours after aircraft arrival (block time).

1.2.4.1. Ensure advanced notification is provided for perishable cargo, unusual shipments (i.e., extreme length, unusual shape, or excessive weight), when couriers need to accompany cargo, and hazardous cargo shipments need to be tendered separately.

1.2.4.2. Bulk processing. The majority of originating and terminating cargo shall be mass in-checked and processed. All originating cargo shall be properly in-checked, inspected, and processed. Terminating cargo shall be expeditiously released using truck manifest. Individual pallets and containers should not be broken-down and inventoried, unless there's reason for concern, (e.g. leaking container, documentation errors, etc.).

1.2.4.2.1. Build-up/break-down approximately 10 percent of all originating/terminating cargo and mail (12 month period, Oct through Sep). Approximately 90 percent of all cargo and mail is pre-built and movement ready prior to arriving at KWI.

1.2.4.2.2. Build-up and break-down multi-pallet trains, loose cargo, and mixed pallets, as required.

1.2.4.3. Notify COR immediately if cargo/mail is not picked-up/released at the agreed upon/coordinated time.

1.2.5. Provide storage and security for all cargo/mail shipments until properly released to receiving agencies.

1.2.6. Upon receipt of aircrew requests for fleet services, inform aircrews fleet services are available on a cash reimbursable basis only, and provide them with a cost estimate provided by a Kuwait International Airport fleet services vendor.

1.2.6.1. Coordinate aircrew fleet service requests with the Kuwait International Airport fleet services vendor.

1.2.7. Remove all trash from aircraft, other than those requesting fleet services from a Kuwait International Airport fleet services vendor and AMC Contracted Commercial Aircraft, IAW host country policies and agreements.

1.2.8. Develop a Joint Inspection (JI) program to ensure a sufficient number of contractor personnel are JI certified to fulfill the requirements of this Performance Work Statement (PWS). Accomplish JI IAW DOD 4500.9R Part III.

1.2.8.1. Validate load plans, cargo, and documentation, and load/offload all aircraft supporting deploying/redeploying forces.

1.2.8.1.1. Provide load teams to meet all aircraft services requirements unless the applicable Government unit/service has stated that Government load teams will be provided during mission coordination with the contractor.

1.2.8.2. Notify the deployed activity as applicable of frustrated cargo/equipment.

1.2.8.3. Provide movement requirements technical assistance to deploying/redeploying units when requested.

1.2.8.4. Transport deploying/redeploying cargo to/from the aircraft to designated staging areas or pre-coordinated on-ward transportation at KWI.

1.2.9. Escort persons to include but not limited to Foreign National (FN) truck drivers and consignees/consignors picking-up or delivering cargo/mail to/from the Staging Area outside of the Vehicle Search Area (VSA) and Entry Control Point (ECP) 2/3, IAW 387 Expeditionary Support Squadron Instruction (ESPTSI) 31-102, Force Protection Escort Program.

1.2.9.1. Provide escort(s) when notified trucks are waiting at the Staging Area or when called by a consignee/consignor who has cleared the VSA and is waiting at the staging area or ECP 2/3.

1.2.9.2. Provide one (1) lead escort vehicle when escorting no more than four (4) trucks; and, one (1) lead and one (1) follow escort vehicle when escorting more than four (4) trucks.

1.2.10. Manage Theater Express (Commercial Tenders) Operations based on current HQ AMC A4T policy and execution guidance.

1.3. Passenger Services: The contractor shall provide a complete range of passenger and baggage services IAW:

- AMCI 24-101, Volume 14, except Section A paragraphs 1., 2.3, 2.4., 2.5, 2.6., 2.9., and 2.12.; Section B, paragraphs 3. and 19.; Section C, paragraph 22.17.; Section D, paragraph 26.2. and 26.4.; Section E, paragraph 35.4, 39.1, 40.1.; Section F paragraphs 48. - 55.; Section G, paragraphs 59 and 62; Section H paragraphs 64. - 66.; Section I, paragraphs, 70.7.3.1 and 73.; Section K
- DOD 4515.13-R, Chapters 2, 6, and 10;
- DOD 4500.54G;
- DOD 4500.9-R, Part III, Chapter 303, Section B, paragraph B.2.e.(4) and Figure 303-2, Appendix M, paragraphs C.3. and D; Appendix S, paragraph D; Appendix V, paragraph J;
- HQ AMC/A4T policy, messages, memorandums, and directives;
- GATES.

1.3.1. Remote passenger processing. The contractor shall:

1.3.1.1. Coordinate aircraft arrival/departure processes with all Troop Commanders, Transportation Representatives and remote locations (as applicable), ensuring updated information is provided to facilitate required process adjustments.

1.3.1.2. Develop a standard passenger list form and distribute the electronic format to remote Kuwait processing locations, to include but not limited to, Camp Arifjan and Ali Al Salem AB. This passenger list shall include the passenger's full name, social security number, rank, birth date, actual or interrogated passenger weight, number of baggage pieces checked, weight of checked and hand-carried baggage, emergency point of contact name and number, and Unit Line Number (ULN).

1.3.1.2.1. Ensure the electronic formatted passenger list communicates with GATES.

1.3.1.3. Coordinate delivery of the completed passenger list from remote processing locations based on the scheduled aircraft departure time.

1.3.1.4. Document the receipt time of the completed passenger list.

1.3.1.5. Via GATES or DD Form 2131 (Manual Passenger Manifest), process passengers and develop manifests from the passenger lists received from all remote locations.

1.3.1.6. Print boarding passes at remote locations via GATES through assigned printers if available.

1.3.1.7. Ensure collection of orders from the Troop Commander or Transportation Representative who have witnessed the anti-hijacking procedure (the same individual will also sign the anti-hijacking statement on the passenger manifest) prior to passengers enplaning.

1.3.1.7.1. Collect the appropriate fees and/or finance paperwork from the Transportation Representative prior to passengers enplaning.

1.3.1.8. Verify boarding manifest using passenger list.

1.3.1.8.1. Attach a copy of the passenger list with signed anti-hijacking statement to each manifest package.

1.3.2. The contractor shall process eligible embassy personnel and others who show up at the KWI Passenger Terminal (i.e., unattached TDY, etc.). The contractor shall:

1.3.2.1. Facilitate Space Available passenger sign up at KWI, to include but not limited to, receiving faxes which include leave documentation and verifying travel eligibility IAW current Central Command Space Available policies.

1.3.2.2. Contact the appropriate consulates, embassies, Government agencies, etc., to assist passengers who have visa or passport problems.

1.3.2.3. Provide in-transit emergency leave passengers transportation to the commercial side of airport or otherwise assist with expediting on-ward travel.

1.3.3. The contractor shall provide passengers transportation between the aircraft and passenger terminal; and, maintain the capability to transport a minimum of eighty (80) passengers at any one time to/from the aircraft; escort passengers to/from the aircraft to designated KWI staging areas or pre-coordinated on-ward transportation at KWI; adjust the mission sequence of events to facilitate an on-time aircraft departure.

1.3.3.1. The contractor shall coordinate passenger transportation and escort requirements with all Troop Commanders, Transportation Representatives and remote locations (as applicable).

1.3.4. The contractor shall escort passengers to/from outside the circle of safety for authorized ERO helicopter missions. The Government retains responsibility for the upload/download of these passengers.

1.3.5. The contractor shall, prior to admitting ticketed passengers, secure and accomplish a walk-through inspection of passenger departure holding area, removing all individuals other than exempt on-duty passenger service personnel or personnel directly involved with passenger terminal operations on a day-to-day basis, (e.g. customs agents), and report any unattended baggage or suspicious packages to the Security Forces (SF) Base Defense Operations Center (BDOC).

1.3.5.1. The Station Manager may exempt on-duty passenger service personnel or personnel directly involved with passenger terminal operations on a day-to-day basis from screening if authorized in writing. This exemption list must be kept to an absolute minimum and be available at the security checkpoint.

1.3.5.2. The contractor shall screen all individuals entering/re-entering the sterile passenger holding area (including Army Air Force Exchange Service (AAFES) Food Vendors) using screening equipment (e.g., magnetometers, trace explosive detection equipment, hand-held magnetometers).

1.3.6. The contractor shall ensure the AMC Commander's comment system is available to include: a current posted picture, ample supply of blank AMC Form 253 (Air Passenger Comments), and a locked receptacle. The contractor shall not accept the completed comment forms directly from passengers.

1.3.7. The contractor shall advertise the Interactive Customer Evaluation (ICE) System and distribute cards provided by the COR to each passenger when feasible, making them available where customer service is provided.

1.3.8. Baggage Services. The contractor shall:

1.3.8.1. Ensure contractor personnel are knowledgeable of hazardous materials/dangerous goods that are acceptable/unacceptable to be carried by passengers in carry-on baggage and in checked baggage.

1.3.8.2. Upload/download baggage conveyances/aircraft and transport baggage to/from aircraft; unless the applicable Troop Commander or Transportation Representative has stated baggage will be transported to/from the aircraft and teams will be provided to upload or download baggage, as applicable to unit moves under DOD 4500.9R.

1.3.8.2.1. Coordinate baggage deliveries to arrive at KWI based on established SOE checklist baggage upload requirements and the aircraft's scheduled departure time.

1.3.8.2.1.1. Reweigh baggage as required or upon the request of the airline representative to ensure the documented weights are accurate.

1.3.8.2.1.2. Separate bags destined for different locations and ensure they are clearly marked with the destination and flight or mission number, as appropriate.

1.3.8.2.2. Download and transport baggage from aircraft to the passenger terminal; and separate baggage by destination to facilitate baggage claim; or, download baggage from aircraft, separate by destination, and place in/on appropriate conveyances for designated locations.

1.3.8.3. Provide expeditious processing of mishandled baggage.

1.3.8.3.1. Coordinate receipt and processing of mishandled baggage documentation (i.e., AMC Form 134, Mishandled Baggage Report, boarding pass, baggage claim stub, appropriate description of baggage, etc.) with each remote location's transportation office.

1.3.9. Monitor passengers upon arrival at KWI. The contractor shall:

1.3.9.1. De-plane arriving passengers, relinquishing control to the U.S. Installation Transportation Office (ITO) or Foreign National Embassy representative.

1.3.9.2. De-plane and transport passengers to the passenger terminal when an ITO or Embassy representative is not present upon arrival.

1.3.9.2.1. Brief passengers of the requirement to remain in the passenger terminal until the Ali Al Salem Shuttle Bus arrives to transport them to the Life Support Activity (LSA) at Ali Al Salem, where they will be processed through immigrations.

1.3.9.3. Contact the SF BDOC if passengers depart the terminal at any other time.

1.4. Funds Handling. The contractor shall provide funds handling services IAW AMCI 24-101, Vol. 14, Section F, except paragraphs 48. - 55. The contractor shall:

1.4.1. Forward funds and applicable documentation to the COR the next business day.

1.4.1.1. Account for DD Forms 1131, Cash Collection Vouchers.

1.4.2. Develop and implement internal audit procedures.

1.5. Reports, Records, and Electronic Data Interchange: The contractor shall:

1.5.1 Prepare and submit the following reports within the time frames stated below or IAW the specified publication. A copy of all reports identified with an asterisk (*) shall be provided to the COR.

1.5.1.1. *Monthly Station Traffic Handling Report, RCS: HQ AMC-A4T (M&Q) 7107 IAW AMCI 24-101, Vol. 6, paragraph 17. Include total tons of thru-load cargo as well as Theater Express data to include but not limited to total number of aircraft, originating and terminating short tons, in the remarks.

1.5.1.2. *Daily Offshore Station On-Hand Report RCS: HQ AMC-A4T (AR) 7115 twice daily or as required, to facilitate on-ward movement of cargo and mail, to the Theater Air Movement Division and 618 TACC, IAW AMCI 24-101, Vol.6, paragraph 22.

1.5.1.3. Short, Lost, Cannot Locate, and Pilfered Shipment Report IAW AMCI 24-101, Vol. 6, paragraph 16.

1.5.1.4. Over Shipment Report IAW AMCI 24-101, Vol. 6, paragraph 15.

1.5.1.5. *AMC Key Asset and Equipment Report, RCS: HQ AMC-A43 (M) 8001 IAW AMCI 24-101, Vol. 6, paragraph 23. Provide a copy to the AFFOR A4 Pallet and Net Manager.

1.5.1.6. MHE mishap reporting shall be submitted to HQ AMC/A4TR at the following web site https://private.amc.af.mil/A4/conf/mhe_mishap/registration_form.asp. All K-loader mishap data must be submitted to HQ AMC/A4TR and 521st AMOW within 5 calendar days.

1.5.1.7. Mishandled Baggage Summary, (AMC Form 134a) IAW AMCI 24-101, Vol. 14, paragraphs 74.1 through 74.5.

1.5.1.8. *Aerospace Ground Equipment (AGE) Report. Email or fax to Scott AMC/A4-A4MJS by 1400Z every Monday. Report AGE status by National Stock Number (NSN), serial number and local field assigned number, date of inspection, type of inspection, and date due inspection.

1.5.1.9. Halverson/Tunner Report. Upload file to the AF Vehicle Management Neighborhood IAW AFI 23-302, paragraph 4.75.3.4., monthly NLT the 5th calendar day

1.5.1.10. OLVIMS Monthly Report. Email file to HQ AMC/A4RV, IAW AFCSM 24-1, Section 6 monthly NLT the 5th calendar day.

1.5.1.11. OLVIMS Quarterly Report, 1RAQ6T.DA1. Email file to HQ AMC/A4RV, IAW AFCSM 24-1, Figure 7-1, Para 7.1 through 7.3.6., quarterly NLT the 5th calendar day,

1.5.1.12. Logistics Installation Mission Support Enterprise View (LIMS EV) data IAW AFCENT policy messages, memorandums, and directives.

Attachment 1

1.5.1.13. *Weekly KWI Operations Summary (OPSUM) Passenger/Cargo Report: By 0900Z every Monday. Provide OPSUM IAW 5 EAMS/CC policy, messages, memorandums, and directives to include but not limited to originating, terminating, thru-load, and re-handled aircraft, cargo (short-tons), and passenger data, for the previous week, Monday (0001Z) to Sunday (2359Z); forecast for projected aircraft arrivals/departures for the following week, Monday (0001Z) to Sunday (2359Z); and manpower data.

1.5.1.14. AFCENT Daily Pallet Backlog Report. Complete and forward IAW AFCENT and 5 EAMS/CC policy messages, memorandums, and directives.

1.5.2. The contractor shall create, maintain, dispose, and stage or archive Government-required records IAW AF Information Management System (AFRIMS), Records Disposition Schedule Table 24-01, 24-02, 24-03, AMCI 24-101, Vol. 6, paragraphs 10. through 10.4.2., and GATES. The contractor shall provide the original record or a reproducible copy of any such record within three (3) working days of receipt of the request. The contractor shall:

1.5.2.1. Perform post flight procedures within twenty-four (24) hours of aircraft departure.

1.5.2.2. Complete and file all flight transactions and related documentation within forty-eight (48) hours of aircraft departure.

1.5.2.3. Research disputed billing requests and forward one (1) copy of the movement documents to the requester within forty-eight (48) hours of receipt of the request.

1.5.2.4. Research documentation retained by the contractor and prepare reports (i.e., special account handling, duplicate bookings, cargo/passenger movement statistics, etc.) within forty-eight (48) hours of request. Maintain a copy of all research requests for a period of ninety (90) calendar days.

1.5.3. Audit and correct all errors and discrepancies within twenty-four (24) hours of discovery or notification.

1.6. Communications Management and Information Systems. The contractor shall interface with the installation Communications Squadron, as required, and manage the air terminal computer systems, provide systems and software maintenance, as well as prepare and monitor all requirements documents submitted for upgrades or repair of communication systems. The contractor shall ensure all Government provided operating systems, hardware and software updates are installed on all Government furnished computers in a timely manner.

1.6.1. GATES Work Station Area Security Officer (WASO), IAW GATES Manual. The contractor shall:

1.6.1.1. Provide a letter with the name of the GATES WASO and alternate(s) to the CO and COR fifteen (15) calendar days before the start of the contract. Submit an updated appointment letter as required.

1.6.1.2. Immediately request assistance from HQ AMC/A4TI for software and hardware related problems, and notify the COR of software and hardware related problems within forty-eight (48) hours of the request for assistance.

1.6.1.3. Establish manual-processing procedures and provide uninterrupted service to the customer when GATES functionality is lost.

1.6.1.3.1. Notify COR when a loss of GATES functionality occurs and cannot be restored within thirty (30) minutes.

1.6.1.3.2. Conduct a test of manual processing procedures periodically and document the results.

1.6.1.3.2.1. Update GATES in conjunction with manual processing and complete GATES updates prior to mission departure.

1.6.2. The contractor shall coordinate the turn-in, replacement, repair, and addition of computer systems hardware with COR.

1.6.2.1. The contractor shall pick-up/drop-off computers systems hardware at the Government Automated Data Processing Equipment distribution center at either KWI or Ali Al Salem AB, as required.

1.6.2.2. The contractor shall provide the COR an initial list of contractor personnel authorized to pickup/drop-off computer systems hardware at Ali Al Salem AB not later than the contract performance start date and provide an updated list within twenty-four (24) hours of the employment and/or termination of contractor personnel.

1.7. Government-Furnished Materials Handling Equipment (MHE) and Aerospace Ground Equipment (AGE) Operation, Maintenance, and Repair. The contractor shall receive, process, and prepare for shipment as well as operate, maintain, and repair all MHE and AGE listed in the PWS in accordance with existing technical orders (TO), instructions, and individual operational orders to ensure maximum availability and utilization. The contractor shall be responsible for identification, ordering, receipt, tracking, and installation of all parts required to maintain MHE and AGE. Any difficulty in acquiring required parts and instructions/manuals/regulations shall be brought to the immediate attention of the COR. The contractor shall:

1.7.1. Operate all MHE and AGE a minimum of once per month for the purpose of determining the operational and material condition.

1.7.1.1. Operate MHE and AGE IAW applicable TOs and Manufacturer Operating Instructions.

1.7.1.2. Perform operator inspections on all Government-furnished MHE using current inspection forms.

1.7.1.2.1. Place Aircraft K-Loaders out of service when a vehicle maintenance work-order has been opened for any maintenance which requires more than two (2) hours of labor or encompasses safe vehicle operation items, (i.e. lights, blinkers, brakes, etc.). The Aircraft K-loader shall remain out of service until fully operational.

1.7.1.3. Coordinate a MHE and AGE parking plan with the COR for vehicles and equipment while not in use. The plan shall provide maximum clearances between vehicle parking spaces IAW the applicable T.O.

1.7.1.4. Balance the use of K-loaders, spreading usage based on operating hours and mission requirements.

1.7.2. Establish and maintain an up-to-date inventory and control system for all MHE and AGE, to include but not limited to, spares, tools, repair materials, and consumables.

1.7.2.1. Ensure sufficient fuel, fluids, spares, tools, and repair materials are available at all times to ensure maximum availability and utilization.

1.7.2.2. Order 60K Tunner parts via the DRS Sustainment Systems Inc.(DRS-SSI) web site, except those items listed in the vehicle T.O. as common consumables.

1.7.2.3. Order 25K Halvorsen loader parts via the FMC Technology web site, except those items listed in the vehicle T.O. as common consumables.

1.7.2.4. To the maximum extent possible, utilize commercial resources for obtaining critical work stoppage repair parts/supplies that meet T.O. and Manufacturers data as applicable.

1.7.2.4.1. Coordinate with COR to determine whether replacement parts should be procured locally or provided by the Government.

1.7.2.5. Pick-up fluids, spares, tools, and repair materials from commercial vendors or Government supply distribution centers at Camp Arifjan and Ali Al Salem AB.

1.7.2.6. Take retrograde Tunner/Halvorsen parts to the Ali Al Salem AB supply distribution center and return them to DRS-SSI/FMC Technology, using a Government provided on-line supply account to complete the shipment documents.

1.7.2.7. The contractor shall provide the COR an initial list of contractor personnel authorized to pickup/drop-off items at Camp Arifjan and Ali Al Salem AB as well as use the Government online supply account not later than the contract performance start date and provide an updated list within twenty-four (24) hours of the employment and/or termination of contractor personnel.

1.7.3. Maintain the appearance of MHE and AGE. Cleaning and washing of MHE shall include their undercarriages.

1.7.4. Utilize the OLVIMS to account for maintenance and repair actions as well as collect relevant data (i.e. out of commission times and awaiting parts status, parts costs, operating hours, and fuel consumption). Monitor and report vehicle in-commission rates to the COR daily.

1.7.4.1. Report Vehicle Time Compliance Technical Order (TCTO), Materiel Deficiency Reports (MDRs), Service Bulletins, and one-time inspections (compliance/non-compliance) to Vehicle and Management Support Office (VEMSO).

1.7.5. Accomplish maintenance, repair, and reconstitution actions for powered/non-powered AGE systems IAW T.O./Manufacturer's Technical Manual as well as TCTOs, MDRs, Service Bulletins, and One-Time Inspections.

1.7.5.1. Account for AGE using either the Standard Base Supply System (SBSS) or as required by AMC/A4-A4MJS, and retain Maintenance Data records. Forward data to HQ AMC/A4-A4MJS, as required.

1.7.5.2. Document maintenance actions using an AFTO Form 244, Industrial and Support Equipment Record. The AFTO Form 244 shall be maintained on each piece of AGE.

1.7.5.2.1. Report AGE TCTO, MDRs, Service Bulletins, and One-time Inspections (compliance/non-compliance) to HQ AMC/A4-A4MJS.

1.7.5.2.2. Report AGE that becomes inoperable and beyond contractor repair capabilities to the COR.

1.7.5.3. Requisition, purchase, and track Mission Capability (MICAP) reportable end-items.

1.7.6. Accomplish scheduled and routine MHE and AGE maintenance to include but not limited to, oil and fluid replacement or exchanges; filters, battery, and light bulb replacement. This shall be included under the basic monthly service CLIN.

1.7.6.1. Accomplish reimbursable MHE and AGE repairs, excluding contractor labor costs which are included under the basic monthly service CLIN. Equipment will be turned in for repair within twelve (12) hours of becoming inoperative. Repairs that are estimated to exceed \$250.00 or 50% of the replacement value shall be reported to COR, and the contractor shall comply with repair or disposition instructions. All estimates and reimbursements for repairs performed require proof of service required or rendered to include invoices and receipts.

1.7.7. Inspect and lubricate heavy-duty highline docks once a month as required. This shall be included under the basic monthly service CLIN.

1.7.7.1. Accomplish reimbursable heavy-duty highline docks repairs, excluding contractor labor costs which are included under the basic monthly service CLIN. Repairs that are estimated to exceed \$250.00 or 50% of the replacement value shall be reported to COR, and the contractor shall comply with repair or disposition instructions. All estimates and reimbursements for repairs performed require proof of service required or rendered to include invoices and receipts.

1.7.8. Accomplish reimbursable 463L pallet scale calibration as required and coordinated with the COR.

1.8. Aircraft Ground Services. The contractor shall perform aircraft ground services IAW Air Force Occupational Safety and Health Standard (AFOSHSTD) 91-100, Chapter 2, Chapter 6, paragraph 6.4.10., and Attachment 7; T.O. 00-25-172, Section 3.11., Table 3; and, AFI 11-218, Chapter 2. The contractor shall:

1.8.1. Position/deposition, connect/disconnect, to/from the aircraft and operate, as required, aircraft ground power units, air starting units, air-conditioning units, crew stairs, safety pins, 150 lb. Halon fire bottles, chocks, and other support equipment as required.

1.8.2. Coordinate the periodic inspection, servicing, and replacement of 150 lb. Halon fire bottles.

1.8.3. Provide support for transient mission recovery team and mission support team members on-station to perform aircraft maintenance, to include but not limited to, downloading aircraft parts, repair equipment and tools.

1.8.4. Provide aircraft marshalling to include follow-me services, parking (block-in/block-out), chocking of aircraft, wingtip/tail clearance guards, and fire bottle clearance prior to aircraft taxi.

1.8.4.1. Coordinate and obtain installation Airfield Management approval for spinning of all aircraft larger than a C-130 on/off the parking spot. Reversing aircraft off the parking spot is prohibited. Ensure aircrews are instructed to use minimal power to avoid potential Foreign Object Damage (FOD).

1.8.5. Upon request from 387 AEG/OSF, coordinate daily sweeping requirements for the cargo ramp, aircraft parking spots, and taxi-way access points. Sweeping requirements are based on potential for aircraft Foreign Object Damage (FOD), aircraft arrivals/departures, and the aircraft parking plan. Planned sweeping should have no negative impact on mission requirements. Notify 387 AEG/OSF when areas require additional sweeping.

1.8.5.1. Perform visual inspection of the assigned aircraft parking apron prior to aircraft arrival and departure, physically removing FOD or notifying the 387 AEG/OSF when areas require additional sweeping.

1.8.6. Provide aircraft push-back and towing services in coordination with the aircraft's civilian or military maintenance representative, as required to re-position aircraft on the parking apron.

1.8.6.1. Provide all required wing-walkers and spotters. Aircraft braking operations will be conducted by the aircraft's civilian or military maintenance representative.

1.8.6.2. Provide aircraft towing services to/from designated Kuwait International Airport aircraft maintenance ground engine run-up parking spots using a Civil Aviation Authority approved aircraft towing service vendor on a reimbursable basis, to include costs for roundtrip towing services and use of the engine run-up area. The 387 AEG/FP will provide escorts within the perimeter of KWI for Civil Aviation Authority approved aircraft towing service vendors.

1.8.6.2.1. Provide wingtip/tail clearance guards at the airport aircraft maintenance ground engine run-up parking spot from the time the aircraft arrives at the engine run-up parking spot until the aircraft is blocked-in and from the time maintenance ground engine runs are completed and the aircraft departs the parking spot. Provide fireguards at the engine run-up parking spot from the time the aircraft arrives until it departs the parking spot.

1.8.7. Position, operate, and deposition baggage conveyors on an as available basis to support C-5 aircrew baggage loading/unloading. Note: aircrews are responsible for the actual loading/unloading of aircrew baggage as well as coordinating a baggage loading time.

1.9. Custodial and Grounds Maintenance Services. The contractor shall clean and maintain all Government Furnished Facilities (GFF) (except the passenger terminal, those spaces occupied by Government personnel, and the bathroom trailers) to include office space and adjoining areas at frequencies determined by the contractor to ensure these areas present a neat, clean, professional, and safe working environment. The contractor shall:

1.9.1. Clean the passenger tent and outside passenger holding area, assigned vehicle and equipment parking areas, and the originating and terminating pallet grid storage areas to ensure these areas are clean, free of debris, and present safe working environments.

1.9.1.1. Share equal responsibility with Government personnel for cleaning the joint-use vehicle maintenance bay and adjacent outside vehicle maintenance area.

1.9.1.2. Provide documentation, such as cleaning frequency schedule or quality control inspection sheets, to the Contracting Officer (CO) upon request.

1.10. Environmental, recycling, resource recovery, and pollution prevention programs.

1.10.1. Comply with installation and host nation environmental, recycling, resource recovery, and pollution prevention programs.

1.10.2. Manage and control hazardous materials/waste as well as ensure the proper storage of any hazardous material used by the contractor

1.10.3. Clean-up and properly dispose of hazardous materials/waste. This shall be included under the basic monthly service CLIN.

2. SERVICE DELIVERY SUMMARY. The Service Delivery Summary (SDS) represents the most important contract objectives and includes safety and security requirements, which are interwoven critical aspects of these objectives. The contractor is fully expected to comply with all Performance Work Statement (PWS) requirements; however, the Government's assessment of contractor performance will focus mainly on these objectives.

2.1. A critical nonconformance cannot be corrected and adversely affects the safety and/or security of personnel and/or resources; cannot be corrected without mission impact; or adversely affects another Government agency's ability to accomplish their mission.

2.2. Minor nonconformance - nonconformance which cannot be corrected but is not likely to materially reduce the usability of the services for their intended purpose.

Performance Objective	PWS Paragraph(s)	Performance Threshold
1. Facilitate on-time aircraft departure.	1. and 1.1.	No more than 3 delayed missions caused by the contractor each month.
2. Manage information and terminal resources required to receive, document, plan, and move passengers, cargo, and mail, ensuring maximum aircraft utilization.	1.1. thru 1.1.7.1. 1.1.10. thru 1.1.10.1.	No critical nonconformance and less than 7 minor nonconformances each month.
3. Provide Air Mobility Command and Control services.	1.1.8. thru 1.1.8.15.3.	No critical nonconformance and less than 9 minor nonconformances each month.
4. Plan, select, sequence, and monitor each aircraft passenger, cargo and mail load.	1.1.9. thru 1.1.9.2.	No critical nonconformance and less than 4 minor nonconformances each month.
5. Provide aircraft services.	1.2., 1.2.1., 1.2.3. thru 1.2.10..	No critical nonconformance and less than 10 minor nonconformances each month.
6. Inspection, processing, and movement of hazardous materials.	1.2 and 1.2.2.	Inspected, processed, and moved with 100% accuracy.
7. Provide a complete range of passenger processing and baggage services.	1.3. thru 1.3.9.3.	No critical nonconformance and less than 10 minor nonconformances each month.
8. Manage accurate and auditable records and reports.	1.5. thru 1.5.3.	No critical nonconformance and less than 6 minor nonconformances each month.
9. Operate, maintain, and repair all MHE and AGE.	1.7. thru 1.7.8..	No critical nonconformance and less than 9 minor nonconformances each month.
10. Provide aircraft ground services.	1.8. thru 1.8.7.	No critical nonconformance and less than 4 minor nonconformances each month.

3. GOVERNMENT-FURNISHED MATERIALS, EQUIPMENT, FACILITIES, SERVICES AND TRAINING.

3.1. Government-Furnished Materials. Government-Furnished Materials (GFM), Appendix C-1, will be provided to the contractor for the duration of the performance period of this contract. The contractor and COR shall jointly inventory the initial stock of GFM provided not later than five (5) calendar days before 1 October 2010. Any missing items shall be annotated on the inventory and the CO notified in writing. The contractor shall sign a receipt for all materials provided by the Government.

3.1.1. The contractor shall request additional materials by providing a written request to the COR at least sixty (60) calendar days before the required delivery date of the materials, if additional materials are authorized by the contract. At the conclusion of the contract, the contractor shall return all residual inventories to the Government.

3.2. Government-Furnished Equipment. Government-Furnished Equipment (GFE), Appendix C-2, will be provided to the contractor for the duration of the performance period of this contract. The contractor and COR shall jointly inventory GFE NLT five (5) calendar days before 1 October 2010; and annually thereafter NLT ten (10) calendar days before completion of the contract period, including any option periods. The contractor and the COR shall jointly determine the working order and condition of all equipment and document their findings on the inventory. The CO shall be notified in writing when equipment is missing or not in working order. The contractor shall sign a receipt for all equipment provided by the Government. In the event of disagreement between the contractor and the COR on the working order and condition of equipment, the disagreement shall be elevated to the CO.

3.2.1. The contractor shall submit requests for additional or replacement GFE to the COR. Such requests shall specify the reason for the replacement request. The contractor shall turn in GFE approved for replacement or repair.

3.3. Government-Furnished Facilities. Government-Furnished Facilities (GFF), Appendix C-3, have been inspected by the Government. The Government will correct hazards according to approved plans of abatement taking into account safety and health priorities should a hazard within a GFF be identified. The Government will provide dedicated Defense Switching Network (DSN) telephone lines and appropriate computer network connections.

3.3.1. The contractor shall furnish the CO and COR documentation describing, in detail, any modification requested before any modification of the GFF is performed by the contractor at their expense. No alterations to the facilities shall be made without specific written permission from the CO. The contractor shall return the GFF to the Government in the same condition as received, fair wear and tear and approved modifications excepted. GFF shall only be used in performance of this contract.

3.3.2. The contractor shall make sure contractor personnel practice utilities conservation to include water, electricity, and resources in all facilities as well as ensure that telephones are only used for "Official Government Business".

3.4. Government-Furnished Services. The following Government-Furnished Services will be provided to the contractor for the duration of the performance period of this contract.

3.4.1. Dining Facility. Includes pay-as-you-go daily meal services.

3.4.2. Disaster Preparedness. Includes operation of disaster preparedness programs and related services, equipment, and facility support for emergencies, contingencies, and wartime operations.

3.4.3. Environmental Compliance. Includes operation of installation recycling and resource recovery programs, pollution prevention programs, environmental compliance programs, and other programs aimed at management and control of hazardous materials/waste. This service does not include clean up and disposal of hazardous materials/waste.

3.4.4. Facility Maintenance and Minor Repair. Includes routine and cyclical preventive maintenance and minor repairs required to preserve or restore real property so it may be used for its designated purpose.

3.4.5. Fire Protection. Includes all normal services related to fire protection and fighting operations, alert service, and rescue operations. Also includes inspections for fire hazards, servicing of portable extinguishers, and related training programs.

3.4.6. Grounds Maintenance. Except as identified under PWS paragraphs 1.9. through 1.9.2.

3.4.7. Law Enforcement Services. Includes maintaining law and order.

3.4.8. Mail Service. Includes collecting, accepting, sorting, routing, and delivery of official mail to/from KWI. This does not include personal mail services.

3.4.9. Refuse Collection and Disposal. Includes collection and disposal of trash and waste materials; does not include the collection and disposal of hazardous materials/waste.

3.4.10. Safety Services. Includes operation of installation safety programs, educational support, and promotional efforts.

3.4.11. Telephone and Computer Services. Includes connectivity and maintenance of Government-furnished telephones and computers.

3.4.12. Test Control Officer. Qualified person who administers a test within a controlled environment located at Ali Al Salem AB and KWI.

3.5. Government-Provided Training.

3.5.1. Government personnel will provide initial familiarization training for up to thirty (30) contractor personnel at any one time, at the 437th Aerial Port Squadron, Charleston Air Force Base, SC, for up to thirty (30) days each, between 1 July and 30 September 2010. Government subject matter experts will be on-site at KWI twelve (12) hours per day, 6 days per week, for the first thirty (30) days of the first contract option period to facilitate contract performance transition. The contractor is fully responsible for providing adequate personnel, supervision, and any items and services necessary to perform ATGHS as defined in this PWS as of the contract performance period, beginning 1 October 2010. Training will include, but not be limited to, such things as documentation, cargo/mail/ in-check, processing, preparation for airlift, passenger/baggage processing, JI processes, aircraft loading/unloading, records and reports requirements, GATES, AMC operating procedures, coordination of aircraft movement and reporting, and care of vehicles, equipment and facilities.

3.5.2. Within seven (7) calendar days after the Post Award conference, the contractor shall designate in writing to the CO and COR contractor personnel performing as JI, hazardous materials inspectors, and/or load planners, and shall provide the CO and COR a current certificate of completion of the Transportation of Hazardous Materials Preparer's Course or the Air Transportation of Hazardous Materials Inspector Course. For those contractor personnel designated but not qualified or current, the Government will make available, throughout the term of the contract, required Hazardous Materials Inspector Course training to enable proper certification of contractor personnel identified as JI, hazardous materials inspectors and/or load planners. The course duration is five (5) academic days and is currently held at Lackland AFB, TX (scheduled to re-locate to Ft Lee, VA in the next 12-18 months) and may be held at other locations world-wide.

3.5.2.1. A sufficient number of contractor personnel shall complete via Web-based Training (WBT) the Air Transportation Hazardous Inspectors Course to maintain required certification to fulfill the requirements of the PWS for the duration of the contract. The COR will coordinate required course registration. Certification requirements include a final exam to be administered by a certified Test Control Officer. The exam date/time will be coordinated with the COR. The prerequisite for this course is successful completion of the in-residence Transportation of Hazardous Materials Preparer's Course or the Air Transportation of Hazardous Materials Inspector Course.

3.5.2.2. Contractor personnel shall satisfactorily complete hazardous material handler training IAW AFMAN 24-204(I) prior to the start of the first contract option period. The contractor shall designate hazardous materials handlers in writing to the CO and COR.

3.5.3. The contractor shall designate JI personnel in writing to the CO and COR. JI personnel will be provided Government training during the initial familiarization training period and annual training thereafter shall be conducted by the contractor's qualified JI Instructor, reference requirements Appendix C-4, Government Joint Inspector Training Requirements. The prerequisite for this course is successful completion of the in-residence Transportation of Hazardous Materials Preparer's Course or the Air Transportation of Hazardous Materials Inspector Course.

3.5.3.1. The contractor shall designate in writing to the CO personnel performing as JI Instructor(s). The Government will make available, throughout the term of the contract, the Joint Inspector Instructor Qualification (AMCJIIQ) course to facilitate on-sight management of the JI program requirements. The course duration is ten (10) academic days and is currently held at the Expeditionary Center, Ft Dix, NJ. The prerequisite for this course is current JI certification.

3.5.4. Within seven (7) calendar days after the Post Award conference, the contractor shall designate in writing to the CO and COR contractor personnel performing 60K loader maintenance and shall provide the CO and COR current certificate of completion of the Government Turner (60K loader) Maintenance Course. For those contractor personnel designated but not qualified or current, the Government will make available, throughout the term of the contract, required Turner Maintenance Course training to enable proper certification of contractor personnel identified as 60K loader mechanics. The in-residence course duration is ten (10) academic days and is currently held at several locations each year in the United States.

3.5.5. Within seven (7) calendar days after the Post Award conference, the contractor shall designate in writing to the CO and COR contractor personnel performing Command and Control (C2) functions and shall provide the CO and COR a current certificate of completion of the AMC C2 Course. For those contractor personnel designated but not qualified or current, the Government will make available, throughout the term of the contract, required AMC C2 Course training to enable proper certification of contractor personnel. The course duration is ten (10) academic days and is currently held at Scott AFB, IL.

3.5.5.1. Government personnel will provide initial C2 services familiarization training at KWI to contractor personnel for a period not to exceed the first thirty (30) days of the contract performance period, beginning 1 October 2010. During this period, the contractor is fully responsible for providing adequate personnel, supervision, and any items and services necessary to perform C2 services, as defined in this PWS.

3.5.5.1.1. Government personnel will provide PPR and NOTAM familiarization training on-site at KWI for up to a total of three (3) contractor personnel, one (1) at any one time, which will begin 20 Sep 10 and end no-later-than 8 Oct 10.

3.5.6. Within seven (7) calendar days after the Post Award conference, the contractor shall designate in writing to the CO and COR personnel performing as Aircraft Load Planners. The Government will provide AMC unique aircraft load planning training during initial familiarization training, IAW AMCI 24-101, Vol. 22, Attachment 5, paragraphs A5.1.2. through A5.1.18. The prerequisite for this course is successful completion of the in-residence Transportation of Hazardous Materials Preparer's Course or the Air Transportation of Hazardous Materials Inspector Course.

3.5.7. The contractor shall designate in writing to the CO and COR Tunner (60K loader) and 25K loader drivers who will be provided Government training during the initial familiarization training period and training thereafter shall be conducted by the contractor's K loader instructors.

3.5.8. The contractor shall designate in writing to the CO and COR records management, publications library management and, as required SBSS personnel, who will be provided Government training during the initial familiarization training period and training thereafter shall be conducted by the contractor.

3.5.9. The contractor shall designate in writing to the CO and COR OLVIMS personnel who will be provided Government training during the initial familiarization training period and the Government will make available, throughout the term of the contract, required OLVIMS Course training. The in-residence course duration is five (5) academic days and is currently held at several locations each year in the United States.

3.5.10. The Government will provide training to contractor personnel assigned as escorts IAW Installation Force Protection Escort Program.

3.5.11. Training requirements shall be coordinated with the CO and COR.

3.5.12. The Government will not charge an attendance fee for the Air Transportation of Hazardous Materials Inspector Course, Tunner (60K loader) Maintenance Course, or AMC C2 Course.

4. GENERAL INFORMATION: The contractor shall provide all technical support, personnel, supervision, equipment, tools, materials and other items and services, (except as specified within the contract as GFM, GFE, GFF, Government-Furnished Services, and Government-Furnished Training), as required, to perform ATGHS as defined in this PWS in support of the DoD Airlift System.

4.1. Contractor Personnel. The contractor shall provide a Station Manager and Alternate Station Manager(s) who shall be responsible for the performance of the work. The name of these persons shall be designated in writing to the CO prior to the first day of initial familiarization training.

4.1.1. The Station Manager/Alternate Station Manager(s) shall have full authority to act for the contractor on all contract matters relating to the daily operation of this contract.

4.1.2. A minimum of one (1) Station Manager or Alternate Station Manager shall be on site during hours of operation; and shall read, write, speak, and understand English in order to use technical manuals/references and communicate effectively.

4.1.2.1. The Station Manager or Alternate Station Manager shall, at a minimum, attend 5 EAMS staff meetings; and installation logistics, transportation, airfield operations, deployment, exercise, safety, and force protection meetings; as well as, operational coordination meetings at Camp Arifjan and Ali Al Salem AB.

4.1.2.2. The contractor shall meet with the CO, COR, and other Government personnel as required by the CO.

4.1.3. The contractor shall ensure key personnel are qualified for their positions. The contractor shall notify the CO and COR of the departure of any individual in a key position and identify their substitution or replacement within seven (7) working days.

4.1.4. The contractor shall ensure a sufficient number of contractor personnel retain, as applicable, current and valid certificates, identification cards, licenses, badges, and clearances prior to commencing performance and to fulfill the requirements of the PWS for the duration of the contract.

4.1.5. Contractor personnel shall present a uniformly neat and professional appearance while being easily recognizable as contractor personnel. Contractor personnel shall wear commercial airline equivalent clothing (appropriate for the specific functions performed), bearing the name of the company and person.

4.1.5.1. Contractor personnel may wear headgear approved by COR, which compliments their uniform appearance and meets minimum safety requirements.

4.1.6. All contractor personnel shall receive mandatory Government Furnished Smallpox and Anthrax vaccinations. Vaccinations will be administered at a military treatment facility or other DoD designated immunization location(s) in Kuwait.

4.1.6.1. Contractor personnel may receive the Smallpox and initial Anthrax vaccinations at Charleston AFB Immunization Clinic, as coordinated with the CO.

4.2. Hours of Operation. The contractor shall perform the services required under this contract to meet all mission requirements to include weekends and holidays, 365 days a year, 24 hours a day. The contractor shall provide the CO, COR, 618 TACC, and Airlift Control Centers with the means/information needed to contact the Station Manager or Alternate Station Manager(s) twenty-four (24) hours a day.

4.2.1. Force Augmentation. AMC reserves the right to insert personnel to augment contractor operations. The senior AMC representative, in coordination with the Station Manager or Alternate Station Manager, has overall management responsibility for prioritizing workload and resources. The contractor shall cooperate with augmentees and render any assistance necessary (as directed by the CO) to ensure there is no degradation of services.

4.3. Training. The contractor shall be responsible for all contractor personnel training, certification, and proficiency, unless otherwise specified in the contract; and, pay all costs incurred for training required by this PWS for the duration of the contract. The contractor shall:

4.3.1. Prior to performance under the contract, develop a Joint Inspection program to ensure a sufficient number of contractor personnel complete required JI certifications IAW PWS Appendix C-4, Government JI Training Requirements, to fulfill the requirements of this PWS for the duration of this contract.

4.3.2. Develop an aircraft load planners program to ensure a sufficient number of contractor personnel complete required training, IAW AMCI 24-101, Vol. 22, Attachment 5, paragraphs A5.1.2. through A5.1.18.

4.3.3. Develop a Tunner (60K loader) and 25K loader drivers program.

4.3.4. Provide the CO and COR a list, designating in writing, qualified personnel fulfilling the following PWS requirements: JI Instructors/Inspectors, Aircraft Load Planner Instructors/Aircraft Load Planners, Hazardous Materials Inspectors/Handlers, C2 Controllers, and Tunner (60K loader) and 25K loader Instructors/Drivers/Mechanics.

4.3.4.1. The contractor shall provide the COR an initial list of contractor personnel fulfilling these PWS requirements not later than the contract performance start date and provide an updated list within twenty-four (24) hours of the employment and/or termination of contractor personnel.

4.4. Quality Programs.

4.4.1. The contractor shall utilize their commercial quality control program and procedures to identify, prevent, and ensure non-recurrence of defective services.

4.4.2. When the contractor is augmented with military personnel, both parties will be working simultaneously toward the same performance objectives. When defects are noted, the cause will be evaluated. Only defects that are clearly the sole responsibility of contractor personnel will be documented as deficient contractor performance. The contractor shall not be held accountable for any defect if the responsibility cannot be readily determined.

4.5. Safety. The contractor shall comply with the latest applicable Air Force, AMC, and Installation regulations, instructions, policies, management plans, and requirements regarding personnel health, occupational/operational safety and airfield operations. The COR shall provide copies of publications not available on the web and updates as they become available. The contractor shall:

4.5.1. Ensure work performed does not expose personnel or property to hazards, risk of injury, or damage. The Government safety program manager may conduct periodic and no-notice visits to the contractor work site. Anyone may cease operations immediately if an unsafe act is observed, a dangerous situation is believed to exist, or established regulations, instructions, policies, management plans, and requirements are not being met.

4.5.1.2. Accomplish Concurrent Servicing Operations (CSO) IAW T.O. 00-25-172 Change Nov 09, paragraph 5.1. CSO are not required on Mobility Air Force (MAF)/Commercial carrier aircraft unless refueling/defueling with JP-4, loading/downloading munitions or explosives, or servicing Liquid Oxygen (LOX) while performing maintenance. Simultaneous servicing of fuel while loading passengers, cargo, performing maintenance, aircrew members performing inspections, or operating aircraft systems is considered to be a normal fuel servicing operation. Restrictions listed in T.O. 00-25-172 Change Nov 09 paragraphs 5.6 and 5.7a, e, and h apply during aircraft refueling.

4.5.1.2.1. Check-in with the 5 EAMS Aircraft Con-current Servicing Supervisor (CSS), receive and comply with CSS safety briefings prior to engaging in any required aircraft CSO.

4.5.1.2.2. Comply with all 5 EAMS CSS instructions during all CSO.

4.5.3. Wear approved headgear, with the chin strap in-place or tight fitting, on the flight-line in compliance with safety standards applicable to aircraft engine run-up/blast distances.

4.5.4. Maintain eye wash stations, hazardous clothing kits, and hazardous spill kits, and inspect each monthly or more frequently, as required.

4.5.5. Inspect GFF fire extinguishers and report unserviceable units to the COR.

4.5.6. Report hazardous situations or events which cannot be eliminated immediately to the COR, FD, and AMC Program Manager.

4.5.6.1. Deliver a written report within twelve (12) hours, which includes, at a minimum, the following: a) date and time, b) situation or event, c) personnel and resources involved or affected, and d) a narrative description.

4.5.7. In the event of an incident/accident involving personnel and/or property, notify the COR telephonically within thirty (30) minutes and provide them a synopsis of the incident.

4.5.7.1. Deliver a written incident/accident report to the COR within twenty-four (24) hours, which includes the following: a) date and time of occurrence, b) place of occurrence, c) a list of personnel directly involved, d) a narrative description of the incident/accident that includes a chronological order of the circumstances, and e) recommended steps to prevent future incidents of the same nature.

4.6. Security. The contractor shall comply with the applicable DoD, USAF, AMC, and Installation Instructions, regarding Operational, Physical, and Communications Security as well as the Security Escort and Anti-terrorism/Force Protection Programs.

4.6.1. The contractor shall participate in Random Anti-Terrorism Measure (RAM) activities to the best of their ability. The contractor shall not add additional staff to perform RAMs. The PWS airlift mission performance requirements take precedence over RAM activities.

4.6.2. The contractor shall ensure contractor personnel employed to perform contract requirements meet the following criteria: (a) be a U.S. citizen who possesses a valid U.S. passport and (b) have a successfully completed National Agency Check with Written Inquiries (NACI) or Secret Clearance on file. The contractor shall ensure contractor personnel: 1) obtain Common User Access Cards (CAC) prior to arrival at KWI, 2) obtain valid Flight-line Badge issued by the Installation Security Forces (SF), and 3) display their identification card(s) at all times, IAW all local security procedures.

4.6.2.1. The contractor shall ensure the Station Manager(s), Alternate Station Manager(s), and all AMCC personnel have a Secret Clearance.

4.6.2.2. The Government will coordinate the initial issue of required Common Access/Geneva Convention Identity Cards.

4.6.3 Contractor personnel who do not require access to classified material but will still work in support of this contract on the deliverables or who will require access to Non-Secure Internet Protocol Router Network (NIPRNET) applications and/or who will require Common Access Cards (CAC), shall successfully complete a NACI or suitable investigation meeting the NACI level or equivalent. Favorable NACI or equivalent investigation results shall be posted in the Joint Personnel Adjudication System (JPAS). Before a CAC or NIPRNET access is issued the NACI shall be opened and fingerprint and name check returned favorably. NACI submissions will be completed on the Standard Form (SF) 85P and submitted with fingerprint cards (FP 258) to USTRANSCOM Force Protection, Security Services Center (SSC) through the CO.

4.6.4. Upon contract award, the contractor shall submit all names of contractor personnel to the USTRANSCOM Security Services Center (SSC) for vetting through JPAS to ensure investigative and clearance requirements have been satisfied. This shall be completed before the Contract Officer Representative (COR) / Trusted Agent (TA) accesses the DoD Contract Verification System (CVS) and submits requests for issuance of Common Access Cards (CAC) to the contractor personnel. The contract personnel will be denied the ability to work in support of this PWS, if they do not have the required investigative or security clearance level, and their information will not be loaded into CVS.

4.6.5. Upon notification by the SSC that contract personnel meet the required investigative and clearance level, contractor personnel will be loaded in CVS for an expiration on their CAC for the base year, plus two option years, for a three year total, if the contract is fully funded. CAC's will only be loaded for the base contract or option year, if the contract is unfunded or funded on a yearly basis requiring recertification of funding only.

4.6.6. Upon completion of this contract or upon termination, all contractor personnel who possess CAC cards shall return these cards to the COR for turn-in. Contractor personnel who possess any security badges shall turn these badges to the appropriate Security Forces Office.

4.6.7. Contractor personnel shall be removed and barred from the worksite if the Government notifies the contractor that the employment or the continued employment of the individual is prejudicial to the interests or endangers the security of the United States of America to include but not limited to security deviations/incidents and credible derogatory information obtained on contractor personnel during the course of the contract period.

4.6.8. Non-Public Information. In performance of this contract, the contractor may obtain access to sensitive, non-public information. The contractor agrees (a) to use and protect such information from unauthorized disclosure in accordance with the FAR; (b) to use and disclose such information only for the purpose of performing this contract and to not use or disclose such information for any personal or commercial purpose; (c) to obtain permission of the CO before disclosing/discussing such information with a third party; (d) to return, upon Government request, any non-public, sensitive information no longer required for contractor performance; and (e) to advise the Government PM of any unauthorized release of such information. Upon request, the contractor shall have its employees assigned to this contract execute a non-disclosure agreement for delivery to the Government. The Government will require contractor personnel to sign a non-disclosure statement to protect non-public information of other contractors and/or the Government. This is also covered in the DD 254 for disclosure approvals authorities.

4.6.9. The Government may supplement the contractor's work force if NACIs or Secret Clearances are not received prior to the contract performance start date. The costs required to perform the services listed in the PWS shall be deducted from the contractor's monthly payment if any delays in receipt of NACIs or Secret Clearances are due to the contractor's late submission of requests or if an investigation reveals the contractor's designated personnel are determined not eligible for clearance.

4.6.10. NACIs or Secret Clearances required because of contractor personnel turnover shall not constitute an excuse for nonperformance of this contract. The costs for Government performance while contractor personnel are awaiting clearances shall be deducted from the contractor's monthly payment based on actual costs incurred.

4.6.11. The contractor shall provide the COR an initial list of contractor personnel which includes at a minimum the following information: name (last, first, middle initial), primary position title, level of investigation/security clearance as well as date of approval, and date of on-site employment and termination not later than the contract performance start date and provide an updated list within twenty-four (24) hours of the employment and/or termination of contractor personnel to include .

4.6.12. The contractor shall obtain Vehicle Flight-line Access Passes for all contractor vehicles transiting the base Flight-line Entry Control Points.

4.6.12.1. Flight-line Access Passes are not authorized for contractor personal vehicles, except for the Station Manager and Alternate Station Manager(s).

4.6.13. Contractor personnel assigned as escorts shall obtain an AF IMT 483, Certificate of Competency, identifying them as a trained escort.

4.6.14. Within 30 calendar days after contract start, all contractor personnel shall complete Antiterrorism Level I training, as required by DODI 2000.16. Newly hired personnel shall complete the Antiterrorism Level I Training within the first 30 calendar days of their employment. Refresher Antiterrorism Level I training shall be completed and documented annually thereafter. The training is provided at <https://atlevel1.dtic.mil/at/>.

4.6.14.1. The contractor shall provide the Antiterrorism Level I training certificate to the COR.

4.7. Publications and Forms. Publications and forms which apply to the PWS are listed in Appendix B. The Government, at the start of the contract, will provide forms as identified in Appendix B and hard copies of all publications, which are not available via internet web locations. The COR will provide these web sites and will forward supplements or amendments to listed publications and forms that are not available on these web sites. The contractor shall maintain an up to date publications library ensuring applicable supplements, amendments, policy messages, memorandums, and directives associated with listed publications are properly posted. The contractor shall be guided by these publications and use these forms to the extent necessary to accomplish requirements in this PWS.

4.7.1. Supplements, amendments, policy messages, memorandums, and directives associated with listed publications may be issued from any organizational level (DoD, AF, AMC, and TSA) during the life of the contract. The contractor shall immediately implement those changes that result in a decrease or no change in the contract price and notify the CO in writing of such change. The contractor shall provide a proposal for a reduction in contract price to the CO should a

decrease in contract price result. The contractor shall submit to the CO a price proposal within thirty (30) calendar days following receipt of the change by the contractor, before implementing any change which may result in an increase in contract price. The CO and the contractor shall negotiate the change into the contract. Failure of the contractor to submit a price proposal within thirty (30) calendar days following receipt of the change entitles the Government to performance according to such change at no increase in contract price (unless the time requirement is waived by the CO).

(NOTE: The CORs will perform Technical Order Distribution Administration, obtaining required Technical Orders and periodic amendments from the AI Udeid Technical Order Distribution Office; and will provide these to the contractor.)

4.8. Phase In/Out. The contractor shall be allowed access to the GFF to familiarize supervisors and key personnel with equipment, reporting, work scheduling, and procedures, after the Post Award Conference, prior to contract performance start date. Such access will not interfere with Government or contractor personnel. To preclude such interference, arrangements for access to the GFF shall be made with the COR.

4.8.1. The contractor shall provide an initial status of their equipment and personnel implementation/transition plans submitted with their proposal, at the Post Award Conference; and, provide weekly updates to the CO and Program Manager, to include but not limited to, progress, shortfalls, significant events, etc.

4.8.2. During the phase-in/out period, the contractor shall be fully responsible for PWS performance requirements and cooperate to the extent required to permit an orderly change over to the successor contractor.

4.9. Points of Contact. The Government will provide applicable phone numbers, addresses, etc. as referenced throughout the PWS.

APPENDIX A

DEFINITIONS

Aerospace Ground Equipment (AGE). AGE has two categories, powered and non-powered. Powered AGE is defined as portable engine or motor driven equipment used in servicing, handling, and maintaining weapon systems support or aircraft and equipment. These items include, but are not limited to, portable engine and motor driven equipment in the following categories: generator sets, air compressors, blowers, portable hydraulic test stands, air conditioners, ground heaters, light carts, air cycling machines, gas turbine compressors, self propelled bomb lifts, etc. Non-powered AGE is defined as portable servicing, handling, and maintenance equipment which is not a motor or engine driven (with the exception of small electric positioning motors). Non-powered AGE includes, but is not limited to, maintenance stands, platforms, aircraft jacks and tow bars, liquid or gaseous oxygen and nitrogen carts, hydraulic servicing parts.

Aircraft Classifications:

- **Narrow-body Aircraft.** Any combination of two (2) of the following aircraft equate to one (1) wide-body aircraft: B-200, B-727, B-737, B-757, C-9, C-20, C-21, C-22, C-26, C-35, C-37, C-40, C-43, DC-8, H-53, H60, Casa 212, C-130, KC-135, C-235, L-100, and P-3. Generally, a passenger airplane with a single aisle, a cargo airplane which can accommodate less than 20 type 463L cargo pallet loads, or a helicopter.

- **Wide-body Aircraft.** One of the following aircraft: C-5, C-17, DC-10, KC-10, AN-124, B-747, B-767, and L-1011. Generally, a passenger airplane with two or more aisles, or a cargo airplane that can accommodate 20 or more type 463L cargo pallet loads.

Allowable Cabin Load (ACL). The total load an aircraft can transport over a given distance taking into account weight and volume.

Block Time. Block out time is determined when the aircraft actually moves, not when the aircraft chocks are removed. Block in time is when the aircraft has come to a complete stop and wheels have been chocked.

Command and Control Function. This function provides the coordination link necessary to satisfy mission requirements through an arrangement of personnel, equipment, communications, facilities, and procedures employed by the contract manager in planning, directing, coordinating, and controlling operations in the accomplishment of the mission.

Contracting Officer (CO). The duly appointed Government agent authorized to award and/or administer contracts and performs the day-to-day administration of the contract. The CO is the only person authorized to contractually obligate the Government.

Contracting Officer Representative (COR). The Government personnel who perform(s) quality assurance functions for a contracted service.

Delay. The criteria for military and commercial aircraft differ:

- **Commercial Aircraft.** On departures, reportable deviations occur when the mission's actual block out time exceeds the delay start time by one minute or more.

- **Military Aircraft.** For home station originating departures, a reportable delay occurs when the mission departs more than fourteen (14) minutes after scheduled takeoff time. For other military aircraft departures, a reportable delay occurs when a mission exceeds its scheduled ground time or scheduled time of takeoff, whichever is later, by more than fourteen (14) minutes.

Functional Director (FD). Chief COR personnel, the individual who provides functional continuity and stability for the requirements of a contract.

Frustrated Cargo. Cargo which must be referred to the shipper services representative for correction of packaging and/or documentation discrepancies before further processing can occur.

Global Air Transportation Execution System (GATES). A computer system designed for use by air terminals to process and manifest passengers, cargo, and mail.

Ground Time. Period of time an aircraft is on the ground. Ground times for military and commercial aircraft differ. Military aircraft ground time is computed from landing to takeoff, while commercial aircraft is from block-in to block-out.

Quality Assurance. A planned and systematic pattern of all actions necessary to provide confidence that adequate technical requirements are established; products and services conform to established technical requirements; and satisfactory performance is achieved. For the purposes of this contract, quality assurance refers to actions by the Government.

Quality Control. Those actions taken by a contractor to control the production of outputs to ensure that they conform to the contract requirements.

Scheduled Departure Time. The published time at which an aircraft is scheduled to takeoff.

Test Control Officer. Qualified person who administers an Air Force test within a controlled environment.

Working Maximum on Ground (MOG). The air terminal's capability to sustain simultaneous servicing (physical activity at the aircraft or services en-route to and from the aircraft), excluding Aircraft Ground Services (reference paragraphs 1.8. through 1.8.7.), of a specific number and types of aircraft.

APPENDIX B
PUBLICATIONS AND FORMS

<u>Publication No.</u>	<u>Title</u>	<u>Date</u>
387 ESPTSI 31-102	Force Protection Escort Program	Current
AFCSM 24-1	AF Computer Systems Manual	Sep 97
AFI 11-218	Aircraft Operations and Movement on the Ground	May 05
AFI 10-206	Operational Reporting	Oct 08
AFI 10-206 AMC Supplement	Operational Reporting	Nov 09
AFI 13-213	Airfield Management	Jun 09
AFI 23-302	Vehicle Management	Oct 07
AFOSHSTD 91-100	Aircraft Flightline Ground Operations and Activities	May 98
AFMAN 24-204(I)	Preparing Hazardous Materials for Military Air Shipment	Sep 09
AMCI 10-202, V. 6	Mission Reliability Reporting System	Aug 04
AMCI 24-101, V. 6	Military Airlift Transportation - Transportation Documentation, Data, Records, and Reports	Aug 09
AMCI 24-101, V. 9	Air Terminal Operations Center	Nov 09
AMCI 24-101, V. 11	Cargo and Mail	Apr 06
AMCI 24-101, V. 11CL5	Load Team Chief Checklist	Jul 06
AMCI 24-101, V. 14	Military Airlift Passenger Service	Oct 09
AMCI 24-101, V. 22	Training Requirements for Aerial Port Ops	Aug 08
DOD 4500.54-G	Foreign Clearance Guide	Current
DOD 4515.13R	Air Transportation Eligibility	Apr 98
DOD 4500.9-R Part II	Cargo Movement	Jun 08
DOD 4500.9-R Part III	Mobility	Sep 07
DOD 4500.9-R-I Part VI	Management and Control of Intermodal Containers and System 463-L Equipment	Sep 07
DODI 2000.16	DoD Antiterrorism Standards	Oct 06
DOD 5200.1-R	DoD Information Security Program	Jan 97
DOD 5200.2-R	DoD Personnel Security Program	Jan 87
DOD 5200.08-R	DoD Physical Security program	Apr 97
DOD 5220.-M	National Industrial Security Program	Feb 06
DODD 8500.1	Information Assurance (IA)	Oct 02
DODD 2000.12	DoD Antiterrorism (AT) Program	Oct 03
DODI 8500.2	Information Assurance (IA) Implementation	Feb 03
IATA	International Air Transport Association Dangerous Goods	Current

<u>Technical Manual No.</u>	<u>Title</u>	<u>Date</u>
36M2-3-45-1	Manufacturer's Data	Mar 08
36M2-3-45-11	Operation and Maintenance Instructions	Mar 08
36M2-3-45-4	Illustrated Parts List	Mar 08

<u>Technical Manual No.</u>	<u>Title</u>	<u>Date</u>
36M2-3-35-11	Operation and Operator Maintenance Instructions Truck, Aircraft Cargo Loading/Unloading 60,000 Pound Capacity Type A/S 32H-23	Jan 08

36M2-3-35-11CL-1	Checklist Operation and Operator Truck, Aircraft Cargo Loading/Unloading 60,000 Pound Capacity Type A/S 32H-23	Jan 08
36M2-3-35-12	Technical Manual Maintenance and Overhaul Instructions Truck, Aircraft Cargo Loading/Unloading 60,000 Pound Capacity	Jan 08
36M2-3-35-14	Technical Manual Illustrated Parts Breakdown Truck, Aircraft Cargo Loading/Unloading 60,000 Pound Capacity	Jan 08
<u>Technical Order No.</u>	<u>Title</u>	<u>Date</u>
00-5-1	AF Technical Order System	Oct 08
00-25-172B C17	Ground Servicing Aircraft and Static Bonding	Nov 09
35D33-2-3-1	463L Pallet Maintenance	Jan 96
35D33-2-2-2	463L Air Cargo Pallets CFACC OPREP-3 MOA DINS User Guide	Dec 86 Current Apr 03
1-1A-15	General Maintenance. Instructions for support equipment	Jan 08
2G-GTCP85-41-2	Power Gas Turbine Engine, Models GTCP85-180, -180(C), -180L	Sep 07
2G-GTCP85-44	Illustrated Parts Breakdown Gas Turbine Engine, Models GTCP85-180, -180L, -180	Oct 08
2G-GTCP85-46	Maintenance Instructions Pneumatic Shaft Powered Gas Turbine Engine, PN 380834, 831116, Model GTCP85-180/180L/180(C)	Nov 08 Oct 07
32-1-2	Use of Hand tools	
32-1-101	Use and Care of Hand Tools and measuring Tools	Sep 07
33-1-6WC-1	Periodic Inspection Workcards Electrical System Loadbanks	May 08
33DA22-42-1	Instructional Manual Avtron Model K990 Portable Load Bank	Aug 04
34Y1-1-171	Instructional, Operation, Maintenance and Inspections - Air Compressors	Apr 08
34Y1-244-1	Operation, Maintenance & Repair Instructions Compressor Type MC-7	Aug 07
35-1-3	Corrosion Prevention, Painting and Marking of Support Equipment	Feb 08
35-1-4	Processing and Inspection of Support Equipment for Storage and Shipment	Nov 06
35-1-256WC-1	Service Inspection Workcards Powered AGE Equipment	Jul 08
35A2-1-1	General Inspections, Procedures, and Instructions for Hydraulic Jacks	Feb 07
<u>Technical Order No.</u>	<u>Title</u>	<u>Date</u>
35A2-2-66-3	Operation, Maintenance 35-Ton Axle Jack	Oct 85
35A2-2-94-3	Overhaul, Repair and Test Procedures Aircraft Hydraulic Jacks	Aug 06

Attachment 1

35A2-5-28-11	Instructional Manual 35-TON Axle Jack,	Nov 02
35A4-2-3-11	Service and Repair Instructions	
	Aircraft Maintenance Platform, Type B-2	Mar 08
35A4-2-3-14	Illustrated Parts Breakdown	
	Aircraft Maintenance Platform, Type B-2	Jul 08
35A4-2-3-51	Service and Repair Instructions	
	Aircraft Maintenance Platform, Type B-1	Mar 08
35A4-2-3-54	Illustrated Parts Breakdown	
	Aircraft Maintenance Platform, Type B-1	Mar 08
35A4-2-5-1	Service and Repair Instructions	
	Aircraft Maintenance Platform, Type B-4	Mar 08
35A4-2-5-4	Illustrated Parts Breakdown	
	Aircraft Maintenance Platform, Type B-4	Sep 08
35A4-2-6-1	Service and Repair Instructions	
	Aircraft Maintenance Platform, Type B-5	Jan 08
35A4-2-6-4	Illustrated Parts Breakdown	
	Aircraft Maintenance Platform, Type B-5	Jan 06
35B5-18-11	Operation and Maintenance Instructions	
	With Illustrated Parts Breakdown Towbar	
	Nosewheel, Type MD-1,	Apr 06
35B5-23-1	Operation and Maintenance Instructions	
	Aircraft Towbar Assembly (C-5)	Apr 07
35C2-3-372-11	Operational and Maintenance instructions	
	Generator Set Engine Driven	
	Model A/M32A-60A	Mar 08
35C2-3-372-3	Overhaul Instructions Generator Set Gas Turbine	Dec 03
	Type A/M32A-60B	
35C2-3-372-4	Illustrated Parts Breakdown Generator Set,	
	Gas Turbine, Type A/M32A-60B	Sep 08
35B5-35-1	Operation and Service instructions with	
	with Illustrated Parts Breakdown	
	Aircraft Towbar Assembly, (C-17)	Apr 07
35C2-3-469-11	Operation, Maintenance and Overhaul	
	Instructions With Illustrated Parts Breakdown	
	Generator Set Gas Turbine,	
	Type A/M32A-60A	Mar 08
35C2-3-1-426WC-4-20-1	Periodic Inspection Workcards Engine Driven	
	Generator Sets, A/M32A-86, A/M32A-60,	
	A/M32A-103, B809	Jun 08
35C2-3-469-1	Operational and Maintenance instructions	
	Generator Set Engine Driven	
	Model A/M32A-86 AND 5359C/90G20,	Jan 07
35C2-3-469-2	Intermediate Field and Depot Maintenance	
	Instructions Generator Set Diesel	
	Engine Driven, Model A/M32-86	Mar 07
35C2-3-469-4	Intermediate Field and Depot Maintenance	
	Repair Parts and Special Tools Generator Set Diesel	
	Engine Driven, Model A/M32-86	Apr 06
35C2-3-469-11	Operational and Maintenance instructions	
	Generator Set Engine Driven	
	Model A/M32A-86A and A/M32A-86D	Jun 08

<u>Technical Order No.</u>	<u>Title</u>	<u>Date</u>
35C2-3-469-12	Intermediate Field and Depot Maintenance Instructions Generator Set Diesel Engine Driven, Model A/M32-86A, A/M32-86D	Aug 07
35C2-3-469-14	Intermediate Field and Depot Maintenance Repair Parts and Special Tools Generator Set Diesel Engine Driven, Model A/M32-86A and A/M32-86D	Jul 08
35C2-3-477-2	Organizational and Intermediate Maintenance Instructions with IPB 28.5 VDC Power Supply Assembly	Mar 08
35D12-2-1-101WC-1	Periodic Inspection Workcards Trailer Mounted Gas Turbine Pneumatic Power Units MA-1/A AND A/M32A-95	Jan 07
35D12-2-14-1	Operational and Maintenance Instructions Compressor, Gas Turbine, Trailer Mounted Type A/M32A-95	Aug 07
35D29-7-6-1	Operation and Maintenance Instructions Self Generating Nitrogen Servicing Cart (SGNSC)	Jul 08
35D29-7-6-4	Illustrated Parts Breakdown Self Generating Nitrogen Service Cart (SGNSC)	Aug 08
35D29-7-6-3	Overhaul Instructions Self Generating Nitrogen Service Cart (SGNSC)	Sep 07
35D29-7-6WC-1	Workcards, Periodic Inspection, Self Generating Nitrogen Servicing Cart	Jul 08
35E9-1-101WC-1	Periodic Inspection Workcards Trailer Mounted Air Conditioner, Engine Driven	Sep 07
35E9-11-71	Operational and Maintenance Instructions Air Conditioner, Model MA-3D	Aug 08
35E9-11-73	Field Maintenance and Overhaul Instructions Air Conditioner, Model MA-3D	Jun 07
35E9-11-74	Illustrated Parts Breakdown, Air Conditioner Model, MA-3D	Aug 08
35F5-5-11-66WC-1	Periodic/Annual Inspection Portable, Gasoline and Diesel Engine Driven Lighting Units Models NF-2 and NF-2D	Oct 08
35F5-5-20-1	Operational and Maintenance Instructions With Illustrated Parts Breakdown, Floodlight Trailer Mounted Type FL-1D	Aug 08
38-1-5	Processing and Inspection of Non-aircraft Diesel Engines, AGE and Vehicles For Storage and Shipment	Jun 08
38G1-79-3	Overhaul Instructions, Diesel Engine Model L634T	Jul 95
38G1-107-2	Service and Maintenance Instructions Diesel Engine, 71-Series In-Line	Nov 08
38G1-107-4	Illustrated Parts Breakdown, Detroit Diesel, 71 Series	Apr 06
38G1-112-3	Overhaul Instructions with Illustrated Parts Breakdown Diesel Engine, Model 4039T, Installed on MA-3D Air Conditioner	May 08

<u>Technical Order No.</u>	<u>Title</u>	<u>Date</u>
38G1-124-1	Operators Manual, Engine Diesel (KUBOTA) Commercial Manual	Aug 00
38G1-127-1	Reference and Overhaul Instructions with Illustrated Parts Breakdown Diesel Engine for Self Generating Nitrogen Servicing Cart (SGNSC)	Oct 08
42E1-1-1	Aviation Hose and Tube Manual	Jul 08

<u>Form No.</u>	<u>Title</u>	<u>Date</u>
AF Form 129	Tally In/Out	Jan 87
AF Form 1297	Temporary Issue Receipt	Aug 02
AF Form 4069	Tiedown Equipment Checklist	May 02
AF Form 4080	Load/Sequence Breakdown Worksheet	May 02
AFTO Form 244	Industrial and Support Equipment Record	Jan 07
*AMC Form 20 Series	Manual Baggage Tags	Current
*AMC Form 47	Report and Disposition of Unaccompanied Passenger Baggage	Current
*AMC Form 57	AMC Expedited Baggage Tag	Current
*AMC Form 20 Series	Manual Baggage Tags	Dec 92
AMC Form 22	AMC Customer Survey	May 02
AMC Form 33	Report of Frustrated Cargo	May 02
*AMC Form 47	Report and Disposition of Unaccompanied Passenger Baggage	May 02
*AMC Form 57	AMC Expedited Baggage Tag	Jun 92
AMC Form 56	Rehandled Workload	May 02
AMC Form 70	RUSH Baggage Manifest	May 02
AMC Form 77	Aircraft Ground Handling Record	Oct 94
AMC Form 82	Monthly Station Traffic Handling Report	Aug 02
AMC Form 108	Rehandled Passenger Workload	May 02
AMC Form 134	Mishandled Baggage Report	May 02
AMC Form 134a	Mishandled Baggage Summary	May 02
AMC Form 136	Baggage Mishandled Report File	May 02
*AMC Form 148-1	Boarding Pass/Ticket (Top Feed)	Jun 92
*AMC Form 148-2	Boarding Pass/Ticket	Jun 92
AMC Form 148G	Boarding Pass/Ticket (Side Feed)	Jun 99
AMC Form 214	Security Cage Log and Inventory	May 02
AMC Form 253	Air Passenger Comments	May 02
AMC Form 1015	HAZMAT Inspection and Acceptance Checklist	Mar 07
*DD Form 139	Pay Adjustment Authorization	May 53
*DD Form 1131	Cash Collection Voucher	Dec 03
*DD Form 1172-2	Application for DoD CAC DEERS Enrollment	Dec 07
DD Form 1384	Transportation Control Movement Document (TCMD)	Oct 00
DD Form 1385	Cargo Manifest	Nov 78
*DD Form 1502	Frozen Medical Material Shipment	Apr 02
*DD Form 1502-1	Chilled Medical Material Shipment	Apr 02
*DD Form 1502-2	Limited Unrefrigerated Medical Material Shipment	Apr 02
DD Form 1907	Signature Tally Record	Nov 06
*DD Form 2131	Manual Passenger Manifest	Sep 05
DD Form 2133	Joint Airlift Inspection Record	Oct 98
DD Form 2775	Pallet Identifier	Sep 98

<u>Form No.</u>	<u>Title</u>	<u>Date</u>
*DD Form 2842	DoD Public Key Infrastructure Certificate of Acceptance and Acknowledgement of Responsibilities	Sep 02
(FD-258)	FBI Fingerprint Form	May 99
SF Form 361	Transportation Discrepancy Report	Jun 06
SF Form 364	Report of Discrepancy	Feb 80
U.S. Form # 17067	Gummy Back Tags (Baggage tag label)	
	*Cash Collection Control Voucher Log	
	ID Tags	

An asterisk (*) denotes those forms that will be provided by the Government.

APPENDIX C-1

GOVERNMENT FURNISHED MATERIALS

Government Provided Records. The Government will provide any applicable active and inactive records to the contractor. Upon termination of the contract all Government-furnished records will be returned to the Government.

Government Provided Forms. The Government will provide applicable forms as identified in Appendix B.

Consumables. The Government will provide:

- 1) plastic pallet covers, blocking/bracing/shoring wood, buffer boards, as required to build/block/brace cargo, mail, and baggage
- 2) disposable earplugs for passengers
- 3) boxes and tape for staging records
- 4) 463L pallet dunnage sized IAW T.O. 35D33-2-2-2, paragraph 2.7.b.
- 5) aircraft and GFE wheel chocks
- 6) tires for GFE
- 7) all consumables required to maintain two (2) Hazardous Spill Kits/Hazardous Clothing Kits
- 8) air-time for aircrew and Government provided cell phones (the contractor is not responsible for cell phone minutes used by the aircrew on the Government provided cell phone)
- 9) water and electricity for GFF
- 10) bottled drinking water
- 11) gasoline and diesel fuel for the GFE.

The contractor shall be responsible for safeguarding all Government-furnished materials and maintaining a sufficient stock level to meet station workload requirements.

The contractor shall be provided phone and computer services as well as utilities for contractor furnished stacked office trailers.

**APPENDIX C-2
GOVERNMENT FURNISHED EQUIPMENT**

Vehicle Maintenance / Transient Alert

NAME/MODEL	QTY	SERIAL/STOCK NUMBER	COST/UNIT
Tunner 60K Loader	9	01E00011 98E00058 01E00027 02E00021 02E00031 05E00025 05E00026 00E00039 99E00041	\$1,200,000.00
Injector Rack Gauge (Tunner Tool)	1	J-224882-385	\$63.00
Injector Timing Gauge (Tunner Tool)	1	J-34921	\$70.00
Spanner Nut Socket (Tunner Tool)	1	J-5345-12	\$87.00
Throttle Delay Gauge (Tunner Tool)	1	J-24872	\$470.00
Dearborn Protocol Adapter (Tunner Tool)	1	1A4G3-0724-0267x	\$527.00
Halverson 25K Loader	2	01E00219 03E00064	\$612,000.00
Halverson MSRP 624-4196	1	F33657-00-D0023-0007	\$182,900.00
A/M32A-86 Generator	8	DG21 DG22 DG23 DG25 DG26 DG43 DG24 DG52	\$33,905.54
A/M32A-95 Air Cart	3	GT-53 GT-55 GT-3	\$145,686.54
A/M32A-60	2	TG01 TG02	\$310,000.00
B-1 Maintenance Stand	3	B-106 B-131 B-132	\$1,915.80
B-2 Maintenance Stand	3	B-204 B-219 B-224	\$5,110.86
B-4 Maintenance Stand	2	B-432 B-403	\$3,584.40
B-5 Maintenance Stand	6	B-502 B-505 B-529 B-523 B-526 B-554	\$3,605.00
Light Cart	29	LC04 LC01 FL02 FL04	\$12,000.00

FL12	
FL29	
LC22	
FL21	
FL24	
LC24	
LC29	
LC59	
LC43	
LC09	
NF8D	
NF8A	
LC03	
LC05	
LC06	
LC12	
LC14	
LC15	
LC17	
LC18	
LC20	
AC31	\$50,040.99
HP02	\$10,527.00
46349	\$1,200.00
3A24	\$4,271.41
AJ39	
TB-80	\$12,560.00
TB-01	\$22,433.40
TB-22	
TB-09	\$2,880.91
TB-31	\$4,271.41
TB-0007	
SG-02	\$35,000.00
AJ65	\$16,645.00
TB54	\$3,278.49
SE37	\$13,544.50
NSN 8105-00-190-9824	\$5.00
	\$600.00
T001	\$2227.00
T002	
T003	
T004	
	\$380.00
	\$800.00
	\$200.00
Pump S/N: 2651246785	\$1,100.00
Box 1 of 4	\$176,061.00
Box 2 of 4	
Box 3 of 4	
Box 3 of 4	
T6631	\$1,176.00
T6632	\$1,465.00
98752ASSY9581335-301	\$6,384.00
98752-9581259-1(Green)	\$1,225.00

Attachment 1

Tunner Tool 98752ASSY9581258-301	1	98752-9581259-1(Silver)	\$1,225.00
Tunner Tool 98752ASSY9581261-301	1	98752-9581263-1	\$1,225.00
HP LaserJet 3005	1	CNCW6C19KB	\$550.00
HP LaserJet 1160	1	CNH1D76292	\$550.00
Aircraft Wheel Chocks	12 sets		\$128.00

ATOC / AMCC / Training and Ops Manger

<u>NAME/MODEL</u>	<u>QTY</u>	<u>SERIAL/STOCK NUMBER</u>	<u>COST/UNIT</u>
Sabre Flat Screen TV/LCT321BKA	1	X2J0706003619	\$1,400.00
Radio Air/Ground UHF	1	G3301	\$8,800.00
Radio Air/Ground VHF	1	G3308	\$8,800.00
Classified Shredder - GEHA Primo 2700	1	250045058	\$680.00
CISCO Systems IP Phone 7960 Series	1	INM091112RR	\$2,400.00
STE Phone L-3 Communication	1	STEA3000089310	\$4,200.00
Hamilton Classified Material	1	32701B	\$1,600.00
-2 Drawer Safe			
Aircrew Cell Phones	3		\$120.00
AMCC Cell Phones	2		\$120.00
PPR Cell Phone	1		\$120.00
World Clock	1	144656	\$339.00
*Computers	10		\$800.00
*Monitors	14		\$200.00
HP LaserJet 4200N	1	CNHX126278	\$200.00
HP LaserJet 3055 (fax/scan- copier/printer)	1	CNSKN54338	\$200.00
HP LaserJet 2300d	1	CNCDF71795	\$200.00
Radio, 6 Slot Charger	1		\$600.00
Radio Base Station	1		\$1,200.00
Safe Net, MyKotronx (Cryptocard)	1	209463	\$770.00
HP LaserJet 4350	1	CNHXF41719	\$200.00

Passenger Service

<u>NAME/MODEL</u>	<u>QTY</u>	<u>SERIAL/STOCK NUMBER</u>	<u>COST/UNIT</u>
Panasonic Flat Screen TV/TH-50PV70H	2	YQ80120068	\$1000.00
		YQ80120054	\$1000.00
Unclassified Shredder/Taros 50.20	1	81780.00539	\$350.00
Hasawi Sliding Door Refrigerator	2		\$880.00
Intermec Easy Coder PM4i Printers	4	05200500229	\$1000.00
		05200500211	
		05200500231	
		05200500225	
Walk-Through Metal Detector	1	SA654763	\$3,511.00
Rapiscan Model: Meter 200			
X-Ray Machine	1	70531N03	\$35,000
Model: RAP 522B			
Rapiscan Roller Table	1		\$388.00
Hand-Held Body Scanners	5	Heimann MH5	\$135.00
		Rapiscan Meteor 28 S/N: 480178	
		Rapiscan Meteor 28 S/N: 480179	
		Ranger Security Detector	
		Ranger Security Detector	

BIZERBA Pax Baggage Scale	2	2049186	\$1,250.00
		2049187	
Cell Phone	1		\$120.00
World Clock	1	144654	\$339.00
*Monitors	6		\$200.00
HP LaserJet M4345 MFP	1	CNBR6CM007	\$200.00
Motorola Base Station	1	761ABJ0019	\$1,200.00
IONSCANNER	1	400B 247	\$26,000.00
Barringer Instruments, Inc Model: 400B 12238			
IONSCANNER	1	10024905631	\$26,000.00
Itemiser3			
Ion Track Instrument			
*Computer	6		\$800.00

Special Category Lounge

<u>NAME/MODEL</u>	<u>QTY</u>	<u>SERIAL/STOCK NUMBER</u>	<u>COST/UNIT</u>
*Computer	1		\$800.00
*Monitor	1		\$200.00
Refrigerator, Wansa/ RD-WR4HM	1		\$660.00
42" HCT LCD TV/ HLD-42MA	1	080842HD00015(R)	\$1,275.00
Leather Reclining Chairs, Beige	2		\$550.00
Leather 3-Seater sofa, Black	3		\$1,800.00
Desk, 47 1/2", Cherry	1		\$2,750.00
Table, wood, 47"	1		\$1,875.00
Coffee Table, Cherry	1		\$525.00
Cabinet, 2-door, wood	1		\$825.00
TV Stand, 4-door, high gloss finish	1		\$375.00
Table Lamp, 24" w/ shade	1		\$85.00
Floor Lamp, 62" w/ shade	1		\$135.00
High-back Office Chair, Black	1		\$575.00
Metal Coat Rack	1		\$45.00
Floor Rug, 90"x 90"	1		\$750.00
Pictures, 46 1/2 x 35 1/2"	2		\$275.00

Special Handling

<u>NAME/MODEL</u>	<u>QTY</u>	<u>SERIAL/STOCK NUMBER</u>	<u>COST/UNIT</u>
SAVI Technology Docking Station	1	904090078	\$450.00
Echo Point Adapter Model: SDSA-654-01	1	0032	\$180.00
*Computers	3		\$800.00
*Monitors	3		\$200.00
Walk-In Refrigerator Unit	1	N/A	\$4,500
HP LaserJet P3005	1	CNFW6C918H	\$200.00
Large 2 Door Storage Locker	1		\$580.00
Computer Desk	3		\$711.00
3 Drawer File Cabinet	3		\$366.00
2 Door Storage Cabinet	1		\$443.00
2 Door Cabinet w/ hutch	1		\$204.00
2 Drawer File Cabinet	2		\$281.00
Chairs	3		\$250.00
Radio, 6 Slot Charger	1		\$600.00

Cargo Processing

<u>NAME/MODEL</u>	<u>QTY</u>	<u>SERIAL/STOCK NUMBER</u>	<u>COST/UNIT</u>
SAVI Technology Docking Station	1	903040154	\$450.00
Echo Point Adapter Model: SDSA-654-01	1	0031	\$180.00
Portable Scales Model MD400	5	7955	\$800.00
		9245	
		9247	
		9250	
		9249	
Portable Scale Model PT300	11	0305AA08803	\$1,200.00
		0305AA08802	
		0305AA08798	
		0305AA08800	
		0305AA08799	
		0305AA08804	
		0305AA08801	
		0305AA08797	
		0305AA08812	
		25083036	
		25084608	
Nine (9) Pallet Highline Dock	1		\$40,000.00
Five (5) Pallet Highline Dock	1		\$30,000.00
Six (6) Pallet Highline Dock	2		\$35,000.00
Pallet Stacker(s)	3		\$850.00
Rice Lake Weighing Systems	2	322632	\$1850.00
Platform Scales/IQ Plus 355CE		322636	
463L Pallets	50		\$925.00
463L Side Nets	100		\$138.00
463L Top Nets	50		\$138.00
MB-1 Chains	500		\$14.00
MB-1 Devices	300		\$128.00
MB-2 Chains	20		\$73.98
MB-2 Devices	20		\$253.04
Straps	100		\$15.00
463L Pallet Couplers	150		\$23.59
463L KC-10 Couplers	10		\$133.50
Cell Phone	1		\$120.00
*Computers	4		\$800.00
*Monitors	4		\$200.00
HP LaserJet P3005n	1	CNCW6C81S5	\$200.00
Universal Scale Chargers	4		\$33.50
Interconnecting Cables	9		\$28.00
Radio, 6 Slot Charger	1		\$600.00
Motorola Base Station	1		\$1,200.00
HP LaserJet 4350	1	CNHXF40666	\$225.00

Load Planning

<u>NAME/MODEL</u>	<u>QTY</u>	<u>SERIAL/STOCK NUMBER</u>	<u>COST/UNIT</u>
World Clock	1	144655	\$339.00
*Computers	2		\$800.00
*Monitors	2		\$200.00
HP LaserJet M3027	1	CNMNG15573	\$200.00
Shredder Unclassified/Fellowes C320	1	CRC38320	\$100.00
Cell Phone	1		\$120.00

Ramp

<u>NAME/MODEL</u>	<u>QTY</u>	<u>SERIAL/STOCK NUMBER</u>	<u>COST/UNIT</u>
Cell Phone	1		\$120.00
*Computers	2		\$800.00
*Monitors	2		\$200.00
Radio, 6 Slot Charger	1		\$600.00
Motorola Base Station	1	374AYJ0021	\$1,200.00
K-Loader Safety Harness	11	3KN13	\$197.24
6 Ft Lanyard	11	4RC64	\$28.50
GFE Wheel Chocks	11		

Data Records

<u>NAME/MODEL</u>	<u>QTY</u>	<u>SERIAL/STOCK NUMBER</u>	<u>COST/UNIT</u>
*Computers	3		\$800.00
*Monitors	3		\$200.00
HP LaserJet 4050	1	NL7R072287	\$225.00
Shredder, Unclassified/Taros 50.20	1	81780.00548	\$100.00
Shredder - GEHA Primo 2700	1	250007640	\$550.00
Cannon Scanner DR5010C	1	DD309434	\$200.00

Air Freight Manager

<u>NAME/MODEL</u>	<u>QTY</u>	<u>SERIAL/STOCK NUMBER</u>	<u>COST/UIT</u>
*Computers	2		\$800.00
*Monitors	2		\$200.00

Station Manager / Admin / HR

<u>NAME/MODEL</u>	<u>QTY</u>	<u>SERIAL/STOCK NUMBER</u>	<u>COST/UNIT</u>
*Monitors	4		\$200.00
HP LaserJet 1200	1	CNCK129363	\$200.00
HP LaserJet 2820	1	CNSN7DMG22	\$200.00
*Computers	4		\$800.00

Portable Radios

<u>NAME/MODEL</u>	<u>QTY</u>	<u>SERIAL/STOCK NUMBER</u>	<u>COST/UNIT</u>
Motorola	30	320CJT2057	\$4,200.00
		320CJT1664	
		320CJT2062	
		320CJT1670	
		320CJT1740	
		320CJT1731	
		320CJT1732	
		320CJT1733	
		276CJT0188	
		320CJT2065	
		320CJT1736	
		320CJT2061	
		320CJT2060	
		320CJT2058	
		320CJT2063	
		320CJT1669	
		320CJT1654	
		320CJT2059	
		320CJT1661	
		320CJT1739	
		320CJT1738	
		320CJT1735	
		320CJT1737	
		320CJT1734	
		276CJT0185	
		320CJT2056	
		320CJT1657	
		320CJT1662	
		320CJT1655	
		320CJT1663	
		320CJT1656	
		276CJT0179	
		320CJT2064	

MISCELLANEOUS

<u>NAME/MODEL</u>	<u>QTY</u>	<u>SERIAL/STOCK NUMBER</u>	<u>COST/UNIT</u>
Corner workstation with Straight workstations (ATOC)	2		\$750.00
Wrap-around workstation (Manager's Office)	1		\$1,275.00
Wrap-around workstation (Safety Office)	1		\$1,275.00
Wrap-around workstation (Training Office)	1		\$1,275.00

Desk 5'		
(Passenger Service Office)	3	\$275.00
Desks	4	\$235.00
Chairs	12	\$145.00
Portable A/C Units	2	\$300.00
3 Drawer File Cabinets	18	\$150.00
(Data Records)		

Notify the COR with-in twelve (12) hours should MHE, AGE, and communications become inoperable.

Notify the COR with-in twenty-four (24) hours should GFE become missing or inoperable.

Items marked with an asterisk (*) are listed on the Automatic Data Processing Equipment (ADPE) account by model and serial number.

Calibration of portable scales shall be coordinated with COR and accomplished by the Government.

The contractor shall maintain 463 L assets IAW T.O. 35D33-2-3-1, 463L Pallet Maintenance and T.O. 35D33-2-2-2, 463L Air Cargo Pallets.

The quantities of 463L pallets, side-nets, top-nets, tie-down chains, devices, straps, couplers, and dunnage (plastic/wood) quantities reflected in this appendix are established authorizations, rather than actual quantities on-hand, which may fluctuate on a day-to-day basis.

The contractor shall coordinate the redistribution of excess 463 L assets with COR.

The contractor shall provide aircrew cell phones to the AMC Stage Missions Managers, as required.

The Government will provide all contractor personnel with Chemical Warfare Gear as required. The contractor shall provide COR with contractor personnel requirements within their first week of on-site work.

APPENDIX C-3

GOVERNMENT FURNISHED FACILITIES

Square footage measurements are an approximation.

FACILITEIS	SQ FOOTAGE
ATOC (AM056) to include room #202	1,120
Data Records and Reports (AM002)	580
Vehicle Maintenance Bay in Hangar 4 (Joint-use area with Civil Engineers total 18,000 sq. ft.)	9,000
Vehicle/AGE Mx Office Trailer (AM033) (Trailer is provided but will not be replaced or repaired by the Government)	120
Work Trailer in Hangar 4 (AM031)	175
Secure Passenger Holding Area (SPHA)	
Passenger Lounge-Tent (AM022)	3,300
Passenger Processing Area	1,430
Passenger Lounge 1	530
Passenger Lounge 2	390
Special Category Lounge	500
Connex (Connex may be recalled by the Government upon coordination with the contractor)	160
Work Trailer, Ramp Services (AM034) (Trailer is provided but will not be replaced or repaired by the Government)	350
Scale Shed, Weigh Station (Shed is provided but will not be replaced or repaired by the Government)	110
Special Handling (Sun Shade 10)	3,240
Special Handling Office; Utilizes 2/3 of Trailer (AM015)	460
Latrine Trailers	
(Joint-use trailer Adjacent to Hanger 4)	500
(Joint-use trailer, Adjacent to SPHA)	500
Break-area Adjacent to AM)24/25	320

The contractor is provided fenced space adjacent to the SPHA, which can be secured and provide additional sterile passenger holding area to include a latrine trailer, AAFES food vendors, and smoking area. The contractor is also provided joint-use space adjacent to the vehicle maintenance bay and originating/terminating pallet grid storage areas (approximately 200-600 463L pallet total capacity), one (1) adjacent to the aircraft parking apron; and, one (1) no more than one (1) mile from Hangar 4.

The 387 AEG and 5 EAMS will coordinate with the contractor for use of the passenger lounge tent. The contractor shall inform them of any scheduling conflicts or concerns. Contract performance requirements will take precedence. The 387 AEG and 5 EAMS will clean and repair the facility before the contractor resumes responsibility.

The contractor will be provided space on KWI to locate a stacked office trailer, which may need to be moved or removed at the contractor's expense due to unforeseen circumstances beyond the Government's control.

////////////////////////////////////

GOVERNMENT JOINT INSPECTOR TRAINING REQUIREMENTS

- Attachment 1

APPENDIX D-1

STATION WORKLOAD

This workload data reflects missions by aircraft type (one aircraft depicted below equates to either an arrival or departure; or, an aircraft which was re-handled), passengers and cargo/mail short tons. These workload estimates include fluctuations due to humanitarian relief and surges. The contractor shall maintain the ability to provide sustained ATGHS for a working Maximum on Ground (MOG) capability of four (4) wide-body aircraft or the equivalent thereof.

Aircraft Push-back/Towing: approximately 140 aircraft push-backs/tows are required monthly due to restricted aircraft parking or aircraft maintenance. This is included under the basic monthly service CLIN.

Engine Run Spot Towing: approximately one (1) tow is required monthly to the engine run spot. These services shall be invoiced under the reimbursable CLIN.

Type Aircraft	Jul 08	Aug	Sep	Oct	Nov	Dec	Jan 09	Feb	Mar	Apr	May	Jun
C5	24	32	28	45	45	28	26	16	21	26	26	32
C9	0	0	0	10	2	10	12	8	14	0	0	2
C17	54	27	34	77	55	36	48	49	52	72	46	104
C130	60	78	62	66	104	74	58	62	50	86	80	76
C141	0	0	0	0	0	0	0	0	0	0	0	0
KC10	0	0	0	0	0	2	2	0	0	0	4	0
KC135	0	0	0	0	0	2	0	0	0	2	0	0
Mil Other	66	108	75	64	92	68	48	56	139	137	186	84
B747	68	71	103	93	72	71	110	83	84	100	105	82
DC8	6	2	2	0	0	0	0	0	0	0	0	0
DC10	99	99	122	140	122	107	151	103	88	98	94	78
L1011	0	0	0	0	0	0	0	0	0	0	0	0
B757	38	28	36	40	40	30	53	24	22	23	20	18
B767	90	85	106	88	76	70	67	97	111	93	88	110
Civ Other	816	595	641	274	246	234	208	207	524	622	244	134
Departure and Arrivals Totals	1321	1125	1209	897	854	732	783	705	1105	1259	893	728
Passenger Totals	45311	56637	64453	63439	61395	56550	64749	55982	58733	56112	76432	49102
Originating	25447	24645	26217	37005	33720	31015	27037	30115	32014	23976	4956 7	24913
Terminating	19255	30658	36317	34594	26473	24670	35006	24657	25582	31477	24553	24189
Intransit	609	1334	1919	1840	1202	865	2706	1210	1137	659	2332	0
Cargo/Mail Totals	9851	9447	9174	10033	10834	6135	10985	10069	8287	9953	8641	7178
Originating	6106	6468	6195	6762	7356	4050	5547	7350	6253	7122	6738	4457
Terminating	3745	3759	2979	3271	3478	2085	5438	2719	2034	2831	1903	2721
Intransit	0	0	0	0	0	0	0	0	0	0	0	0

CAV International, Inc.
Solicitation HTC711-09-R-0041
Air Terminal & Ground Handling Services – Kuwait

Part III – Technical Proposal

Introduction

CAV International, Inc. is pleased to provide Air Mobility Command (AMC) with Part III of our offer, CAV's Technical Proposal to perform Air Terminal and Ground Handling Services at Kuwait International Airport/Abdullah Al Mubarak Airbase, Kuwait. Part III consists of this Introduction, our Staffing Plan, and our Implementation Plan.

Perhaps the most important aspect of CAV's Staffing Plan is that we already have a fully qualified workforce in place. Our plan includes the qualifications and experience levels that we will demand of key management and supervisory personnel, as well as short biographies of the individuals currently filling those critical positions...and which exceed even our own stringent position requirements.

CAV's Staffing Plan ensures our ability to meet all contract requirements, in particular the ability to execute a working MOG of 4 wide-body aircraft or equivalent, 24 x 7 x 365. As the incumbent contractor, CAV has a keen understanding of what it takes to meet all mission requirements. This understanding significantly mitigates the risk to the government inherent in any transition. We will describe in detail how we will maintain our fully qualified workforce within the Kuwaiti environment.

We will illustrate what it will take (what we will do) to meet all operating requirements. The working MOG of 4 wide-body aircraft or equivalent largely drives the staffing levels. Bidders without regard for, or understanding of, the magnitude and mission essential nature of this work will attempt to cut corners. As the incumbent, CAV International maintains a deep and clear appreciation of these realities, an understanding which underlies all aspects of our response to this solicitation.

Success for both CAV International and AMC in this endeavor requires adherence to the following principles, which in turn greatly enhance the probability of success and reduce risk on the Kuwait ATGHS contract;

- Recruit, hire, and retain a fully qualified workforce sufficient to meet mission demands
- Maintain the current qualified workforce with a competitive benefits package
- Provide the proper types and quantities of Contractor Furnished Equipment
- Ensure personnel and equipment remain on-site at contract start to maintain efficient operations
- Provide the necessary personnel support services and Quality of Life for our employees within Kuwait
- Continue to improve our on-site workforce skill sets with process improvement training throughout the contract duration

CAV International, Inc.
Solicitation HTC711-09-R-0041
Air Terminal & Ground Handling Services – Kuwait

Part III – Technical Proposal

- Select the best possible Kuwaiti Sponsor for continued in-country operations support.

Regarding the above principles;

- Retaining the best qualified personnel, particularly in the senior management team, is always a key goal. CAV International has done this with our top management in retaining (b)(6) and (b)(6) (b)(6) towards this effort. Our other remaining "key personnel" (b)(6) (b)(6) and (b)(6) reflect our policy of hiring only highly qualified management. There is no substitute for depth and breadth of successful experience. We will apply this principle each and every time we hire a replacement.
- Our pay and benefits package is comparable to and competitive with many other DOD contractors in Kuwait. Attempting to match every contractor's salary and benefit package in Kuwait would drive pricing to an exorbitant level, so we have attempted to find a balance within the competitive employment arena. We will not risk abnormally high attrition rates on this mission essential contract, yet at the same time we remain good stewards of the U.S. taxpayer's money.
- We provide a comprehensive array of critical CFE that is brand new or recently overhauled. Our on-site equipment is sufficient to handle the current MOG of 6, and is more than ample to meet the new requirements. This eliminates the risk of another contractor needing to purchase and ship equipment to Kuwait during transition. We have lived through the vagaries of 3-5 month build times, shipping availability, and moving equipment through Kuwaiti Customs, all of which represent significant challenges for those unfamiliar with "business in Kuwait".
- Our Implementation Plan requires minimal to no effort as our complete operations are in-place. We have no need to mobilize personnel or ship in equipment. CAV is fully capable of performing on day one with no required government training or assistance. All key elements of the solicitation are taken into account. There will be no contract start up turmoil or risk. Additionally, CAV commits to a "zero cost" transition, avoiding the transition cost to the Government of over \$600K.
- Management's focus should center on the mission at-hand, with minimal distraction from everyday administrative issues such as housing, transportation, or normalization status. Our sponsor is (b)(4) the pre-eminent sponsor of thousands of DOD contractors in Kuwait (currently sponsoring ITT and AECOM - Combat Support Associates at Camp Arifjan). With a complete support services department, they handle all housing, transportation, and normalization issues on our behalf, freeing management to focus on the Air Terminal mission. This is a real advantage to CAV and value to

CAV International, Inc.
Solicitation HTC711-09-R-0041
Air Terminal & Ground Handling Services – Kuwait

Part III – Technical Proposal

the Government. (b)(4) is the pre-eminent sponsor for DOD contractors in Kuwait and clearly understands that their performance enhances our performance, and ultimately the level of service received by the Government.

- Our Training Plan incorporates the requirements of the solicitation. We use a "train-the-trainer" philosophy to maintain internal capability to keep a fully trained workforce, as well as an aggressive cross-training program to ensure flexibility in our workforce. We maintain a Joint Inspection program and have two fully qualified instructors on-site. Our dedicated Quality Assurance/Training Manager provides in-house capability, eliminating the need for initial or familiarization training by the Government, a significant and distinct benefit to the Government.

This demanding, high visibility contract requires an extremely low risk contractor. To that end, we have positioned our company to be exactly that. Early in 2009, (b)(4) made a substantial investment in CAV, purchasing a majority share of the company. This important investment ensures our financial stability and supports expanding operations around the world. CAV International operates in close concert with our new Corporate Parent. (b)(4) brings a wide range of experience in aviation and airport services, particularly regarding its previous ownership of (b)(4) and its world class status as an air terminal services provider to commercial entities across the globe. The corporate history of (b)(4) is available at [www.\(b\)\(4\).com](http://www.(b)(4).com).

The majority institutional shareholder and lead investor of (b)(4) is (b)(4) a large private equity investment company capable of supporting all of CAV's growth requirements in the coming years ([www.\(b\)\(4\).com](http://www.(b)(4).com)). These new parent company aspects lend considerable competitive advantage and financial strength to CAV International, thereby lowering our risk profile in handling the operations in Kuwait. The bottom line is that since beginning the Kuwait contract in 2006, CAV has continued to strengthen our operations in Kuwait and expand our capability to support USTRANSCOM/AMC worldwide.

To recap, CAV International will provide in this section a plan that ensures the Government of a low-risk, best value solution to the requirements of the solicitation. We are in-place, trained, and capable of retaining a fully qualified workforce throughout the term of this contract. The expertise and experience of our corporate staff and on-site management team reflect our approach to only hiring the best. Our seasoned management team is a direct benefit to the Government. We will have a "right-sized" staffing plan that will truly be able to meet the solicitation requirement of four (4) wide-body aircraft or equivalent, 24 X 7. CAV International is fully cognizant of the theater unique challenges of the Kuwait contract. CAV has been in the lead on such issues as Tenders, NAC clearances, CAC issuance, and CVS requirements, as well as evolving issues with host Group 387 AEG. CAV is prepared to continue to shoulder the responsibility for all terminal operations, and we look forward to the future challenges.

CAV International, Inc.
Solicitation HTC711-09-R-0041
Air Terminal & Ground Handling Services – Kuwait

Part III – Technical Proposal

STAFFING PLAN

Introduction – This section of our Technical Proposal provides the Government with details of our Staffing Plan to ensure that we accomplish all requirements of the PWS, and in particular that we meet the requirements of the 24 X 7 MOG of 4 or the equivalent. Following this introduction to our Staffing Plan we provide an Organizational Staffing Chart depicting the staffing we will have in-place for each organizational element as well as a Functional Chart illustrating our expected Work Breakdown Structure (WBS) for all requirements of the contract. Both charts reflect the organizational elements of our workforce. The Functional Chart shows which elements of our organization perform each task while the Organizational Staffing Chart indicates the quantity and types of personnel assigned for each 12-hour shift, from executive management, through first line supervisors, down to the technicians doing the work.

Our corporate leadership team, Carroll Vaughan as CEO and Bill McLendon as COO, bring many decades of operations management to bear, and can direct the full resources of our parent company . (b)(4) . to continuously improve operations in Kuwait, as we have proven in 2009.

We do not have any part-time positions and we are not subcontracting any of the PWS requirements, so no subcontractor interfaces (or interface issues) exist or are required. All levels of supervision and management are clearly depicted on the Staffing Chart, from first line supervision to the Contract (Station) Manager. Each major organizational branch has a dedicated Manager, as well as a Shift Supervisor for each 12-hour shift.

Our Management and Supervision staffing levels have been structured to reflect our dedicated responsibility for all terminal operations, allowing us to focus on the missions at hand (cargo, passengers, etc.) while retaining the ability to communicate, coordinate, or meet with other agencies on critical issues. For example, if the Contract (Station) Manager has to focus on the missions of the day, he will not have sufficient time to interface with 5th EAMS, Camp Arifjan, Ali Al Salem, and others. This complete structure adds costs, but benefits the Government in that CAV International remains self-sustaining on this contract.

Our dedicated Quality Control/Training Manager provides added value, and ensures focus on Quality and Training/Certification requirements while not diverting the attention of supervisors off important Flightline activities.

We also have a full-time Safety Officer reporting directly to the Contract (Station) Manager. This individual provides "eyes on" observation of Flightline activities, work processes, and all procedures impacting contract Safety.

CAV International, Inc.
Solicitation HTC711-09-R-0041
Air Terminal & Ground Handling Services – Kuwait

Part III – Technical Proposal

These added positions will report directly to the Contract (Station) Manager while having a functional interface with the CAV International Director of Operations should there be locally unresolved Quality or Safety issues.

Our ADPE Technician in the Program Management Office will add additional and, as our experience tells us, very necessary support to an area that will receive limited on-site Government support in the future.

Following the two major organizational charts, we provide;

- Qualifications and experience level proposed for all management/supervisory positions by position title.
- Insight into the staffing and operations of our Project Management Office and the four major operational branches. Our understanding and approach in these areas are the foundation of our staffing levels and mix of skill sets.
 - Program Management Office
 - AMCC Branch
 - Aircraft Services Branch
 - Passenger Services Branch
 - Aircraft Ground Services Branch
- ~~Next we provide~~ a training matrix that illustrates our estimates for both Government and CAV International provided training, and how we will meet training and certification requirements.
- Finally, we offer our conclusions and the benefits of our Staffing Plan.

CAV International, Inc.
Solicitation HTC711-09-R-0041
Air Terminal & Ground Handling Services – Kuwait

Part III – Technical Proposal

Organizational Staffing Chart - CAV International has staffed its organization for success. All levels of staffing are clearly depicted for each of our 12-hour shifts. The Aircraft Services Branch maintains the ability to staff 6 load teams per shift to work a MOG of 4 Wide-body A/C or equivalent 24/7.

Project Management Office	Shift 1	Shift 2
Contract Manager	0.5	0.5
Operations Manager (ACM)	1	1
Bus/HR Manager	1	
Admin Specialist	1	1
Quality & Training Manager	1	
ADPE Technician	1	
Safety Officer	1	
Shift Totals	6.5	2.5
Branch Total		9

Total Project Staffing	Shift 1	Shift 2	Total
Project Management Office	6.5	2.5	9
AMCC Branch	9.5	9.5	19
A/C Ground Services Branch	15.5	6.5	22
Passenger Services Branch	7.5	7.5	15
A/C Services Branch	43.5	39.5	83
Project Total	82.5	65.5	148

AMCC Branch	Shift 1	Shift 2
AMCC/ATOC Manager	0.5	0.5
ATOC/AMCC Supervisor	1	1
C2IPS Specialist	2	2
Ramp Coordinator	1	1
PPR Coordinator	1	1
Cape Forecaster	1	1
I/O Flight Coordinator	2	2
Records Specialist	1	1
Shift Totals	9.5	9.5
Branch Total		19

A/C Services Branch	Shift 1	Shift 2
Aircraft Svcs Manager	0.5	0.5
Aircraft Svcs Supervisor	1	1
Lead, Special Handling	1	
Special Handling	2	2
Lead, Load Planner	1	
Load Planner	2	2
Cargo Processing Lead	1	
Cargo Processing	3	2
Material Expediter-Tenders	1	1
Escort Supervisor	1	1
Load Team Lead	6	6
Load Team Specialist	24	24
Shift Totals	43.5	39.5
Branch Total		83

A/C Ground Services Branch	Shift 1	Shift 2
A/C Ground Services Manager	0.5	0.5
Maint Supervisor (TA)	1	1
Trans Alert (FAA A&P)	3	3
Maintenance Supervisor	1	
Supply/OLVIMS	2	
CFE Mechanic	2	
AGE (60K) Mechanic	3	1
MHE (60K) Mechanic	3	1
Shift Totals	15.5	6.5
Branch Total		22

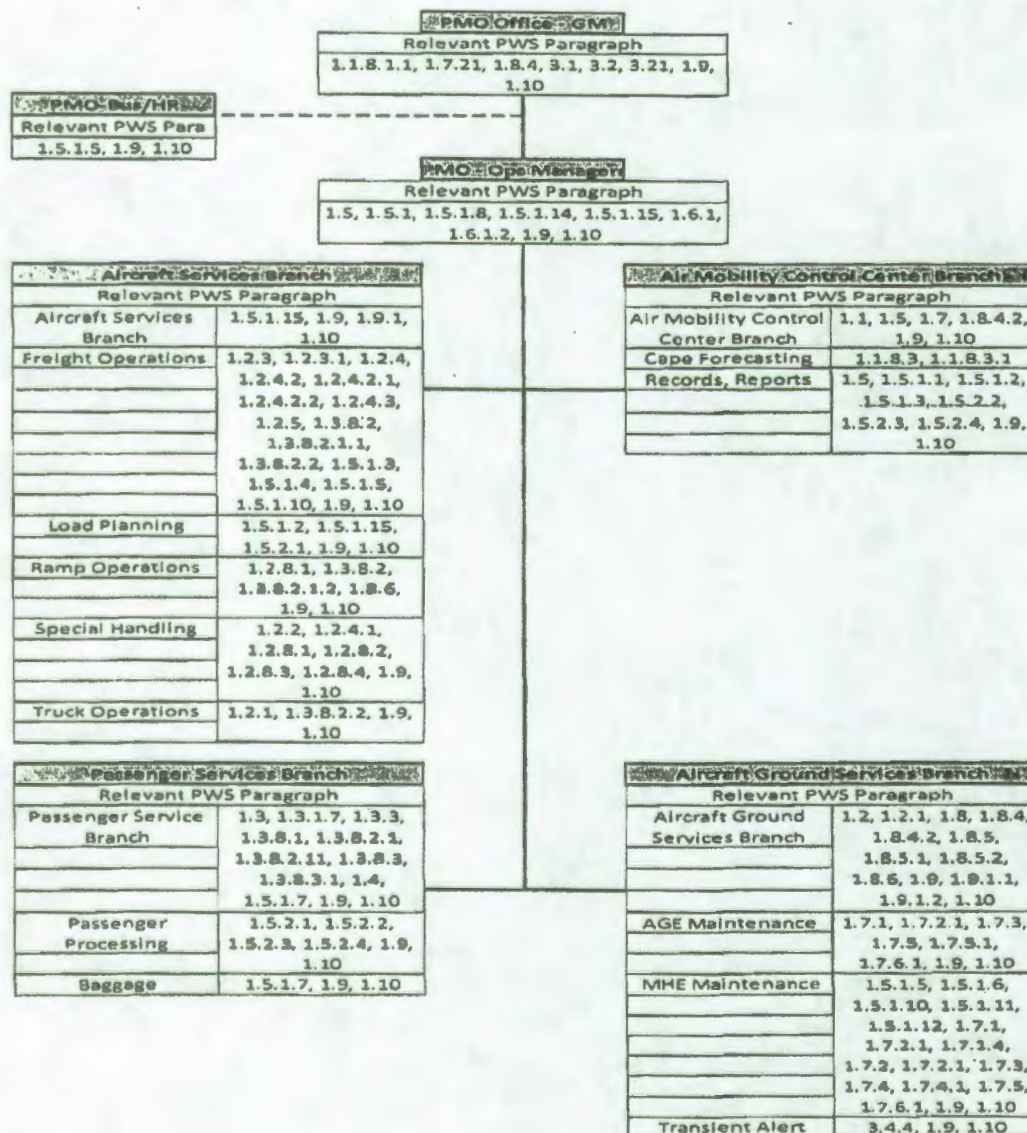
Passenger Services Branch	Shift 1	Shift 2
Passenger Service Manager	0.5	0.5
Passenger Services Supervisor	1	1
Passenger Processing	3	3
Gates/Dispatcher	2	2
Driver/DV	1	1
Shift Totals	7.5	7.5
Branch Total		15

CAV is confident based upon our experience at KCAB and many Lessons Learned that this staffing reflects the optimum staffing in all areas, while allowing the flexibility to continue to meet all mission requirements when personnel are absent for vacation or other personal time off. We can also meet most surge requirements without USAF augmentation.

CAV International, Inc.
Solicitation HTC711-09-R-0041
Air Terminal & Ground Handling Services – Kuwait

Part III – Technical Proposal

Organization Functional Chart – CAV International has task-organized its organizational elements to streamline mission accomplishment and take advantage of economies of combining related functions. We have stringently reviewed the PWS and this chart depicts our Work Breakdown Structure to comply with all solicitation requirements. This structure is also flexible should conditions change or warrant restructuring in the future.



CAV International, Inc.
Solicitation HTC711-09-R-0041
Air Terminal & Ground Handling Services – Kuwait

Part III – Technical Proposal

Qualifications and Experience - CAV International has established stringent qualification and experience requirements for all of its Management and Supervisory positions since this contract began in 2006. Since that time we have been successful in ensuring that we have exceeded those stringent requirements, and any replacements will continue to meet or exceed those requirements.

Position Title – Contract (Station) Manager

Our Contract (Station) Manager for the AMC ATGHS contract in Kuwait will possess the following experience and qualifications:

- In depth working knowledge of military and commercial transport aircraft and ground operations.
- A minimum of 20 years successful experience in USAF air transportation. Experience reflects a retired USAF CMSgt, SMSgt, or O-4/5 transporter.
- A proven track record of multi-tasked complex operations over an extended duration of time; previous military contingency, crisis, humanitarian or Joint Chiefs of Staff type exercises preferred.
- Operational Risk Management experience with a keen sense of safety and situational awareness.
- Leadership skill set to work with Host nation personnel, Government personnel, and other contractors to resolve issues for successful mission accomplishment.
- Management ability to properly plan, organize and equip a large U.S. citizen workforce operating internationally, to include forecasting personnel issues, logistics pipeline, and local housing and transportation needs.
- The ability to sustain a working maximum on the ground of four wide-body aircraft or the equivalent thereof as a routine work day.
- Communicate effectively with multiple agencies to plan, facilitate, and execute directives towards the AMC mission accomplishment at the APOE/APOD.
- Orchestrate and implement an on-site training plan for recurring training of personnel on systems, MHE and equipment, AFOSH, and other training specific to functions contained within PWS.
- Maintain and foster a working relationship with contract managers and/or military leaders at Camp Arifjan, Ali Al Salem AB, and other military installations.
- Ensure proper staffing of all work centers: AMCC, Aircraft Services, Passenger Services, Aircraft Ground Services (Maintenance) to meet mission requirements.

Mr. (b)(6) is our current and proposed Contract Manager. He is a retired Air Transportation Superintendent with over 20 years of serving the United States Air Force and AMC. He has run the largest Air Freight operation in the United States at Dover AFB, been on the Air Combat Command Inspector General team and has served as a Contracting Officer Representative on ATGHS contracts. He is well respected within the AMC transportation community, a subject matter expert on air terminal operations, and exceeds our minimum requirements for this position.

CAV International, Inc.
Solicitation HTC711-09-R-0041
Air Terminal & Ground Handling Services – Kuwait

Part III – Technical Proposal

Position Title – Operations Manager (Alternate Station Manager)

CAV will continue to staff two Operations Managers for the AMC ATGHS contract in Kuwait. They will also act as Assistant Contract Managers and possess the following experience and qualifications:

- In depth working knowledge of military and commercial transport aircraft and ground operations.
- 20 years experience in USAF air transportation. Experience reflects a retired USAF CMSgt, SMSgt, MSgt or O-4/5 transporter.
- A proven track record of multi-tasked complex operations over an extended duration of time; previous military contingency, crisis, humanitarian and Joint Chiefs of Staff type exercises preferred.
- Operational Risk Management experience with a keen sense of safety and situational awareness.
- Leadership skill set to work with Host nation personnel, government personnel, other contractors and Coalition Forces to resolve issues for successful mission accomplishment.
- Management ability to properly plan, organize and equip a large US citizen workforce operating internationally, to include forecasting personnel issues, logistics pipeline, and local housing and transportation needs.
- Operational skill set; the ability to sustain a working maximum on the ground of four wide-body aircraft or the equivalent thereof as a routine work day.
- Communicate effectively with multiple agencies to plan, facilitate, and execute directives towards the AMC mission accomplishment at the APOE/APOD.
- Orchestrate and implement an on-site training plan for recurring training of personnel on systems, MHE and equipment, AFOSH, and other training specific to functions contained within PWS.
- Maintain and foster a working relationship with contract managers and/or military leaders at Camp Arifjan, Ali Al Salem AB, and military installations.
- Ensure proper staffing of all work centers: AMCC, Aircraft Services, Passenger Services, Aircraft Ground Services (Maintenance) to meet mission requirements.
- Manage budget, payroll, Quality Assurance Plan, GFE and CFE and GFF.
- This position will have day-to-day responsibility for terminal operations, directing all organizational elements to ensure mission success.

(b)(6) and (b)(6) are our current and proposed Operations Managers (Assistant Contract Managers). They are both retired Air Transportation Superintendents with over 20 years of serving the USAF and AMC. Each has individually run large AMC operations during their military service. Both are well respected within the AMC transportation community, subject matter experts, and exceed even our own stringent qualification and experience requirements. CAV International uses these two positions on opposite shifts to provide 24/7 senior level expertise on mission execution.

CAV International, Inc.
Solicitation HTC711-09-R-0041
Air Terminal & Ground Handling Services – Kuwait

Part III – Technical Proposal

Position Title – AMCC Branch Manager (Supervisors)

Our AMCC Branch Manager for Kuwait will also be an Assistant Contract Manager and possess the following experience and qualifications:

- Manage and run the Air Mobility Control Center; will be trained in Command and Control and Air Terminal Operations Center functions to include GATES, GDSS/GDSS2, DINS, IMT, ACFP and the daily aircraft parking for the airfield.
- Deep knowledge of military/commercial transport aircraft and ground operations.
- 20 years experience in USAF air transportation (15 years-Supervisors). Experience reflects a retired USAF CMSgt, SMSgt, MSgt or O-4/5 transporter.
- A proven track record of multi-tasked complex operations over an extended duration of time; previous military contingency, crisis, humanitarian and Joint Chiefs of Staff type exercises preferred.
- Operational Risk Management experience with a keen sense of safety and situational awareness.
- Leadership skill set to work with Host nation personnel, government personnel, contractors and Coalition Forces to resolve issues for mission accomplishment.
- Management ability to properly plan, organize and equip a large US citizen workforce operating internationally, to include forecasting personnel issues, logistics pipeline, and local housing and transportation needs.
- Operational skill set; the ability to sustain a working maximum on the ground of four wide-body aircraft or the equivalent thereof as a routine work day.
- Communicate effectively with multiple agencies to plan, facilitate, and execute directives towards the AMC mission accomplishment at the APOE/APOD.
- Orchestrate and implement an on-site training plan for recurring training of personnel on systems, MHE and equipment, AFOSH, and other training specific to functions contained within PWS.
- Maintain and foster a working relationship with contract managers and/or military leaders at Camp Arifjan, Ali Al Salem AB, and military installations.
- Ensure proper staffing of all work centers: AMCC, Aircraft Services, Passenger Services, Aircraft Ground Services (Maintenance) to meet mission requirements.

(b)(6) is our current and proposed AMCC Manager. He is a retired Lt. Colonel with over 20 years of serving the United States Air Force and AMC. He is a proven aviator and Command and Control expert. Colonel (b)(6) previously ran the 21st Air Force Command Post prior to consolidation at TACC. He is intimately familiar with all types of military and civilian aircraft, and can communicate with aircrews in a language they understand. He provides sound advice and counsel to active duty commanders on up-channel reporting and crisis/contingency action checklists. He is well respected within the AMC community, a subject matter expert on command and control, and exceeds our stringent qualifications and experience requirements.

CAV International, Inc.
Solicitation HTC711-09-R-0041
Air Terminal & Ground Handling Services – Kuwait

Part III – Technical Proposal

Position Title – Aircraft Services Branch Manager (Supervisors)

Our Aircraft Services Manager for Kuwait will possess the following experience and qualifications

- In depth working knowledge of military and commercial transport aircraft and ground operations
- 20 years experience in USAF air transportation (15 years-Supervisors) at the Superintendant level.
- Operational skill set; the ability to sustain a working maximum on the ground of four wide-body aircraft or the equivalent thereof as a routine work day.
- Oversee timely submission of all reports to the various activities within SOW.
- Communicates effectively with multiple activities to plan, facilitate, and execute directives towards the AMC mission accomplishment at the APOE/APOD.
- Orchestrates and implements an on-site training plan for recurring training of personnel on systems, MHE and equipment, AFOSH, and other sundry training specific to functions contained within SOW.
- Maintains 6 load teams per 12 hour shift on a 24 hour basis or as mission requirements dictate.
- Responsible for the positioning of GFE and CFE to and from the aircraft and on to onward conveyances on and off the installation.
- Supervises the escort procedures of trucks for cargo and baggage on/off the installation.
- Manages the Hazardous Materials Inspector program, training, and Joint Inspection program, training, and execution.
- Supervises the ramp load teams, truck operations, cargo processing, special handling, Joint Inspection personnel to include organizing, equipping and training.
- Ensures GFE and CFE is operationally checked out daily and reported to maintenance for any corrective action.
- Maintains a cargo grid area for outbound cargo and facilitates surface conveyances of inbound cargo to avoid bottle necks at APOE/APOD.
- Maintain and foster a working relationship with contract managers and/or military leaders at Theater Distribution Center, Camp Arifjan, Defense Distribution Depot, Ali Al Salem AB, and other appropriate transportation control offices to facilitate cargo movement.
- Develops and maintains GFE/CFE parking plan.
- Knowledgeable of the International Air Transportation Association (IATA) Dangerous Goods Regulation and AFMAN 24-204.
- Ensures international trash removed from aircraft is disposed of IAW host nation policies and agreements and placed in proper receptacles.

(b)(6) is our current and proposed Aircraft Services Branch Manager and is successfully performing this job now. He is a retired Air Transportation Superintendent with over 20 years of successful service to the USAF and AMC. He has run some of the largest AMC operations during his military service. He is well respected within the AMC community, a subject matter expert, and exceeds our stringent qualification and experience requirements.

CAV International, Inc.
Solicitation HTC711-09-R-0041
Air Terminal & Ground Handling Services – Kuwait

Part III – Technical Proposal

Position Title– Passenger Services Branch Manager (Supervisors)

Our Passenger Services Manager for Kuwait will possess the following experience and qualifications:

- Manages (Supervises) all passenger processing, terminal security, passenger service center and passenger loading and unloading functions.
- 20 years experience in USAF air transportation (15 years-Supervisors) at Mgmt Level.
- Operational skill set: the ability to sustain a working maximum on the ground of four wide-body aircraft or the equivalent thereof as a routine work day.
- Oversee timely submission of all reports to the various activities within SOW.
- Communicates effectively with multiple activities to plan, facilitate, and execute directives towards the AMC mission accomplishment at the APOE/APOD.
- Verifies and accounts for all funds handling activities.
- Maintains a working relationship with leaders at Camp Arifjan and Ali Al Salem AB, for the purpose of coordinating baggage and passenger movements.
- Supervises the escort procedures of buses carrying passengers or coming to pick up passengers on/off the installation.
- Oversees all border clearance matters and ensures passenger agents are fully aware and qualified-to-perform-their-respective-functions.
- Ensures remote passenger processing procedures are followed and that passenger lists are received in ample time to ensure on-time aircraft departure.

(b)(6) : is our current and proposed Passenger Services Manager and is successfully doing this job now. She is a retired USAF SMSgt Transporter with over 20 years successful service to the USAF and AMC. She has been the Superintendent of large AMC operations during her military career, is well respected within AMC, a subject matter expert, and exceeds our stringent qualification and experience requirements.

Position Title – Aircraft Ground Services Branch Manager (Supervisors)

Our Maintenance Manager for Kuwait will possess the following experience and qualifications:

- In depth working knowledge of military and commercial aircraft and ground operations
- 15 years experience in ATGHS, maintenance, and TA functions (10 years-Supervisors).
- Experience with aircraft towing procedures and will ensure all such activities are properly supervised by qualified personnel.
- Establishes an in-depth training plan on aircraft marshalling, parking and chocking procedures, wingtip and tail clearance requirements for all transient aircraft.
- Experienced in Aerospace Ground Equipment and will monitor and oversee operations, maintenance and repair of such equipment.
- Oversees Materials Handling Equipment ensuring proper preventive maintenance and operation and care and necessary repairs are being made.
- Supervises the transient alert, aerospace ground equipment, materials handling equipment, and contractor furnished equipment maintenance personnel.

CAV International, Inc.
Solicitation HTC711-09-R-0041
Air Terminal & Ground Handling Services – Kuwait

Part III – Technical Proposal

- 5 years experience maintaining equipment under OVLIMS

(b)(6) is currently our Aircraft Ground Services Branch Manager and has successfully led the transformation of this Branch into an effective and efficient operation. He is a retired USAF Transporter with over 20 years of serving the United States Air Force and AMC.

Position Title– Quality Assurance / Training Manager

Our Quality Assurance/Training Manager for Kuwait will possess the following experience and qualifications:

- Knowledgeable in all aspects of air transportation and air terminal ground handling services.
- 20 years experience in ATGHS
- Maintains the Joint Inspection program
- Monitors training in all areas and reports to contract manager.
- Performs corporate on-site Quality Assurance evaluations.
- Ensures recurring training is accomplished and documented.
- Identifies formal training needs and forecasts for slots from government.

Mr. (b)(6) is current and proposed Quality Assurance/Training Manager and is successfully performing this job now. He is a retired Air Transportation Superintendent with over 20 years of serving the United States Air Force and AMC. He is also a qualified Load Planning Instructor, Joint Inspector Instructor, and a 25K NGSIL instructor. He is well respected within the AMC transportation community and a subject matter expert on air terminals. (b)(6)

(b)(6) exceeds our own stringent requirements for this position.

Position Description 8 – Safety Officer

Our Safety Officer for Kuwait will possess the following experience and qualifications:

- Knowledgeable in all aspects of Flightline safety and AFOSH standards.
- 10 years experience in ATGHS Safety.
- Maintain the Flightline safety and training program
- Monitors all areas for safety concerns and reports to contract manager.
- Performs corporate on-site safety assessments.
- Ensures mishaps are properly documented and follows-up on preventive measures for lasting corrective actions.
- Identifies training needs and ensures safety measures are incorporated into all training.

Mr. (b)(6) our current and proposed Safety Officer, is a retired USAF Senior NCO, a former C-17 loadmaster, and well qualified Safety Officer. He is well respected within the AMC community and a subject matter expert on airfield operations and safety. Given the complexity of Kuwait of the operation, we are committed to providing a full-time safety officer.

Operationally, CAV will organize and staff the following work centers. Our understanding and approach clearly illustrates the "right sizing" of our Staffing Plan.

CAV International, Inc.
Solicitation HTC711-09-R-0041
Air Terminal & Ground Handling Services – Kuwait

Part III – Technical Proposal

Program Management Office

While the AMCC Branch is the nerve center for the day-to-day operations of the AMC Air Terminal & Ground Handling Services contract in Kuwait, CAV's Program Management Office provides the leadership, program support, and personnel support to ensure the continued success of this critical and mission essential operation.

Project Management Office	Shift 1	Shift 2
Contract Manager	0.5	0.5
Operations Manager (ACM)	1	1
Bus/HR Manager	1	
Admin Specialist	1	1
Quality & Training Manager	1	
ADPE Technician	1	
Safety Officer	1	
Shift Totals	6.5	2.5
Branch Total		9

CAV's General Manager (Contract Manager & Station Manager), Mr. (b)(6) provides the Executive Leadership and guidance necessary for the success of this contract. He brings nearly 25 years of Air Terminal experience with the USAF to this effort, and is principally responsible

for the overall success of the operation. He works through staff officers such as our two superb Operations Managers, Mr. (b)(6) and Mr. (b)(6), for the day-to-day mission of running an Air Terminal. This terminal has been the busiest and most challenging of terminal operations within the USAF. The Ops Tempo is high and the environment is ripe with Operational Risks that require vigilance in day-to-day management.

We also support our CAV personnel from this office through a Business/HR Manager and staff that focus on maintaining a quality workforce, payroll, quality of life, and any other employee related issues. They also are the direct interface with our Kuwaiti sponsor. This function frees our Station Manager and all other managers to focus on day-to-day mission requirements. Our Business Manager also provides CAV with Arabic translation capability and facilitates our interface with local agencies and vendors.

CAV sees a significant benefit to both the Government and CAV in providing a full time Quality & Training Manager. (b)(6) is that manager, and he reports directly to the CAV Station Manager/GM. Not only does he establish and execute the CAV Quality Plan within the contract, he also manages, oversees, and executes a continuous training plan to ensure that CAV maintains a quality workforce. This position has a significant impact on the increased skill levels of our personnel, the reduction in unsatisfactory surveillances, and timely and safe operations on this contract.

CAV has a proven track record in Kuwait of maintaining on-time departures...with it being a rare occasion for there to be a "port delay" in Kuwait. However, with 24 hour operations in a challenging environment, 6 linear parking spots, and lots of night operations on a poorly lit airfield, safety remains a constant focus and a continuous challenge. We have met that challenge successfully, and have further enhanced its

CAV International, Inc.
Solicitation HTC711-09-R-0041
Air Terminal & Ground Handling Services – Kuwait

Part III – Technical Proposal

importance with the addition of a full time Safety Officer. This addition has been a significant benefit to to both CAV and the USAF. Not only has our Safety Officer provided daily support to our Station Manager and the various branches within our organization, but he also has become a conduit of information between CAV and the USAF. It cannot be overstated how much value has been added to our operation through this position, and certainly the protection of personnel, resources, and equipment is a significant benefit to all parties.. Operational Risk Management is something that must be done every day in Kuwait, and our commitment to safety is directly reflected by our actions.

CAV International proposes to staff an ADPE Technician within the Program Management Office to perform critical funtions found in PWS Paragraph 1.6. A dedicated ADPE Technician will function on-site within the Program Management Office to oversee all ADPE and systems. This individual will perform GATES Sybase Account duties as outlined and will act as the Work Station Area Security Officer (WASO). Responsible for opening all trouble tickets and notifying AMC/A43I and QAE's of any problems with hardware or software, this person will work with AMC to resolve issues over the phone and email, and will be the focal point for all system upgrades. He/she will ensure only authorized users have access to GATES and that all systems are kept operational or reported for corrective action, and will also maintain CFE systems. This person is the CAV focal point for turning in computer systems to Ali Al Salem and will manage, track, and account for all ADPE that is Government Furnished to CAV. He/she will utilize the Supply personnel assigned within AGS Branch to affect issue and turn-in of ADPE.

CAV International, Inc.
Solicitation HTC711-09-R-0041
Air Terminal & Ground Handling Services – Kuwait

Part III – Technical Proposal

AMCC Branch (PWS 1.1)

Air Mobility Control Center Branch		
Position	Shift 1	Shift 2
AMCC Manager	0.5	0.5
ATOC Shift Supervisor	1	1
Cape Forecaster	1	1
C2IPS Specialist	2	2
Flight Coordinator	2	2
PPR Coordinator	1	1
Ramp Coordinator	1	1
Records Specialist	1	1
Shift Totals	9.5	9.5
Branch Totals	19	

The Air Mobility Control Center (AMCC) Branch will house the Command and Control (C2), Air Terminal Operations Center (ATOC), and Data Records and Reports. CAV will continue to operate with the Load Planning function aligned under Aircraft Services. We are confident that this provides a better functional grouping. The AMCC is consolidated within the Government Furnished Facility overlooking the parking ramp on Kuwait International Airport/Abdullah Al Mubarak Airbase. Active positions include inbound and outbound ATOC controllers (dual qualified as C2/ATOC), a C2 controller (dual qualified as ATOC), Prior Permission Required (PPR) program controller and an AMCC Manager/Supervisor or both on given days. ATOC ramp coordinators (2) will be on the radio communicating with the AMCC, physically approaching each inbound and outbound aircraft, briefing crews, picking up and dropping off documentation with aircrews.

AMCC operations are run by a Branch Manager and Shift Supervisor on each shift who act as the senior contractor representative having operational oversight on a given shift. Both of CAV's supervisors are 20-year retired Air Transportation experts. In fact, most of the AMCC is staffed with retired military Air Transportation or prior service personnel; all highly trained individuals, making up a talented team comparable to any large AMC base. The CAV in-place team handles more aircraft than any active duty unit within AMC with unprecedented results. The ATOC and C2 controllers funnel information for on-site decision making. They in turn communicate with other sub-sections such as passenger services, aircraft services, and aircraft ground services (maintenance) operations, as well as with down line stations, AMD, TACC, 5th EAMS, Theater and Multi-National Forces Aircraft Control Centers, and Kuwaiti Customs/Immigration via Land Mobile Radio (LMR), ground telephone lines and through published schedules.

Controllers keep data updated in GDSS/GDSS2, C2IPS, GATES, or manually on an AMC Form 77. A copy of all signed manifests, AM-9s, AF Form 4080 and other source documents will be filed inside an AMC Form 77 or automated version. Our AMCC personnel are in close coordination with the TACC, other AMCC/ATOC's where missions originate, and with any other down line station in order to obtain a good ETA, PAX/Freight count, and other mission unique information before arrival. AMCC will control Prior Permission Required (PPR) numbers for all aircraft wanting to operate to/from KWI and provide the 387th AEG Airfield Manager a copy of our PPR request form, any customer requests, and any denied requests. The AMCC coordination

CAV International, Inc.
Solicitation HTC711-09-R-0041
Air Terminal & Ground Handling Services – Kuwait

Part III – Technical Proposal

functions are critical as the parking MOG is limited, a key factor in maximizing smooth operational throughput and orchestrating transient alert services to the aircraft. AMCC will continue to maintain a Notice to Airman (NOTAM) account and issue, rescind and change airfield NOTAMs. Additionally, AMCC will coordinate NOTAM requirements with the 387 AEG/OSF to keep all aircrews abreast of changes at KWI prior to submission. The AMCC is ultimately responsible for the aircraft parking plan at KCAB, and will work with qualified maintenance personnel and 5th EAMS when preparing or revising the plan. ATOC personnel notify passenger services, aircraft services or aircraft ground services (maintenance) personnel of projected inbound missions and their contents to preposition equipment and resources. On outbound missions ATOC keeps all sub-sections apprised of events and monitors progress IAW the established sequence of events. Upon aircraft departure an AM-9 is dispatched to down line stations within 30 minutes. On shorter flights a telephone call is made. Senior controllers request passenger deviation waivers from TACC APCC IAW Attachment 3 of AMCI 24-101 Volume 9. An ATOC ramp coordinator meets each arriving aircraft to retrieve documentation and provides a briefing to the crew.

The ramp coordinator is the eyes and ears of the senior controller/AMCC Manager on the ramp and passes information such as times and status. Our ramp coordinator walks the aircraft to verify seat counts and maximize aircraft utilization. ATOC briefs all crews on passenger service and cargo loads, and will specify any special handling cargo such as MICAP, hazardous, human remains, VVIP and/or signature service. ATOC notifies appropriate entities in the PWS of any delays, mishaps, aborts and any other activities that exceed the norm. ATOC monitors explosives movement and maintains close coordination with base activities such as security police, wing safety, munitions and our own special handling folks. ATOC identifies users on all SAAM's via GATES or coordination with TACC to ensure coordinated events leading up to departure. Direct coordination with staging bases to ensure timeliness of arrival at the airfield is critical. The C2 controller makes arrangements for aircrews in off-base approved hotels and arranges for transportation to and from the KWI security checkpoint. The C2 controller also updates times and information in GDSS/GDSS2, IMT, and ACFP.

The records and reports team monitors all reports submissions and Transportation Working Capital Fund updates. The Program Management Office operates using a checklist of required reports and is responsible for their timely submission. The records personnel obtain data from AMCC, passenger services, and aircraft services to compile 7107 report inputs. They also maintain files and respond to inquiries on disputed billing and higher headquarters requests within 48 hours of the request. The Program Management Office directs personnel to augment this operation as required to meet deadlines and maintain timely updating, filing, and processing as necessary. The AMCC Branch will comply with all applicable custodial requirements of PWS Paragraph 1.9. If assistance is required in cleaning or policing their respective area, that support will be provided through the Program Management Office.

CAV International, Inc.
Solicitation HTC711-09-R-0041
Air Terminal & Ground Handling Services – Kuwait

Part III – Technical Proposal

Aircraft Services Branch (PWS 1.2)

The Aircraft Services Branch provides on/offloading of all cargo, mail, and baggage as well as trash collection. They will utilize government and contractor furnished Materials Handling Equipment, staircase trucks, baggage conveyors, and pick-up trucks.

Upon notification of pending aircraft arrival with cargo, baggage or mail to offload, the load team supervisor assembles his crew to approach the circle of safety around the

Aircraft Services Branch		
Position	Shift 1	Shift 2
Freight Manager	0.5	0.5
Shift Supervisor	1	1
Cargo/Truck lead	1	
Cargo Specialist/Truck Ops	3	2
Special Handling Lead	1	
Special Handling	2	2
Material Expediter (Tenders)	1	1
Load Team Lead	6	6
Load Team Specialist	24	24
Load Planning Lead	1	
Load Planner	2	2
Escort Supervisor	1	1
Shift Totals	43.5	39.5
Branch Totals	83	

aircraft, with spotters posted, and coordinates with the loadmaster or boom operator. Cargo will be safely offloaded and either tendered with appropriate signature on a manifest to the user, or transported to the cargo holding area for processing via GATES to the ultimate consignee. Notification of the appropriate shipper service representative (TMO, ARMY ACA, or NOACT) will be accomplished as soon as possible, but NLT 12 hours for 999 priority cargo or 18 hours for general cargo. Since the government has not assigned a shipper service representative in the Kuwait AOR, we will contact the appropriate activity to facilitate movement to the warfighters.

Cargo and Truck Operations are overseen by a Lead that ensures the GATES database management and steady flow of cargo into and out of the port by surface conveyance. Our cargo personnel use GATES truck manifests and obtain signatures of authorized agents prior to release and loading of commercial or military conveyances. Every effort is made to schedule surface conveyance for immediate release of inbound cargo/mail. Our cargo personnel accept cargo eligible for airlift IAW DOD 4500.9-R Part II with proper DD Forms 1384 (TCMD) cleared by shipper service reps. Cargo is stored IAW AMCI 24-101 Vol. 11 in storage grid/bay locations pending departure. Every attempt is made to keep PPT less than 2 hours in GATES. CAV will provide cargo escort to TCN drivers in compliance with 387 AEG/SF instructions for up to 8 trucks. Outbound cargo is assembled using load planner generated AF Forms 4080.

The load planning section is overseen by a Lead who is responsible for training personnel and the day-to-day facilitation of work. Each Load Planner strives for maximum aircraft utilization with safety of flight as primary concern. Using the GATES

CAV International, Inc.
Solicitation HTC711-09-R-0041
Air Terminal & Ground Handling Services – Kuwait

Part III – Technical Proposal

system, the load planner obtains automated on-hand files to select cargo for movement. Cargo is moved based on SET and within cargo priority with every effort made to move Green Sheet, 999, registered mail, MICAP/VVIP cargo first regardless of SET. Aircraft restrictions listed in the appropriate aircraft Technical Order -9 will play a large part in the selection and sequencing process as well. The sequencing is in keeping with proper weight and balance on the aircraft, ease of offloading at down line stations, hazardous cargo compatibility and jettison provisions. The load planner obtains appropriate Theta and Dagger waivers as required through the information controller.

Manifesting is accomplished via GATES, or manually if required due to circumstances beyond our control, on DD Form 1385. The load planner lifts the mission in GATES 30 minutes after aircraft departure. The load planner physically walks each load to ensure mission compatibility. Load planners verify accuracy of all user load plans prior to loads being placed on-board the aircraft. On all commercial aircraft the load plans are submitted to the carrier representative for a final load plan. The load planner identifies any build-up pallet requirements to the aircraft services personnel as far in advance as possible to keep with an on-time mission departure. Every effort is made to load high priority cargo on the aircraft up to departure. The load planner manages cargo backlogs, and prepares and submits the 7115 report daily. Load/Sequence Breakdown Worksheets are completed in triplicate using Form Flow on the AF Form 4080 and the percentage of MAC is determined manually. A load planner provides one copy to aircraft services to assemble the load and one to ATOC information control to brief the aircrew. Load planners must be and are hazmat inspector qualified.

The Special Handling section has a Lead who oversees all operations and reports to the shift supervisor. Special Handling cargo is inspected and processed by hazmat inspector qualified personnel only. Processing procedures for special handling cargo are the same as for general cargo except each shipment is inspected for compliance with DOD 4500.9-R Part II, MILSTD 129, AFJMAN 24-204, Title 49 CFR, AFMAN 91-201 (Explosive shipments), IATA DGR or ICAO prior to acceptance. HAZMAT Information Files are used to cross reference added requirements/concerns/procedures. Certain categories of special handling cargo have different procedures and require different handling such as human remains, signature service, biological and perishables. All special handling type cargo is handled IAW AMCI 24-101 Vol. 11. Load teams will proceed towards aircraft with spotters posted and in coordination with appropriate aircrew member.

CAV has established a minimum load team of 5 personnel. Any team designed to load or unload a military or contracted commercial aircraft for the military must have safety as the first and foremost priority. Safety begins with a load team supervisor responsible for overall supervision of the loading team. To handle loading and unloading of through-put designed 463L palletized loads at the APOE/APOD using military specification designed Materials Handling Equipment (MHE) (such as 60K Tunnar Loaders), a load

CAV International, Inc.
Solicitation HTC711-09-R-0041
Air Terminal & Ground Handling Services – Kuwait

Part III – Technical Proposal

team must have MHE operators. A minimum load team is designed with two MHE operators (K-loaders and/or 10K forklift as required) or in the case of a commercial passenger mission staircase and baggage conveyor drivers. A load team supervisor will designate his two MHE operators and ground spotters for approaching to and from the aircraft with pre-positioned chocks to ensure safety of the MHE and aircraft. Those who propose load teams with fewer personnel are sacrificing safety to achieve a lower price, which we will not do.

Inside the aircraft, two load team members will remove tie down straps and chains or otherwise release pallets from aircraft rails systems. They will proceed down each side of the aircraft rail locking systems or on each side of equipment to either tie it down or remove the tie down in the case of an offload. The cargo or baggage will not begin to move until the load team supervisor in conjunction with loadmaster, boom operator, or commercial airline equivalent has given the all clear sign to proceed. IAW the PWS, we will be prepared to perform the on/off-load without any assistance from the deploying unit as would be the normal case IAW DoD4500.9R Chapter 3.

Given that the contractor cannot be assured of additional personnel to assist in on/offloading, the Operational Risk Management assessment is a 5-man load team. This is the minimum requirement to operate safely with MHE, ground spotters, cargo/baggage handlers, and supervision. A load team of less than 5 personnel unduly places personnel in danger of injury and puts Government Furnished Equipment and/or Contractor Furnished Equipment at risk, as well as the aircraft. Ground spotting and chocking procedures for positioning MHE to the aircraft require someone on the flightline ramp. Additionally, a driver is required in the MHE at all times. Positioning a staircase truck and baggage conveyor to an aircraft requires 2 ground spotters and 2 drivers along with a load team supervisor, making a team of 5.

Loading will be IAW AF Form 4080 or by loadmaster directed changes (any changes will be documented for correction to AM-9 and a new AF Form 4080 will be accomplished). Load teams will have appropriate safety gear and will follow applicable safety directives regarding MHE, Flightline operations, and AFOSH. When transporting cargo on a K-loader the forward and aft pallets will be secured using chains. Explosives are transported on approved routes with posted placards on equipment and around the respective aircraft.

Any over shipment/short shipments are properly annotated on the manifest entered into GATES and turned into the records section. Joint Inspection is accomplished by an inspector qualified hazmat professional and is accomplished IAW DOD 4500.9R (Part III) using a DD Form 2133. All hazardous cargo will be cross referenced against AFJMAN 24-204. Operations under provisions of DOD 4500.9R (Part III) are assumed in emergency, SAAM, and contingency situations. We currently provide Joint Inspection, passenger transport, MHE operators and load team expertise. Additionally, aircraft

CAV International, Inc.
Solicitation HTC711-09-R-0041
Air Terminal & Ground Handling Services – Kuwait

Part III – Technical Proposal

services will remove all trash from aircraft and dispose of it IAW host nation approved policies and procedures. We also currently have two JI Inspectors assigned to this Branch to manage and maintain our JI Programs and to assist local AMC customers with JI training.

All baggage loading/unloading is also accomplished by aircraft services, including positioning baggage conveyors at aircraft belly openings or compartment belly doors and operating the equipment. Every effort is made to get load team augmentation to assist in the baggage detail, however we stand ready to accomplish this in the absence of such a detail as outlined in DOD 4500.9R Part 3. The aircraft services personnel also position staircase trucks to and from commercial and military aircraft. Efforts are made to help C-5 aircrews with a baggage conveyor to offload crew bags.

The Aircraft Services manager provides base security police a letter with the telephone number to ATOC for any escort requirements to the freight facility. Upon notification of vendor/driver escort requirements at an entry point, an aircraft services escort official will escort trucks to the appropriate freight facility, perform loading/unloading requirements, and then escort the vehicles back off the base.

The Aircraft Services Branch provides 6 load teams available on duty each shift as required, cargo processors, truck dock operations personnel for loading and unloading surface conveyances, and dedicated special handling personnel for joint inspection and handling special cargoes outlined in AMCI 24-101 Vol. 11.

CAV's shift supervisors are retired USAF air transportation Senior NCO's with over 20 years experience each. They are hazardous cargo inspector qualified, 60K Tunner, and 25K NGSL qualified. They oversee load planning, special handling, cargo and truck operations, escort duties, and the load teams on each 12 hour shift. Each section has a Lead and each load team has a Lead. All the Leads report to the Shift Supervisor for span of control and execution. The Shift Supervisor has the ability to cross utilize personnel to meet mission surges in aircraft or trucks, using this team concept to enhance mission accomplishment. The Shift Supervisors report to Aircraft Services Manager.

The Aircraft Services Branch will comply with all applicable custodial requirements of PWS Paragraph 1.9. Should assistance be required in cleaning or policing their respective area, that support will be provided through the Program Management Office.

CAV International, Inc.
Solicitation HTC711-09-R-0041
Air Terminal & Ground Handling Services – Kuwait

Part III – Technical Proposal

Passenger Services Branch (PWS 1.3)

The Passenger Service Manager will ensure sufficient personnel are on duty to handle the scheduled workload. All passengers will be processed using GATES (except during manual operations). Manual manifests (DD Form 2131) will be entered into GATES as soon as possible after the mission departs in order to obtain ITV in GTN. Passenger eligibility will be verified IAW DOD 4515.13R by the Passenger Service Center (PSC). No baggage will be left unattended inside the terminal. The Passenger Service Manager will personally audit all funds collection for accountability. The Program Management Office will perform spot checks on funds audits and document such audits.

When processing a flight, one passenger services agent (PSC) performs a space required and space available roll-call and one or two agents will process passengers at the check-in counter space as necessary. When performing gate checks one agent will

Passenger Services Branch		
Position	Shift 1	Shift 2
Passenger Service Manager	0.5	0.5
Shift Supervisor	1	1
Passenger Processing	4	4
GATES	1	1
Drivers	1	1
Shift Totals	7.5	7.5
Branch Totals	15	

ensure each boarding pass is checked against the manifest to achieve 100 percent accountability. Gate agents screen all hand carried baggage through the GFE X-ray machine. All personnel are screened first by the magnetometer and then manually by the hand held wand if they set off the magnetometer on the second pass through.

The gate agent will ensure no hand carried baggage is left behind in the terminal. The gate agent will assist any passengers needing assistance in loading. All terminal announcements will be professional and pre-approved. Passengers are transported via bus to and from the aircraft as required. In the case of remotely processed passengers being driven directly to the aircraft, CAV passenger service personnel will ensure no hand carried items are left behind on the bus. On inbound aircraft the arrival agent briefs passengers on local time, conditions, restrictions and other general information. Passengers are taken to the arrivals area of the terminal or directly to buses for transport to base camps.

Baggage is transported to and from the terminal on either a baggage pallet with a 10K forklift or in the back of a pick-up truck if the baggage volume is low. Remote Passenger processing baggage is reweighed and then transported to the aircraft by aircraft services personnel. All loose loaded baggage is tied down to the floor of the aircraft away from departing passengers by aircraft services personnel. Travel orders collected on space required passengers are checked for appropriate accounting classification data so that Transportation Working Capital Fund can be updated

CAV International, Inc.
Solicitation HTC711-09-R-0041
Air Terminal & Ground Handling Services – Kuwait

Part III – Technical Proposal

accordingly in GATES. Passenger manifests are forwarded to ATOC for inclusion in the AMC Form 77 and a copy is placed in the AMC Form 229. All baggage is checked to ensure that identification tags and destination tags are placed on them. On all troop movements the troop commander signs the manifest verifying the anti-hijacking briefing has been accomplished for their unit. Manifest/disk data is input into GATES. Passenger processing ensures a final meal order is passed to the carrier representative and ATOC.

A passenger service agent is available 24 hours a day to sign-up space available passengers. Additionally, a fax machine is available for remote sign-up. A space available roster is run daily and posted inside the terminal. Space available roll-calls are made by category, then date and time of sign-up within each respective category. Passengers are briefed on restrictions of hazardous materials/dangerous goods for hand carried or checked baggage.

All efforts are made to expedite mishandled baggage and/or appropriate case files opened. Passenger service personnel ensure proper coordination with various base camps and remote passenger processing for passenger lists well in advance of departure, and baggage arrival no later than three hours prior to departure.

A passenger service agent will coordinate and screen the gate holding area prior to going secure since the Pizza Inn and Subway are located inside the sterile area. This will mean all personnel will leave and be cleared to re-enter the secure area.

The Passenger Services Branch will comply with all applicable custodial requirements of PWS Paragraph 1.9. Should assistance be required in cleaning or policing passenger areas, that support will be provided by the Program Management Office.

CAV International, Inc.
Solicitation HTC711-09-R-0041
Air Terminal & Ground Handling Services – Kuwait

Part III – Technical Proposal

Aircraft Ground Services Branch (PWS 1.7 and 1.8)

Aircraft Ground Services has a dedicated manager to oversee all activities, reports, and training. This operation consists of Transient Alert personnel to cover all follow-me,

Aircraft Ground Services Branch		
Position	Shift 1	Shift 2
MX Manager	0.5	0.5
TA Shift Supervisor	1	1
AGE	2	1
Trans Alert	3	3
MHE (60K)	3	2
CFE	2	
Supply/OLVIMS	2	
Maint. Supervisor MHE/AGE	1	
Shift Totals	14.5	7.5
Branch Totals	22	

blocking/chocking, AGE hook-up, fire bottle positioning and tows. We have staffed the appropriate number of mechanics to support both GFE and CFE maintenance requirements with special emphasis on OLVIMS. CAV will have dedicated supply personnel to order parts from DRS, FMC or through base supply and will pick up and deliver parts from Camp Arifjan /or Ali Al Salem. These supply personnel will also pick up or deliver to local vendors supporting our maintenance operations, and may be utilized by the ADPE

Technician to complete supply transactions for ADPE at Ali Al Salem.

A dedicated follow-me truck will guide each aircraft toward its parking spot (previously obtained from AMCC personnel). Upon approaching the designated parking spot an aircraft marshalling supervisor will be properly wearing a reflective vest and have hand-wands-to-guide-the aircraft into its designated parking-spot. On each wing tip will be spotters in clear view of the supervisor at the nose of the aircraft to relay hand signals. Upon getting the aircraft into its designated parking spot wheels will be chocked and safety pins installed. A 150 lbs. Halon fire bottle will be positioned for each aircraft. The appropriate AGE equipment such as power units, air-conditioning units, air starts, etc will be positioned and connected to the aircraft. Our aircraft ground services personnel will coordinate with carrier representatives and military crew chiefs/crews on any issues requiring relay to AMCC. All fire bottles and AGE, MHE, GFE and CFE will be cleared from aircraft before removing aircraft chocks and beginning aircraft taxi.

All aircraft towing will be done IAW the applicable Technical Order and AFOSHSDTD 91-100. A towing supervisor will be at the nose of the aircraft and wing tip and tail walkers will be in communication with him/her. Aircraft ground services are responsible for any required aircraft repositioning on the parking apron to allow other aircraft to pass, or block out, or otherwise to improve airfield throughput.

Maintaining GFM, GFE, AGE and CFE is the responsibility of the aircraft ground services manager. He ensures routine spot inspections and scheduled maintenance of the entire fleet of equipment. All equipment is kept clean and neat in appearance and monitored by all section managers and the station manager. The Online Vehicle

CAV International, Inc.
Solicitation HTC711-09-R-0041
Air Terminal & Ground Handling Services – Kuwait

Part III – Technical Proposal

Interactive Management Systems (OLVIMS) is used to account for and track repairs, maintenance and other data. CAV has dedicated mechanics for both AGE and MHE. The Aircraft Services manager designates and documents a monthly schedule for lubricating highline systems and the Program Management Office verifies completion. All equipment is operated and checked out daily to ensure mission readiness. Any discrepancies are annotated on the appropriate AFTO or AF Form. Material Handling Equipment in need of repair is coordinated with the COR and host base transportation unit. Minor GFE repair under \$250 and less than 50% replacement value is accomplished on a reimbursable basis. Those requiring above \$250 or over 50% replacement value are brought to the immediate attention of the COR for approval to repair. The Passenger Service manager performs evaluations of equipment located in the terminal IAW prescribed manufactures technical order. Scales are calibrated IAW their respective technical orders or without such guidance NLT 180 days from the last calibration.

The Aircraft Ground Services Branch Manager will have primary responsibility for CAV compliance with installation and host nation environmental requirements under PWS Paragraph 1.10. He/she will coordinate all requirements with the Program Management Office and all Branches within the organization. Individual Branches will be responsible for proper identification and storage of any hazardous materials in the workplace.

The Aircraft Ground Services Branch will comply with all applicable custodial requirements of PWS Paragraph 1. Should assistance be required in cleaning or policing passenger areas, that support will be provided by the Program Management Office.

CAV International, Inc.
Solicitation HTC711-09-R-0041
Air Terminal & Ground Handling Services – Kuwait

Part III – Technical Proposal

Training

The following matrix reflects our assessment of the Training and Certification Requirements we believe are necessary to properly support this solicitation. The Quantity column reflects our total training needs, while the next three columns reflect the source of any current training requirements. No training is required at Charleston AFB, and only a few formal school house courses have been identified (and requested) to satisfy our training needs before contract start. Any remaining training will be done internally at no cost to the Government.

Of substantial significance is the last column, "Certified". In our critical skill sets we purposefully have more trained personnel than required to meet the day-to-day missions. The benefit to CAV and the Government is that we can meet surge requirements and mitigate the impact of employee turnover in these critical areas.

Training Areas	Quantity	CHS AFB	Formal Government	CAV In- House	Certified
Hazardous Materials Handler	85	n/a		13	85
Hazardous Materials Inspector	14	n/a	2		14
Joint Inspector	6	n/a			6
Joint Inspector Instructor	2	n/a			2
Load Planning	7	n/a			7
Load Planning Instructors	2	n/a			2
AMC C2 Course	7	n/a	2		7
C2 Familiarization	7	n/a			7
60K Loader Qualified Operator	25	n/a			30
60K Loader Instructor	2	n/a			3
60K Loader Maintenance Course	5	n/a	1		5
25K Loader Qualified Operator	10	n/a			17
25K Loader Instructor	2	n/a			3
Aircraft Towing	8	n/a			8
GDSS2	10	n/a			10
Integrated Management Tool System	10	n/a			10
Automated Computer Flight Planning System	10	n/a			10
NOTAM Service System	10	n/a			10
GATES	60	n/a			60
Staircase Truck Qualified Operator	60	n/a			68
Baggage Conveyor Qualified Operator	60	n/a			72
15K Forklift Qualified Operator	60	n/a			85
4-6K Forklift Qualified Operator	20	n/a			20
Funds Handling	5	n/a			5
Aircraft Marshalling	10	n/a			10
Reports (various)	5	n/a			5
OLVIMS familiarization	2	n/a			2
Vehicle Escort Training	12	n/a			15
Anti Terrorism Training	150				150
TOTALS	666	0	5	13	728

CAV International, Inc.
Solicitation HTC711-09-R-0041
Air Terminal & Ground Handling Services – Kuwait

Part III – Technical Proposal

In Summary, CAV International's Staffing Plan offers the following significant strengths and real benefits to the Government.

CAV Significant Strength	Benefit to the Government
Experience and Qualification levels set very high.	Ensures the Government benefits from the high levels of expertise we provide, reducing risk of degradation of performance or disruption of schedule, and reduces or eliminates Proposal and Performance Risk.
Known Management Team Already in Place – All exceed minimum requirements.	Reduces risk of degradation of performance or disruption of schedule, and reduces or eliminates Proposal and Performance Risk.
Workforce already on-site	Reduces risk of degradation of performance or disruption of schedule
Workforce already fully trained	Reduces risk of lower performance, costs of transition, and impact to Charleston AFB personnel/costs involved in 90 day training cycle
Training Plan	By having an abundance of internal instructors we reduce the cost and operational impact to CAV and the Government of having to use Government Provided Training except for formal school house courses
Exceed minimum Training & Certification requirements	By having more people qualified than required we reduce the impact/risk to operational performance due to inevitable turnover or during surge requirements.
Full time Safety Officer	CAV has recognized the importance of Safety by staffing a full time Safety Officer to the benefit of both CAV and AMC.
Full time Quality/Training Manager	CAV has recognized the importance of Quality and Training by staffing a full time Manager to the benefit of both CAV and AMC.
Multiple Operations Managers	CAV has recognized the importance of Operations by staffing multiple senior managers to the benefit of both CAV and AMC.
Full time ADPE Technician	Our full time ADPE support recognizes the decreasing Government support on-site in this critical area.
Staffing Level	CAV has staffed to ensure that we can support the MOG required, and we understand that could mean working 6-7 aircraft simultaneously.

CAV International, Inc.
Solicitation HTC711-09-R-0041
Air Terminal & Ground Handling Services – Kuwait

Part III – Technical Proposal

Implementation Plan

Introduction – CAV International's Implementation Plan for having a fully operational organization in place on October 1, 2010 is simple and straight forward. We are already fully operational and in place, and completely capable of performing the requirements of this new contract right now.

The organization and staffing depicted in our Staffing Plan for this solicitation reflect the actual Staffing Plan currently in force on our Kuwait operation.

Our current CFE in Kuwait is the proposed CFE for this solicitation, except for our normal and routine upgrades to capital equipment over the term of the contract.

Our personnel are fully trained and our Training Plan continuously evaluates conditions that would require additional or refresher training of employees. Our cadre of certified trainers provides for internal training on almost all requirements with the exception of formal courses offered as Government Provided Training. As a normal course of business in our hiring process, we strive to hire fully trained replacement personnel, or at a minimum those that we can train internally on the job in Kuwait.

The result is that we do not have any milestones beyond contract award. We are ready to go now. There are no key events beyond contract award except a Post Award Conference to review the minor changes to our current contract and to provide contract deliverables. We do not need to phase in either personnel or equipment. Our proposed organization and equipment are already performing the requirements of this solicitation in Kuwait today. We do not need to avail ourselves of Government Provided Training at Charleston AFB, SC. Our workforce is fully trained now.

The bottom line is that our Implementation Plan is to continue doing what we are doing today, and do it successfully. In addition to that, we will coordinate a Post Award Conference at the Government's convenience to go over minor differences in the contract terms and conditions, PWS changes, and to provide all contract deliverables. Part of that process will be to begin employee inoculations for Smallpox and Anthrax.

Also, as an integral part of our proposal to the Government, CAV hereby stipulates that our transition will be at no cost to the Government, eliminating any costs associated with CLIN 0001 for training of CAV personnel at Charleston AFB.

On the following page we provide our current CFE in Kuwait, which is also our proposed CFE for the current solicitation, to facilitate a comparison with any other offeror's proposed equipment. Our Training requirements and current training/certification status is provided at the end of our proposed Staffing Plan.

CAV International, Inc.
Solicitation HTC711-09-R-0041
Air Terminal & Ground Handling Services – Kuwait

Part III – Technical Proposal

Contractor Furnished Equipment – For ease of comparison between prospective bidders and CAV, CAV provides below its list of equipment currently on-site in Kuwait. This equipment exceeds the minimum requirements to support the mission workload in this solicitation. Our significant levels of CFE reflect maintaining operational equipment in the harsh and extreme environment of Kuwait, as well as "Lessons Learned" over the years that performance risk increases as you try to reduce the level of equipment on hand to support the mission.

This equipment represents a significant investment to this contract and other CAV projects in the future. As such, this equipment will not be available to any follow-on contractor. This CFE list does not include tools and equipment for maintenance activities or personal tool kits. These have been purchased locally or shipped to Kuwait during the current contract.

**CAV International Inc. Kuwait Air Terminal
Contractor Furnished Equipment**

Type of Equipment	Description	Quantity
Staircase Truck	Widebody	5
Towable Staircase	Widebody	3
Baggage Conveyor	Cochran, Belt	12
Forklift	6K	2
Forklift	15K	8
Forklift w/Long Tines	15K	2
Forklift	20K	1
Crew Cab Pickup	Crew Cab, V-8	2
Nissan Pickup	Crew Cab, V-6	3
Truck, SUV	5-7 Passenger	9
Passenger Van	15 Passenger	10
45 Pax Bus	School Bus Style	1
46 Pax Bus	School Bus Style	1
Clark Tug	Equipment Tug	2
Small Push Back Tug	Small Aircraft Tug	1
Large Push Back Tug	Large Aircraft Tug	1
Trailers, Office	CAV HQ and Freight OPS	2
Pallet Scale	Electronic	1
Pressure Washer	High Power Spray	1
Air Compressor	Maintenance Support	1

CAV International, Inc.
Solicitation HTC711-09-R-0041
Air Terminal & Ground Handling Services – Kuwait

Part III – Technical Proposal

In Summary, CAV International's Implementation Plan offers the following significant strengths and real benefits to the Government.

CAV Significant Strength	Benefit to the Government
No Cost Transition	Savings up to \$612K to the Government. No award necessary for CLIN 0001.
CFE Already on-site	Reduces risk of degradation of performance or disruption of schedule, and reduces cost to the Government
Workforce already on-site	Reduces risk of degradation of performance or disruption of schedule
Workforce already fully trained	Reduces risk of lower performance, costs of transition, and impact to Charleston AFB personnel/costs involved in 90 day training cycle
Training Plan	By having an abundance of internal instructors we reduce the cost and operational impact to CAV and the Government of having to use Government Provided Training except for formal school house courses
Exceed minimum Training & Certification requirements	By having more people qualified than required we reduce the impact/risk to operational performance due to inevitable turnover or during surge requirements.
Highly experienced senior and corporate management	Reduces the risk associated with learning curves, and enhances our ability to predict issues and improve performance.
Strongly capitalized parent company	With 3 large institutional shareholders, this ensures CAV's ability to continue to expand with mission requirements and to invest to keep Kuwait operationally excellent and a showcase for AMC.

RELEASED UNDER
USTRANSCOM FOIA 10-99
(INTERIM RESPONSE #4)

FOIA Exemption 5. U.S.C. 552(b)(6) Applies

Schuetter, Tamara CIV USTRANSCOM AQ

From: William [lulusostrich@grandecom.net]
Sent: Thursday, July 01, 2010 9:43 AM
To: Schuetter, Tamara CIV USTRANSCOM AQ; Pavlak, Joyce CIV USTRANSCOM AQ
Cc: andre.thomas@nodycegloballlc.com
Subject: Received Time and date, Correction debriefing of Award, HTC711-09-R-0041, ATGHS Kuwait.

Lulus Ostrich Ranch (LOR)

William R. Hayward

609 Oak Meadows

San Marcos, TX 78666

Ph: 512-353-2220

Texas Cell: 512- (b)(6)

Kuwaiti Phone: 965-6- (b)(6)

Email: lulusostrich@grandecom.net <<mailto:lulusostrich@grandecom.net>>

Duns Number: 16-724-8546

US Government Cage Code: 31LW3

Web Site: www.sanmarcos.net/lulusostrich <<http://www.sanmarcos.net/lulusostrich>>

Tamara Schuetter and Joyce Pavlak

Directorate of Acquisition

USTRANSOM/TCAQ-S

508 Scott Drive

Scott AFB IL 62225-5357

618-220-7143 Phone

618-220-7910 Fax

<<mailto:Tamara.Schuetter@ustranscom.mil>> Tamara.Schuetter@ustranscom.mil

Pavlak, Joyce CIV USTRANSCOM AQ <Joyce.Pavlak@ustranscom.mil>

Tamara and Joyce:

Good Morning from Kuwait!!

Thank you for info and phone call shedual.

I will be looking foward to your call on Wensday the 7th of July 2010 8AM your time and 4 PM our time in Kuwait. At Cell: 011-965- (b)(6)

So that you know, I do plan to protest this award officially (33.103 Protests to the agency.)

as soon as I can finish my research.

My remedy will be asking you all to send this out for rebid.

There is just no way this company could have gotten a Top PPR rating with all the safety issues that I have been told about and write-ups they got. This alone is enough to push this all the way to push this to the US 5th District Court in Austin, TX and if proven would be Fraud!! Please talk to the Employees yourselves!!!

Correction of the facts on what I have so far: CAV claim that they were 49% owned by Agility which I was told before I started bidding, CAV International was bought out by Ranger Aerospace who Joined US Logistics, Inc. which also bought out also Texas Aviation Services, Inc., a rotorcraft services company in Fort Worth, Texas. It may be that Agility is setting on the board of one of these companies. Still searching.

Weather you met it or not meet it, I was lead to believe I was getting this contract. What a surprise to us all!!

I pray we can resolve this issue!!

God Bless!!

William R. Hayward

----- Original Message -----

From: Schuette, Tamara CIV USTRANSCOM AQ <mailto:Tamara.Schuette@ustranscom.mil>
To: William <mailto:lulusostrich@grandecom.net>
Cc: Pavlak, Joyce CIV USTRANSCOM AQ <mailto:Joyce.Pavlak@ustranscom.mil>
Sent: Thursday, July 01, 2010 6:49 AM
Subject: RE: Received debriefing of Award, HTC711-09-R-0041, ATGHS Kuwait.

Mr. Hayward

In regards to your questions for the debriefing. Postaward debriefings are done in accordance with FAR 15.506. Per 15.506(d)(2), we can provide the overall evaluated price and technical rating of the successful offeror and your offer, and past performance information for you. We cannot provide information on any other offerors.

We will call you at the number you provided.

A written copy of the debriefing will be provided as requested.

Tamara

----- Original Message -----

From: William <mailto:lulusostrich@grandecom.net>
To: Schuette, Tamara CIV USTRANSCOM AQ <mailto:Tamara.Schuette@ustranscom.mil> ;
Pavlak, Joyce CIV USTRANSCOM AQ <mailto:Joyce.Pavlak@ustranscom.mil>
Cc: andre.thomas@nodycegloballlc.com
Sent: Wednesday, June 30, 2010 10:34 PM
Subject: Received debriefing of Award, HTC711-09-R-0041, ATGHS Kuwait.

Lulus Ostrich Ranch (LOR)

William R. Hayward

609 Oak Meadows

San Marcos, TX 78666

Ph: 512-353-2220

Texas Cell: 512- (b)(6)

Kuwaiti Phone: 965-6 (b)(6)

Email: lulusostrich@grandecom.net <mailto:lulusostrich@grandecom.net>

Duns Number: 16-724-8546

US Government Cage Code: 31LW3

Web Site: www.sanmarcos.net/lulusostrich <<http://www.sanmarcos.net/lulusostrich>>

Tamara Schuette and Joyce Pavlak

Directorate of Acquisition

USTRANSOM/TCAQ-S

508 Scott Drive

Scott AFB IL 62225-5357

618-220-7143 Phone

618-220-7910 Fax

<<mailto:Tamara.Schuette@ustranscom.mil>> Tamara.Schuette@ustranscom.mil

Pavlak, Joyce CIV USTRANSCOM AQ <Joyce.Pavlak@ustranscom.mil>

Tamara and Joyce:

Good Evening from Kuwait!!

I have received debriefing of Award notice, HTC711-09-R-0041, ATGHS Kuwait. for Wednesday the 7 July 2010 at 8:00 AM Texas time and 4 PM Kuwait Time. For now this is acceptable.

My Contact phone number is 011- (b)(6)

Please have list of all those who sent in acceptable bids with there ratings that you stated in the award letter.

We understand you will address the issues we presented in our notice for a Debriefing.

Will you be calling me for the Debriefing?

Can I have a copy of the Debriefing also in writing?

God Bless!!

William R. Hayward

----- Original Message -----

From: Schuette, Tamara CIV USTRANSCOM AQ <<mailto:Tamara.Schuette@ustranscom.mil>>

To: William <mailto:geoline@grandecom.net> ; William
<mailto:lulusostrich@grandecom.net> ; andre.thomas@nodycegloballlc.com
Cc: Pavlak, Joyce CIV USTRANSCOM AQ <mailto:Joyce.Pavlak@ustranscom.mil>
Sent: Wednesday, June 30, 2010 2:31 PM
Subject: Notice to protest award - Contract HTC711-10-C-S002

<<...>>

Tamara Schuette

Directorate of Acquisition

USTRANSCOM/TCAQ-S

508 Scott Drive

Scott AFB IL 62225-5357

618-220-7143 Phone

618-220-7910 Fax

Tamara.Schuette@ustranscom.mil <mailto:Tamara.Schuette@ustranscom.mil>

----- Original Message -----

From: William <mailto:lulusostrich@grandecom.net>
To: Schuette, Tamara CIV USTRANSCOM AQ <mailto:Tamara.Schuette@ustranscom.mil> ;
Pavlak, Joyce CIV USTRANSCOM AQ <mailto:Joyce.Pavlak@ustranscom.mil>
Cc: andre.thomas@nodycegloballlc.com
Sent: Wednesday, June 30, 2010 10:58 AM
Subject: Udated Notice to protest this award,, HTC711-09-R-0041, ATGHS Kuwait.

Lulus Ostrich Ranch (LOR)

William R. Hayward

609 Oak Meadows

San Marcos, TX 78666

Ph: 512-353-2220

Texas Cell: 512- (b)(6)

Kuwaiti Phone: 965-6- (b)(6)

Email: lulusostrich@grandecom.net <mailto:lulusostrich@grandecom.net>

Duns Number: 16-724-8546

US Government Cage Code: 31LW3

Web Site: www.sanmarcos.net/lulusostrich <<http://www.sanmarcos.net/lulusostrich>>

Tamara Schuette and Joyce Pavlak

Directorate of Acquisition

USTRANSOM/TCAQ-S

508 Scott Drive

Scott AFB IL 62225-5357

618-220-7143 Phone

618-220-7910 Fax

<<mailto:Tamara.Schuette@ustranscom.mil>> Tamara.Schuette@ustranscom.mil

Pavlak, Joyce CIV USTRANSCOM AQ <Joyce.Pavlak@ustranscom.mil>

Tamara and Joyce:

Good Morning from Kuwait!!

Notice to protest this award,, HTC711-09-R-0041, ATGHS Kuwait (as defined in FAR 33.101 and FAR 33.102(d)). and request for debriefing of Award post award debriefing pursuant to FAR 15.506,

Attached is my signed Notice of award to Final Award to CAV!!

I have received your award letter but I must admit that we are shocked!!

1. This is a company that is owned by Rogers which is owned and/or is a partner to Agility. Agility is back listed here in Kuwait and by US Army. The US Government has and is in the process of removing all Agility contracts here in Kuwait and Iraq. Our understanding is that no Agility contracts are allowed or to be given to any company that is affiliated or owned by Agility.

2. CAV had at least one fatal death and one employee who had his legs crushed with equipment that was never Red carded/tagged and malfunctioned due to bad maintenance. Using equipment that should have been put down which caused injuries.

3. Our understanding is that they have received also bad write-ups also.

4. Damage was caused to Aircraft due to low moral.

5. We were the only bidder that was replacing all the equipment with new equipment and new management.

6. Best of all we were 2 million Dollars under CAV's bid with new equipment (see Final Bid Letter attached). There is too much difference to overlook us. We had best Value with low price and new equipment. Not to mention my high rating on my Ice contract at Fort Sam Houston in San Antonio, TX.

7. CAV is undermanned and overworking their Employees.

Please explain how you were to overlook these problems in your debriefing.

God Bless!!

William R. Hayward

Schuetzte, Tamara CIV USTRANSCOM AQ

From: William [geoline@grandecom.net]
Sent: Saturday, December 12, 2009 1:22 AM
To: Schuetzte, Tamara CIV USTRANSCOM AQ; Pavlak, Joyce CIV USTRANSCOM AQ
Subject: Problems at Air Terminal and Ground Handling Services at Kuwait International Airport/Abdullah Al Mubarak Airbase, Kuwait-- Request for Proposal: HTC711-09-R-0041

Lulus Ostrich Ranch (LOR)

William R. Hayward

609 Oak Meadows

San Marcos, TX 78666

Ph: 512-353-2220

Cell: 512- (b)(6)

Kuwaiti Phone: 965-6 (b)(6)

Email: lulusostrich@grandecom.net <<mailto:lulusostrich@grandecom.net>>

Duns Number: 16-724-8546

US Government Cage Code: 31LW3

Web Site: www.sanmarcos.net/lulusostrich <<http://www.sanmarcos.net/lulusostrich>>

Air Terminal and Ground Handling Services at Kuwait International
Airport/Abdullah Al Mubarak Airbase, Kuwait-- Request for Proposal:
HTC711-09-R-0041. Due date 30 Dec 2009.

Tamara and Joyce:

Hello and Merry Christmas!!

Thank you for your answer on CAV teaming up with Ranger Aerospace who are Logistics.

FYI: We are aware of the Chain of command issues, maintenance issues, safety issues, low moral, and that there has been two deaths and one major injury caused by CAV internationals improper handling of this contract for the US Government. We will address these issues in our bid.

Due to the above mentioned disparities, it is suspected that Logistics is not allowed to bid or service any new contracts in Kuwait and now are being asked to leave the area.

God Bless!!

William R. Hayward

----- Original Message -----

From: Schuetzte, Tamara CIV USTRANSCOM AQ <<mailto:Tamara.Schuetzte@ustranscom.mil>>

To: William <<mailto:geoline@grandecom.net>> ; Pavlak, Joyce CIV USTRANSCOM AQ
<<mailto:Joyce.Pavlak@ustranscom.mil>>

Sent: Friday, December 11, 2009 8:08 AM

Subject: RE: Air Terminal and Ground Handling Services at Kuwait International
Airport/Abdullah Al Mubarak Airbase, Kuwait-- Request for Proposal: HTC711-09-R-0041

Mr. Hayward

We have no information that CAV International has been black listed. We currently have no contracts with U.S. Logistics. In accordance with the Federal Acquisition Regulations, all offerors who submit a proposal under this solicitation will be checked out to ensure they are qualified and eligible to receive an award under applicable laws and regulations prior to

award of any contract.

Tamara Schuette

-----Original Message-----

From: William [mailto:geoline@grandecom.net]
Sent: Friday, December 11, 2009 6:36 AM
To: Schuette, Tamara CIV USTRANSCOM AQ; Pavlak, Joyce CIV USTRANSCOM AQ
Subject: Air Terminal and Ground Handling Services at Kuwait International Airport/Abdullah Al Mubarak Airbase, Kuwait-- Request for Proposal:
HTC711-09-R-0041

Lulus Ostrich Ranch (LOR)
William R. Hayward
609 Oak Meadows
San Marcos, TX 78666
Ph: 512-353-2220
Cell: 512- (b)(6)
Kuwaiti Phone: 965-6- (b)(6)
Email: lulusostrich@grandecom.net
Duns Number: 16-724-8546
US Government Cage Code: 31LW3
Web Site: www.sanmarcos.net/lulusostrich

Air Terminal and Ground Handling Services at Kuwait International Airport/Abdullah Al Mubarak Airbase, Kuwait-- Request for Proposal:
HTC711-09-R-0041. Due date 30 Dec 2009.

Tamara and Joyce:

Hello!! How are you doing today!!

If CAV International??(the perform of this contract) and US Logistics are black listed here in Kuwait from bidding or performing any work, how can they combine with Ranger Aerospace owned by Steve Townes be allowed to bid on this contract? Are they not the same company being black listed?

Info below!!!

CAB International who is now performing this contract is planning to recognized under a new company Called Ranger Aerospace/Range Aerospace out of Texas/N.C and part of Logistics is planning to bid on this contract.
Info Below.

FAYETTEVILLE, N.C. -- US Logistics, Inc., a US government outsourcing contractor specialized in aircraft technical services, tactical vehicle overhauls and repairs, technical staffing, and base logistics, has combined with Ranger Aerospace and CAV International for additional capital strength and management resources to support its continuing growth. Ranger's newest private equity investment platform is called Ranger International Services Group, Inc., which acquired a majority stake in US Logistics in August of 2009.

Newspaper article from: Defense & Aerospace Week ...expansion. Ranger Aerospace is a private...International (another Ranger International subsidiary...holding company, Ranger International. Steve Townes, founder of Ranger Aerospace and CEO of Ranger International, stated...

God Bless!!

William R. Hayward

Schuetz, Tamara CIV USTRANSCOM AQ

From: William [geoline@grandecom.net]
Sent: Monday, February 08, 2010 2:38 AM
To: Schuetz, Tamara CIV USTRANSCOM AQ; Pavlak, Joyce CIV USTRANSCOM AQ
Cc: andre.thomas@nodycegloballlc.com
Subject: Bid Process and Accident on site, Solicitation Number: HTC711-09-R-0041

Lulus Ostrich Ranch (LOR)

William R. Hayward

609 Oak Meadows

San Marcos, TX 78666

Ph: 512-353-2220

Cell: 512- (b)(6)

Use Kuwaiti Phone: 965-9-721-4653

Back up Cell phone: 965-6- (b)(6)

Email: lulusostrich@grandecom.net <<mailto:lulusostrich@grandecom.net>>

Duns Number: 16-724-8546

US Government Cage Code: 31LW3

Web Site: www.sanmarcos.net/lulusostrich <<http://www.sanmarcos.net/lulusostrich>>

Air Terminal and Ground Handling Services at Kuwait International Airport/Abdullah Al Mubarak
Airbase, Kuwait-- Request for Proposal: HTC711-09-R-0041

Solicitation Number: HTC711-09-R-0041

Tamara and Joyce:

Good Morning from Kuwait!!

How are you all doing today?

It is very Cold here in Kuwait today!!

How is the bidding process going?

FYI: CAV had an other Accident where some one hit an aircraft!! These people are so stress
out that they are getting hurt and damaging government property.

Please, if there is anything we can do to help, please let us know!!

God Bless!!

William R. Hayward

Pavlak, Joyce CIV USTRANSCOM AQ

From: Andre Thomas [bishop505_99@yahoo.com]
Sent: Tuesday, July 21, 2009 2:39 PM
To: Pavlak, Joyce CIV USTRANSCOM AQ
Subject: MARKET RESEARCH QUESTIONS FOR RFP HTC711-09-R-0041
Attachments: NODYCE GLOBALS ANSWER TO MARKET RESEARCH QUESTIONS FOR RFP
HTC711-09-R-0041.doc

How are you doing. My name is Andre Thomas. Owner of NODYCE GLOBAL LLC. We are very interested in working this contract. Attached are my answers to the market research questionnaire. Please respond at your earliest convenience and notify me that you've received the attachment with no problems. Thanks for your time.

Andre' L. Thomas,
Owner,
NODYCE GLOBAL LLC.

NODYCE GLOBAL LLC

1. IF YOU WERE AWARDED A CONTRACT FOR THE ABOVE SERVICES ON 1 APRIL 10, COULD YOU TRANSITION EMPLOYEES AND BE FULLY OPERATIONAL BY 1 OCT 10? IF NOT, WHAT WOULD PRECLUDE THIS FROM HAPPENING?

YES. WE HAVE CONDUCTED MARKETING RESEARCH OF OUR OWN AND WE ARE POSITIVE THAT A HIGH PERCENTAGE IF NOT ALL OF CAV INTERNATIONAL EMPLOYEES WILL HAVE NO PROBLEM TRANSITIONING OVER TO NODYCE GLOBAL LLC. WE HAVE BEEN WAITING FOR THIS CONTRACT TO BECOME AVAILABLE SINCE SEPTEMBER 2008. SINCE THEN WE HAVE GATHERED RESUMES FROM QUALIFIED PEOPLE TO FILL EVERY POSITION IF NEEDED.

2. DO YOU CURRENTLY HAVE EMPLOYEES QUALIFIED AND CERTIFIED IN THE FOLLOWING FUNCTIONAL AREAS: COMMAND AND CONTROL, HAZARDOUS MATERIALS INSPECTION, AIRCRAFT LOAD PLANNING, JOINT INSPECTION, VEHICLE AND EQUIPMENT MAINTENANCE, 60K LOADER (TUNNER) MAINTENANCE, AND AEROSPACE GROUND EQUIPMENT MAINTENANCE?

YES. OVER HALF OF OUR CURRENT EMPLOYEES ARE C2 QUALIFIED AND A HIGH PERCENTAGE OF ALL THE RESUMES GATHERED ARE QUALIFIED C2 PERSONELL. WE HAVE EMPLOYEES THAT ARE HAZARDOUS MATERIALS INSPECTION QUALIFIED IAW AFJMAN 24-204 AND ARE FAMILIAR WITH GATES AND RFID TRACKING. ALL OF THESE PERSONELL ARE ALSO JOINT INSPECTION QUALIFIED AS WELL AS A NUMBER OF CANDIDATES ON FILE FOR THE POSITION. WE HAVE EMPLOYEES WHO ARE AIRCRAFT LOAD PLANNING QUALIFIED AND THEY ALL MEET THE TRAINING REQUIRMENTS OF AMCI 24-101, VOL 22 AND POSSES EXTENSIVE JOB KNOWLEDGE AND ARE TOTALLY FAMILIAR WITH THE EQUIPMENT AND PROCEDURES EMPLOYED WITHIN THE AIRLIFT SYSTEM. WE ARE AWARE THAT CURRENT KNOWLEDGE OF AIRCRAFT DESIGN, CONFIGURATION AND LIMITATIONS ARE ESSENTIAL AND WE WILL STAY UPDATED ON ALL UPGRADES TO AIRCRAFT AND RETRAIN OUR EMPLOYEES AS NEEDED. ADDITIONALLY, ALL OF OUR CURRENT AIRCRAFT LOAD PLANNERS HAVE ATLEAST SIX MONTHS OF RAMP EXPERIENCE AND OUR CANDIDATES FOR THE FUTURE WILL CARRY THE SAME QUALIFICATIONS. WE HAVE QUALIFIED VEHICLE AND EQUIPMENT MAINTENANCE, 60K LOADER (TUNNER) MAINTENANCE, AND AEROSPACE GROUND EQUIPMENT MAINTENANCE PERSONELL COMITTED TO HELPING US TAKE OVER THE CONTRACT IF NEEDED AS WELL AS THE CURRENT MECHANICS WILLING TO STAY AND TRANSITION WITH US.

ANDRE THOMAS
900 WICKLOW RD
410 (b)(6)
Bishop505_99@yahoo.com

3. IF YOU WERE AWARDED A CONTRACT FOR THE ABOVE SERVICES ON 1 APR 10, COULD YOU TRANSITION REQUIRED EQUIPMENT AND BE FULLY OPERATIONAL BY 1 OCT 10? IF NOT, WHAT WOULD PRECLUDE THIS FROM HAPPENING?

NOTE: THE GOVERNMENT WILL PROVIDE NINE (9) TUNNERS AND TWO (2) HALVERSON K-LOADERS.

YES. WE WILL HAVE ALL OF THE REQUIRED 10K FORKLIFTS, TUGS, STEP TRUCKS, BAGGAGE LOADERS, VANS FOR PERSONELL WHO WILL NEED TRANSPORTATION TO AND FROM THE FLIGHTLINE (RAMP, PAX, CARGO, SPECIAL HANDLING, ATOC2 ETC) AND A TRANSIENT ALERT TRUCK IF NONE PROVIDED. WITH OUR EXTENSIVE AND RELIABLE CONNECTIONS IN KUWAIT, DUBAI AND AMERICA WE WILL BE ABLE TO ACCUIRE ANY EQUIPMENT NEEDED FOR THIS CONTRACT. I.E. GROUND POWER UNITS AND A PUSHBACK VEHICLE IF NONE WILL BE PROVIDED BY THE GOVERNMENT.

4. PLEASE PROVIDE ANY QUESTIONS, COMMENTS OR CONCERNS YOU FEEL RELEVANT CONCERNING THIS PROPOSED ACQUISITION THAT WOULD ASSIST YOU IN SUBMITTING A PROPOSAL.

1. WILL THE 60KS AND 25KS CURRENTLY ON STATION BE REPLACED WITH DIFFERENT EQUIPMENT? THE ONES THERE ARE NOT IN GOOD SHAPE.
2. WILL THIS BE A FIXED PRICE CONTRACT?
3. DURING THE TRANSITION MONTH OF OCTOBER 2010, WILL CAV INTERNATIONAL HAVE TO PAY THERE EMPLOYEES FOR THAT MONTH SINCE THEY WORKED THE MONTH OF SEPTEMBER FOR CAV?
4. WILL WE BE RESPONSIBLE FOR THE EMPLOYEES TRAINING PER DIEM AND HOUSING AND WILL THEY RECEIVE TRAING PAY?
5. WILL WE BE RESPONSIBLE FOR THE PAYMENT OF THE NACI CHECK FOR EMPLOYEES?
6. WHEN WILL THE FIRST PAYMENT TO THE CONTRACTOR BE MADE?
7. WILL THERE BE AWAY FOR THE EMPLOYEES TO BE ALLOWED TO EAT IN THE CHOW HALL ON THE AL MUBARAK AIR BASE?

8. AROUND WHAT TIME WILL THE SOLICITATION BE POSTED?
9. AS FAR AS ADDITIONAL MEDICAL CHECKS THAT'S REQUIRED BY THE KUWAITI GOVERNMENT, WHO WILL BE RESPONSIBLE FOR THAT PAYMENT?
10. WILL A COMPANY SECURITY CLEARANCE BE NEEDED FOR THIS CONTRACT AND IF SO WILL AMC OR ANY GOVERNMENT AGENCY INVOLVED WITH THIS CONTRACT SPONSOR THE COMPANY IN NEED? WILL IT BE POSSIBLE TO HAVE EMPLOYEES ATTENDING THE TRAINING IN CHARLESTON TO BECOME CERTIFIED THE 60K AND 25K BEFORE DEPLOYING TO KUWAIT?

WE WILL DEVELOP A BETTER WORKING RELATIONSHIP WITH THE OTHER COMPANIES SUCH AS EVERGREEN, ATLAS, NATIONAL AIR CARGO, UPS, FEDEX, MIDEX, DHL, SKYLINK ARABIA, AND DFS MIDDLE EAST TO NAME A FEW. AT THIS TIME, EMPLOYEES WORKING THIS CONTRACT ARE NOT RECEIVING PER DIEM OR ANY KIND OF UPLIFT PAY. THIS OPERATION IS ONE OF IF NOT THE BUSIEST AERIAL PORT IN THE WORLD. THE EMPLOYEES SUFFER FROM SEVERE MORALE ISSUES DUE TO THE AMOUNT OF WORK BEING DONE AND NOT ENOUGH COMPENSATION FOR THAT HARD WORK. THERE ARE ONLY SIX SPOTS ON THE AIR BASE FOR AIRCRAFT AND SEVERAL TIMES A DAY ALL SIX SPOTS ARE TAKEN WITH AIRCRAFT WAITING TO COME IN. THE MORALE WOULD BE A LOT HIGHER IF THE WORKERS AT LEAST RECEIVED PER DIEM. THE KUWAITI ECONOMY IS VERY HARD TO LIVE OFF OF DUE TO THE FACT THAT THE KUWAITI DINAR IS MORE THAN THREE TIMES THE AMERICAN DOLLAR. A VERY HIGH PERCENTAGE OF THE EMPLOYEES WORKING THE CURRENT CONTRACT ARE IN THE \$50,000 A YEAR RANGE BUT DUE TO THE AMOUNT WON BY THE CURRENT CONTRACT HOLDER THAT'S A REASONABLE AMOUNT IN ORDER FOR THE COMPANY TO STAY ABOVE WATER BUT NOWHERE NEAR A REASONABLE AMOUNT FOR THE AMOUNT OF WORK BEING DONE. THIS CURRENT SITUATION IS DUE TO THE UNDER BIDDING OF THE LAST TWO CONTRACT HOLDERS (MAYTAG AND CAV INTERNATIONAL) AS THEY CONTINUE TO COMPETE WITH ONE ANOTHER DUE TO THEIR PAST HISTORY. DURING THIS COMPETITION, THE EMPLOYEES ARE THE ONES THAT SUFFER.

RELEASED UNDER

**USTRANSCOM FOIA 10-99
(INTERIM RESPONSE #5)**

Full Release



DEPARTMENT OF THE AIR FORCE
HEADQUARTERS AIR MOBILITY COMMAND (AMC)

6 November 2006

MEMORANDUM FOR CAV INTERNATIONAL

FROM: OL-R AMC AOS/A3K

SUBJECT: Initial Evaluation Report for Contract FA4428-06-C-0005, Contracted Air Terminal and Ground Handling Services

1. The following information is provided for your information or action regarding subject contract for 1-31 October 2006.

a. Quality of Product/Service

Rating: Marginal

- Critical Discrepancies: Two critical discrepancies were identified in October.
 - Exceeded threshold for SDS Performance Objective (PO) 1: Facilitate on-time aircraft departure.
 - Ref SUR 200610-62, 65, 67, and 68
 - Exceeded threshold for SDS Performance Objective (PO) 9: Manage accurate and auditable records and reports.
 - Ref SUR 200610-25, 61, 66, 77, 83, and 85
- Observed Discrepancies: 41 observed discrepancies were identified in October.
 - 10-03/3 Oct 06 – Vehicle inspection discrepancies on 6 of 11 K-loaders
 - 10-04/3 Oct 06 – Mishap report not provided within 24 hours
 - 10-06/4 Oct 06 – Failed to fully utilize aircraft with outbound cargo
 - 10-14/11 Oct 06 – Incorrect delay code entered in GDSS
 - 10-15/11 Oct 06 – Failed to fully utilize aircraft with outbound cargo
 - 10-20/17 Oct 06 – Inspection overdue for 2 pieces of AGE
 - 10-22/18 Oct 06 – Incorrect delay code entered in GDSS
 - 10-24/19 Oct 06 – No entry authorization letter accomplished posted for the Special Handling Cage/Room
 - 10-25/19 Oct 06 – Inaccurate CPAM report
 - 10-27/20 Oct 06 – Inaccurate documentation on Shipper's Declaration for Dangerous Goods
 - 10-29/24 Oct 06 – MHE inspection discrepancies
 - 10-31/25 Oct 06 – Incorrect delay code entered in GDSS
 - 10-33/25 Oct 06 – Receipt of cargo not documented correctly on TCMD
 - 10-39/31 Oct 06 – Failed to provide incident report within 24 hours
 - 10-60/1 Oct 06 – Failed to properly secure pallet to forklift

- 10-61/3 Oct 06 – CPAM report submitted late
- 10-62/6 Oct 06 – Failed to facilitate on-time aircraft departure
- 10-63/3 Oct 06 – Inaccurate daily mission schedule
- 10-64/3 Oct 06 – Failed to expedite processing of cargo
- 10-65/6 Oct 06 – Failed to facilitate on-time aircraft departure
- 10-66/4 Oct 06 – 8001 report submitted late
- 10-67/6 Oct 06 – Failed to facilitate on-time aircraft departure
- 10-68/6 Oct 06 – Failed to facilitate on-time aircraft departure
- 10-69/6 Oct 06 – Failed to facilitate on-time aircraft departure
- 10-70/6 Oct 06 – Incorrect delay code entered in GDSS
- 10-71/7 Oct 06 – Failed to facilitate on-time aircraft departure
- 10-72/7 Oct 06 – Failed to facilitate on-time aircraft departure
- 10-73/7 Oct 06 – Failed to facilitate on-time aircraft departure
- 10-74/7 Oct 06 – Failed to facilitate on-time aircraft departure
- 10-75/7 Oct 06 – Incorrect delay code entered in GDSS
- 10-76/9 Oct 06 – Failed to load cargo on available lift; cargo inventory not accomplished correctly.
- 10-77/9 Oct 06 – Inaccurate CPAM Report
- 10-78/11 Oct 06 – Force augmentation required to complete mission requirements
- 10-79/13 Oct 06 – Cargo inventory errors
- 10-80/15 Oct 06 – Damage to GFE (60K-Loader)
- 10-81/15 Oct 06 – Damage to government equipment (military survey)
- 10-82/16 Oct 06 – Damage to GFE (60K-Loader)
- 10-83/18 Oct 06 – 8001 report submitted late
- 10-84/18 Oct 06 – Failed to facilitate on-time aircraft departure
- 10-85/18 Oct 06 – Weekly KWI OPSUM Passenger/Cargo Report submitted late
- 10-86/20 Oct 06 – Failed to facilitate on-time aircraft departure
- 10-87/25 Oct 06 – Failed to facilitate on-time aircraft departure

• Over and Above Initiatives: None

b. Schedule

Rating: Satisfactory

- Critical Discrepancies: None
- Other Observed Discrepancies: None
- Over and Above Initiatives: None

c. Business Relations

Rating: Satisfactory

- Critical Discrepancies: None
- Other Observed Discrepancies: None

- Over and Above Initiatives: None

d. Management of Key Personnel

Rating: Satisfactory

- Critical Discrepancies: None
- Other Observed Discrepancies: None
- Over and Above Initiatives: None

e. Overall Comments and Evaluation

Rating: Marginal

The overall marginal rating stems from 2 critical discrepancies and 41 discrepancies observed this month. Of the 42 UNSAT surveillances, 13 were attributed to mission delays (PO 1)...9 of those during the first 7 days. The multiple delays were attributed for the most part to the lack of CFE available to perform requirements associated with handling passenger missions. CAV has since acquired and leased additional CFE that has enabled them to meet mission requirements.

CAV continues to work issues in acquiring and obtaining National Agency Check clearance requirements. Although an interim waiver for flightline access is being granted by the Commander, he currently can not issue a waiver for access to government computers. The waiver approval authority for computer access is at Al Udeid AB and the waiver request has been forwarded to CENTAF/A6.

Three safety mishaps occurred within a 2-day period. Two of those involved damage to GFE (60K-Loaders), which are critical to performing the ATGHS requirements. CAV personnel are informed when safety practices are not followed and have been receptive to all comments. They continue to progress in this area as they become familiar with flightline operations.

Other performance objectives with repetitive discrepancies were:

- PO 3 - 5 total discrepancies attributed to incorrect GDSS delay codes
- PO 4 - 3 total discrepancies; 2 for failure to fully utilized ACL
- PO 5 - 5 total discrepancies attributed to various functions
- PO 9 - 6 total discrepancies attributed to inaccurate and/or late reports
- PO 10 - 3 total discrepancies attributed to safety and cleanliness of equipment and/or incorrect/lack of documentation of MX actions to MHE/AGE

The overall performance rating is Marginal for the month of October.

2. Please direct any questions to me at 49 171 216 2428.

JAKE ALVERSON, 1Lt, USAF
Contracting Officer



DEPARTMENT OF THE AIR FORCE
HEADQUARTERS AIR MOBILITY COMMAND (AMC)

11 Dec 2006

MEMORANDUM FOR CAV INTERNATIONAL

FROM: OL-R AMC AOS/A3K

SUBJECT: Evaluation Report for Contract FA4428-06-C-0005, Contracted Air Terminal and Ground Handling Services

1. The following is provided for your information or action regarding subject contract for 1 - 30 November 2006.

a. Quality of Product/Service

Rating: Satisfactory

- Critical Discrepancies: One critical discrepancy was identified in November.
 - CDR 11-01 – Failed to ensure hazardous material was properly identified/documented
- Observed Discrepancies: Seven other observed discrepancies were identified in November.
 - 11-08/6 Nov 06 – Failed to accomplish K-Loader tire pressure checks as required
 - 11-13/9 Nov 06 – Failed to submit "Tunner" report to HQ AMC as required
 - 11-22/16 Nov 06 – Failed to provide QA personnel passenger movement documents w/in 48 hrs
 - 11-30/22 Nov 06 – Failure to provide load team supervisor as required
 - 11-37/28 Nov 06 – Two incorrect delay codes entered in GDSS
 - 11-60/2 Nov 06 – Damage to property; baggage conveyer collided with baggage truck
 - 11-63/9 Nov 06 – Failed to notify QA personnel of aircraft delay/RON
- Over and Above Initiatives: None
- Other Observations:
 - 11-64/24 Nov 06 – Aircraft delayed due to malfunction of MHE. Delay not attributed to contractor operations processes.

b. Schedule

Rating: Satisfactory

- Critical Discrepancies: None
- Other Observed Discrepancies: None
- Over and Above Initiatives: None
- Comments: Additional CFE (1 S/T, 2 B/C, and 6 Forklifts) arrived in country 26 Nov 06, but aren't currently on location due to waiting customs clearance. They continue to subcontract required equipment which enables them to accomplish all functions with minimal to no impact on mission requirements. Numerous contractor personnel still do not have their NAC clearances adjudicated. The 5 EAMS commander continues to provide 30 day flightline access waivers to those with open NAC investigations that have not been adjudicated. An access to Automated Information System (AIS) waiver was also granted to 10 personnel to access required computer systems to accomplish mission requirements.

c. Business Relations

Rating: Satisfactory

- Critical Discrepancies: None
- Other Observed Discrepancies: None
- Over and Above Initiatives: None
- Comments: October's meeting between CAV Int'l and CDDOC/TCSP/CRSP/DDKS has had a positive impact for all parties involved. Proper coordination has expedited the flow of cargo in/out of OKBK.

d. Management of Key Personnel

Rating: Satisfactory

- Critical Discrepancies: None
- Other Observed Discrepancies: None
- Over and Above Initiatives: None
- Comments: Personnel in key supervisory positions are knowledgeable of the necessary requirements to effectively accomplish mission objectives which thus far has improved the timely movement of cargo and passengers transiting OKBK.

e. Overall Comments and Evaluation

Rating: Satisfactory

The overall satisfactory rating stems from 1 critical discrepancy and 7 other discrepancies observed this month. The contractor has improved their operations significantly compared to their previous month's performance.

CAV continues to work issues in acquiring and obtaining National Agency Check clearance requirements.

Although there was only one minor safety incident, personnel need to stay cognizant of established safety policies/procedures to minimize any safety related mishap. Personnel have been seen speeding on the flightline several times. CAV management is informed when safety practices are not followed, and have been receptive to most comments, and taken actions to ensure all CAV personnel are informed of local policies.

The overall performance rating is Satisfactory for the month of November.

2. Please direct any questions to me at 49 171 216 2428.

A handwritten signature in black ink, appearing to read 'JAKE ALVERSON', is written over a horizontal line.

JAKE ALVERSON, 1Lt, USAF
Contracting Officer



DEPARTMENT OF THE AIR FORCE
HEADQUARTERS AIR MOBILITY COMMAND (AMC)

8 Jan 2007

MEMORANDUM FOR CAV INTERNATIONAL

FROM: OL-R AMC AOS/A3K

SUBJECT: Monthly Evaluation Report for Contract FA4428-06-C-0005, Contracted Air Terminal and Ground Handling Services

1. The following information is provided for your information or action regarding subject contract for 1 - 31 December 2006.

a. Quality of Product/Service

Rating: Satisfactory

- Critical Discrepancies: None
- Observed Discrepancies: Nine other observed discrepancies were identified in November.
 - 12-14/12 Dec 06 – Two incorrect delay codes entered in GDSS
 - 12-16/13 Dec 06 – Incorrectly documented/processed surface inbound cargo
 - 12-23/19 Dec 06 – Failed to notify QA personnel of aircraft delay
 - 12-27/21 Dec 06 – Failed to ensure baggage was properly marked with destination and identification
 - 12-30/26 Dec 06 – Two 60K-Loaders with open write ups
 - 12-32/27 Dec 06 – PPR log and request form not accomplished IAW the SOW
 - 12-63/7 Dec 06 – Failed to correctly set the ETD and Crew LFA time for diverted aircraft
 - 12-64/20 Dec 06 – Failed to provide a daily mission schedule IAW SOW
 - 12-65/28 Dec 06 – Failed to facilitate on time aircraft departure
- Over and Above Initiatives: During the month of November, the contractor showed a willingness to improve processes as well as assisting in the performance of tasks not required in their daily functions. The contractor developed a Quality Control (QC) step prior to hazardous cargo delivery to OKBK: all paperwork is delivered the day prior to cargo arrival for QC thereby decreasing storage requirements of frustrated cargo due to paperwork errors. They also volunteered to perform Flightline Competency Training for their own employees and decreased the workload for a one deep military Safety NCO. Finally, the contractor repaired the roof on the Air Freight government furnished trailer to stop water leaks and prevent damage to Government Furnished Equipment inside facility. The contractor routinely washes 463L cargo pallets and provides cargo straps for remains of deceased personnel departing OKBK.
- Other Observations:

b. Schedule

Rating: Satisfactory

- Critical Discrepancies: None
- Other Observed Discrepancies: None
- Over and Above Initiatives: None
- Comments: Additional CFE (1 S/T, 2 B/C, and 6 Forklifts) is now on location. The contractor continues to subcontract 3 S/Ts and 2 B/Cs which enable them to accomplish all functions with minimal to no impact on mission requirements. Numerous contractor personnel still do not have their NAC clearances adjudicated. The 5 EAMS commander continues to provide 30 day flightline access waivers to those with open NAC investigations not yet adjudicated. An access to Automated Information System (AIS) waiver was submitted for another 18 personnel for the ability to access required computer systems to accomplish mission requirements.

c. Business Relations

Rating: Marginal

- Critical Discrepancies: None
- Other Observed Discrepancies: The Marginal rating stems from one customer complaint concerning Maytag's business relations. Customer complaint 200612-01 addressed a CAV employee's lack of respect and argumentative behavior toward the 5 EAMS Commander's Executive/Protocol Officer and Assistant Director of Operations.
- Over and Above Initiatives: None
- Comments: None

d. Management of Key Personnel

Rating: Satisfactory

- Critical Discrepancies: None
- Other Observed Discrepancies: None
- Over and Above Initiatives: None
- Comments: None

e. Overall Comments and Evaluation

Rating: Satisfactory

The overall satisfactory rating stems from 7 discrepancies observed this month. The contractor appears to be in a steady state of acceptable performance.

CAV continues to work issues in acquiring and obtaining National Agency Check clearance requirements. 38 NAC clearances are open and/or pending adjudication.

The contractor was involved in one minor incident during the month which caused damage to a C-17 aircraft during the download of a 6-pallet train, but was attributed for the most part to the aircrew. Personnel need to stay cognizant of established safety policies/procedures and their surroundings during operations to minimize any safety related mishap. Identification of contractor personnel not adhering to established flightline safety guidelines continue to diminish. CAV management is informed when safety practices are not followed, and takes action to ensure all CAV personnel are informed of local policies.

The overall performance rating is Satisfactory for the month of December.

2. Please direct any questions to me at 49 171 216 2428.

JAKE ALVERSON, 1Lt, USAF
Contracting Officer



DEPARTMENT OF THE AIR FORCE
HEADQUARTERS AIR MOBILITY COMMAND (AMC)

13 Feb 2007

MEMORANDUM FOR CAV INTERNATIONAL

FROM: OL-R AMC AOS/A3K

1. The following information is provided for your information or action regarding subject contract for 1 - 31 January 2007.

a. Quality of Product/Service

Rating: Satisfactory

- Observed Discrepancies: Eleven observed discrepancies were identified in January.
 - 01-32/24 Jan 07 – Inaccurate pallet grid inventory
 - 01-33/24 Jan 07 – Failed to remove trash from aircraft
 - 01-38/29 Jan 07 – Inaccurate status report
 - 01-61/4 Jan 07 – Failed to facilitate on-time aircraft departure
 - 01-63/6 Jan 07 – Damage to property; right rear tail light reflector of trailer
 - 01-64/7 Jan 07 – Incorrect delay code entered in GDSS
 - 01-67/10 Jan 07 – Failed to comply with applicable safety guidelines
 - 01-68/12 Jan 07 – Damage to CFE (Van)
 - 01-69/14 Jan 07 – Failed to facilitate on time aircraft departure
 - 01-71/27 Jan 07 – Failed to facilitate on time aircraft departure
 - 01-72/27 Jan 07 – Failed to notify QA personnel of aircraft delays
- Over and Above Initiatives: None
- Other Observations: None

b. Schedule

Rating: Satisfactory

- Critical Discrepancies: None
- Other Observed Discrepancies: None
- Over and Above Initiatives: None
- Comments: Numerous contractor personnel still do not have their NAC clearances adjudicated. The 5 EAMS commander continues to provide 30 day flightline access waivers to those with open NAC investigations not yet adjudicated.

c. Business Relations

Rating: Satisfactory

- Critical Discrepancies: None
- Other Observed Discrepancies: None
- Over and Above Initiatives: None
- Comments: None

d. Management of Key Personnel

Rating: Satisfactory

- Critical Discrepancies: None
- Other Observed Discrepancies: None
- Over and Above Initiatives: None
- Comments: None

e. Overall Comments and Evaluation

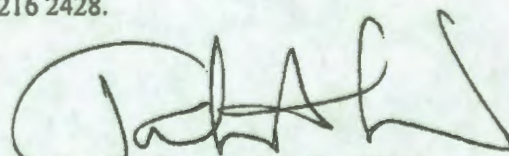
Rating: Satisfactory

The overall satisfactory rating stems from the 11 discrepancies observed this month. The amount of discrepancies increased slightly when compared to the previous 2 months, but not significantly enough to change the overall performance rating.

Contractor adherence to safety requirements remains a concern. There were 6 duty related mishaps during the month. Personnel need to ensure they are aware of their surroundings, avoid taking short cuts, and apply safety practices at all times.

The overall performance rating is Satisfactory for the month of January.

2. Please direct any questions to me at 49 171 216 2428.



JAKE ALVERSON, 1Lt, USAF
Contracting Officer



DEPARTMENT OF THE AIR FORCE
HEADQUARTERS AIR MOBILITY COMMAND (AMC)

15 Mar 2007

MEMORANDUM FOR CAV INTERNATIONAL

FROM: OL-R AMC AOS/A3K

SUBJECT: Monthly Evaluation Report for Contract FA4428-06-C-0005, Contracted Air Terminal and Ground Handling Services

1. The following is provided for your information or action regarding subject contract for 1 - 28 February 2007.

a. Quality of Product/Service

Rating: Satisfactory

- Critical Discrepancies: Zero critical discrepancies were identified in February.
- Observed Discrepancies: Five other observed discrepancies were identified in February.
 - 02-06/6 Feb 07 - No Flight Schedules/Events Log
 - 02-61/8 Feb 07 - Improper Aircraft Taxi In/Out Procedures
 - 02-65/16 Feb 07 - Failed to facilitate on-time aircraft departure
 - 02-66/26 Feb 07 - Failed to facilitate 3 on-time aircraft departures
 - 02-67/28 Feb 07 - Failed to Provide Aircraft Ground Services

Over and Above Initiatives: During the month of February, the contractor continued to assist 5 EAMS/MX with their daily FOD walks. Additionally, they provided a volunteer to perform Flightline Competency Training for CAV employees, decreasing the workload of 5 EAMS Safety NCO.

b. Schedule

Rating: Satisfactory

- Critical Discrepancies: None
- Other Observed Discrepancies: None
- Over and Above Initiatives: None

c. **Business Relations**

Rating: Very Good

- Critical Discrepancies: None
- Other Observed Discrepancies: None
- Over and Above Initiatives: Passenger services created a Flight Information Display for passengers waiting in the tent area.
- Comments: Contractor received laudatory comments from 5 EAMS/DO for amount of cargo and passengers moved. Additional positive laudatory comments received by several distinguished visitors transiting KCIA.

d. **Management of Key Personnel**

Rating: Satisfactory

- Critical Discrepancies: None
- Other Observed Discrepancies: None
- Over and Above Initiatives: None
- Comments: Personnel in key supervisory positions are knowledgeable of the necessary requirements to effectively accomplish mission objectives which thus far have improved the movement of cargo and passengers transiting KCIA.

e. **Overall Comments and Evaluation**

Rating: Satisfactory

The overall satisfactory rating stems from 5 discrepancies observed this month. Aircraft delays and safety mishaps continue to be a concern.

The contractor was responsible for four mission delays, Performance Objective 1. One delay was attributed to passenger processing, three others were due to late pushback services. CAV subcontracts Kuwait Airways when their tow vehicle is not operational. The Kuwaiti tow vehicle travels from the commercial side of airport and doesn't arrive until work is completed on other side.

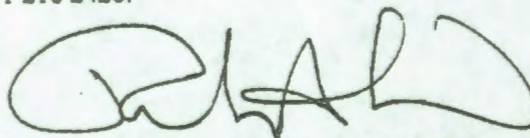
Other performance objectives with discrepancies:

- PO 2 – 1 discrepancy attributed to absence of flight schedule/events log
- PO 8 – 2 total discrepancies attributed to various functions

There were seven duty related safety mishaps during February. Four resulted in minor personal injury. The other three mishaps involved vehicles that resulted in minor to no property damage. In each case, all personnel need to ensure they are aware of their surroundings and to apply safety practices at all times.

The overall performance rating is Satisfactory for the month of February.

2. Please direct any questions to me at 49 171 216 2428.

A handwritten signature in black ink, appearing to read 'JALV', with a large, stylized loop at the end.

JAKE ALVERSON, 1Lt, USAF
Contracting Officer



DEPARTMENT OF THE AIR FORCE
HEADQUARTERS AIR MOBILITY COMMAND (AMC)

9 Apr 2007

MEMORANDUM FOR CAV INTERNATIONAL

FROM: OL-R AMC AOS/A3K

SUBJECT: Monthly Evaluation Report for Contract FA4428-06-C-0005, Contracted Air Terminal and Ground Handling Services

1. The following is provided for your information or action regarding subject contract for 1 - 31 March 2007.

a. Quality of Product/Service

Rating: Satisfactory

- Observed Discrepancies: Seventeen observed discrepancies were identified in March.

- 03-03/02 Mar 07 – Incorrect passenger processing
- 03-10/08 Mar 07 – Incorrect auditable record or report
- 03-12/09 Mar 07 – Incorrect passenger processing
- 03-30/23 Mar 07 – Incorrect passenger processing
- 03-39/29 Mar 07 – Incorrect passenger processing
- 03-60/02 Mar 07 – Failed to provide parking plan
- 03-61/03 Mar 07 – Inaccurate mission delay reporting
- 03-63/13 Mar 07 – Failed to comply with CSS policy
- 03-64/14 Mar 07 – Failed to comply with CSS policy
- 03-65/15 Mar 07 – Failed to comply with CSS policy
- 03-66/19 Mar 07 – Inaccurate mission delay reporting
- 03-67/19 Mar 07 – Failed to facilitate two on time aircraft departure
- 03-68/19 Mar 07 – Inaccurate mission delay reporting
- 03-69/19 Mar 07 – Failed to secure chock while MHE brought up to aircraft
- 03-70/21 Mar 07 – Failed to provide C2 Certificate of Completion for AMCC C2 controller
- 03-71/26 Mar 07 – Inaccurate mission delay reporting
- 03-74/31 Mar 07 – Inaccurate mission delay reporting

- Over and Above Initiatives: Contractor continues to wash 463L pallets and provide new cargo straps for all human remains departing KCLIA. They also provide escorts for inbound/outbound trucks during Force Protection workload surge.

- Other Observations: None

b. Schedule

Rating: Satisfactory

- Critical Discrepancies: None
- Other Observed Discrepancies: None
- Over and Above Initiatives: None
- Comments: None

c. Business Relations

Rating: Very Good

- Critical Discrepancies: None
- Other Observed Discrepancies: None
- Over and Above Initiatives:
 - Phil Erway and Cheryl Williams were "coined" for their support during the Korean Forces rotational swap. The Commander, ROKAF praised the passenger terminal for their efforts in facilitating the family of Korea's first casualty since the beginning of OIF. ATOC also received kudos for their efforts in coordinating all commercial MHE and equipment from the commercial airport to handle a Korean Airline jet.
 - Met with 386 ELRS to mitigate late passenger arrival which results in Patriot Express departure delays. Additional initiatives discussed were antihijacking, X-Man product, and carry on items. Meeting has had a positive impact for all parties involved.
 - Provided assistance to 386 ECOMM testing different radio frequencies within the APOD to improve reception.
 - Continues to foster good working relations with 5 EAMS by conducting flightline competency training, participating in weekly FOD walks, and providing slides and briefings for weekly Al Mubarak AB coordination meeting.
- Comments: None

d. Management of Key Personnel

Rating: Satisfactory

- Critical Discrepancies: None
- Other Observed Discrepancies: None

- Over and Above Initiatives: None
- Comments: None

e. Overall Comments and Evaluation

Rating: Satisfactory

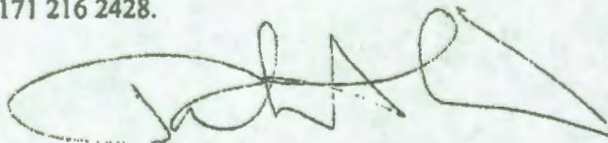
The overall satisfactory rating stems from 17 discrepancies observed this month and two GFE (60K Loader) mishaps, which are critical to performing the ATGHS requirements.

Some of the trends observed this month were: failure to comply with commander's concurrent servicing policy (3 discrepancies in 3 days); inaccurate mission delay reporting (4 surveillance discrepancies); passenger processing (4 surveillance discrepancies). The remaining discrepancies were attributed to a variety of factors including failure to facilitate on time aircraft departure and incorrect auditable record or report.

There were two mishaps involving damage to GFE (60K Loaders), one involved damage to a sliding glass window caused when a loose chain struck the side of the cab. The other 60K sustained more extensive damage when the operator tried to maneuver through a tight spot without the use of ground spotters. Damage contained to catwalk, railing, and three tires.

The overall performance rating is Satisfactory for the month of March.

2. Please direct any questions to me at 49 171 216 2428.

A handwritten signature in black ink, appearing to read 'J. Alverson', with a large, stylized flourish extending to the right.

JAKE ALVERSON, 1Lt, USAF
Contracting Officer



DEPARTMENT OF THE AIR FORCE
HEADQUARTERS AIR MOBILITY COMMAND (AMC)

8 May 2007

MEMORANDUM FOR CAV INTERNATIONAL

FROM: OL-R AMC AOS/A3K

SUBJECT: Monthly Evaluation Report for Contract FA4428-06-C-0005, Contracted Air Terminal and Ground Handling Services

1. The following is provided for your information or action regarding subject contract for 1 - 30 April 2007.

a. Quality of Product/Service

Rating: Very Good

- Observed Discrepancies: Eleven observed discrepancies were identified in April.
 - 04-02/02 Apr 07 – Failure to properly maintain GFE
 - 04-20/16 Apr 07 – Failure to properly maintain GFE
 - 04-34/26 Apr 07 – Incomplete passenger manifesting
 - 04-38/30 Apr 07 – Failure to properly maintain GFE
 - 04-61/05 Apr 07 – Failure to facilitate on-time aircraft departure
 - 04-63/09 Apr 07 – Failure to provide OPSUM report to QA
 - 04-67/16 Apr 07 – Inaccurate mission delay reporting
 - 04-68/17 Apr 07 – Failure to pre-positioned chock prior to spotting
 - 04-70/23 Apr 07 – Failed to annotate or notify QA of aircraft delays
 - 04-71/25 Apr 07 – Incomplete passenger movement
 - 04-73/30 Apr 07 – Failure to provide daily flight schedules to QA
- Over and Above Initiatives: 5
 - The first week of the month AMCC did an outstanding job annotating and reporting mission delays. No noted discrepancies with delay code inputs. Additionally, Hector Rivera e-mailed delay information after passing telephonically.
 - Assisted a MRT with preparing documentation, marking, and labeling of equipment returning to home station.
 - During a 4 hour period on the evening of 23 Apr, CAV coordinated aircraft parking around two broken C-5s. Four other aircraft handled and departed without delay.
 - Contractor continues to wash 463L pallets and provide new cargo straps for all human remains departing KCIA.

- Provided escorts for inbound/outbound trucks during Force Protection workload surge.

- Other Observations: None

b. **Business Relations**

Rating: Very Good

- Critical Discrepancies: None
- Other Observed Discrepancies: None
- Over and Above Initiatives: 4
 - Dave Noblin and Donna Menchaca received laudatory comments from Lt Col Butts, Commander, Theater Consolidation and Shipping Point for excellent service and expedient movement of cargo originating from TCSP.
 - Provided slides and briefing for weekly Al Mubarak AB coordination meeting.
 - Conducted flight line competency training for personnel, alleviating heavy workload of 5 EAMS/Safety
 - Continues to mesh with 5 EAMS by participating in monthly 5 kilometer run and weekly FOD walks.
- Comments: None

c. **Management of Key Personnel**

Rating: N/A

- Critical Discrepancies: None
- Other Observed Discrepancies: None
- Over and Above Initiatives: None
- Comments: None

d. **Overall Comments and Evaluation**

Rating: Very Good

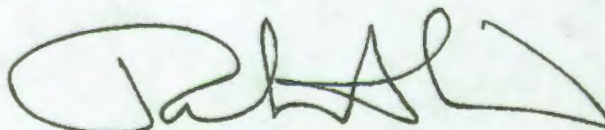
The overall rating of very good stems from 11 discrepancies observed this month and three mishaps during the last week of the month.

The amount of observed discrepancies has decreased over the past several months. Some of the trends observed this month were: failure to properly maintain GFE (3 discrepancies); failure to provide required reports to QA (2 surveillance discrepancies); passenger services (2 surveillance discrepancies). The remaining discrepancies were attributed to a variety of factors including failure to facilitate on time aircraft departure and inaccurate mission delay reporting.

There were three mishaps during the last week in April. One involved a C-130 nose gear rolling on top of a tow bar after the bar broke loose. Another involved damage to C-17 skid plate strap after a 60K operator misjudged his clearance and dropped the bed of the loader hitting the strap. The last mishap involved a passenger van backing into a pole. The last two mishaps could have been prevented if a spotter was used to verify clearance. Personnel need to stay cognizant of established safety policies/procedures and their surroundings during operations to minimize any safety related mishaps.

The overall performance rating is Very Good for the month of April.

2. Please direct any questions to me at 49 171 216 2428.

A handwritten signature in black ink, appearing to read 'JAL', is positioned above the printed name.

JAKE ALVERSON, 1Lt, USAF
Contracting Officer



DEPARTMENT OF THE AIR FORCE
HEADQUARTERS AIR MOBILITY COMMAND (AMC)

8 June 2007

MEMORANDUM FOR CAV INTERNATIONAL

FROM: OL-R AMC AOS/A3K

SUBJECT: Monthly Evaluation Report for Contract FA4428-06-C-0005, Contracted Air Terminal and Ground Handling Services

1. The following is provided for your information or action regarding subject contract for 1 - 31 May 2007.

a. Quality of Product/Service

Rating: Very Good

- Critical Discrepancy: One critical discrepancy was identified in May.
 - CDR 05-01 – Safety related issues
- Observed Discrepancies: Four other observed discrepancies were identified in May.
 - 05-62/13 May 07 – Failure to log/report mission delays
 - 05-63/21 May 07 – Provided 7107 report late to QA
 - 05-64/22 May 07 – Failure to enforce DV policy
 - 05-65/30 May 07 – Failure to stop unsafe loading operations
- Over and Above Initiatives: 6
 - Processed over 400 pallets and over 80 pieces of rolling stock during a 60 hour period while GATES upgrade initiated. Contractor forced to operate manually after the planned 12 hour upgrade was surpassed. Ensured data base integrity once system became operational.
 - Coordinated commercial ground servicing for several Distinguished Visitors.
 - Prepared flight line paint truck for airlift to next destination.
 - Reconfigured 13 pallets departing on Coalition and Tender missions ensuring urgently needed cargo arrived at destination.
 - Contractor continues to wash 463L pallets and provide new cargo straps for all human remains departing KCIA.

- Provided escorts for inbound/outbound trucks during Force Protection workload surge.

- Other Observations: None

b. Business Relations

Rating: Very Good

- Critical Discrepancies: None
- Other Observed Discrepancies: None
- Over and Above Initiatives: 5
 - Participates on weekly Aircraft Ground Services meeting with Aircraft Maintenance Flight Commander and Superintendent and Operations meeting with 5 EAMS Director of Operations and Chief, Quality Assurance.
 - Provides slides and briefing for weekly Al Mubarak AB coordination meeting.
 - Conducts flight line competency training for personnel, alleviating heavy workload of 5 EAMS/Safety
 - Participates in weekly Maintenance flight FOD walk.
 - Provides forklift operator to re-position barriers around Al Mubarak AB and download bottled water consumed by installation personnel.
- Comments: None

c. Management of Key Personnel

Rating: N/A

d. Overall Comments and Evaluation

Rating: Very Good

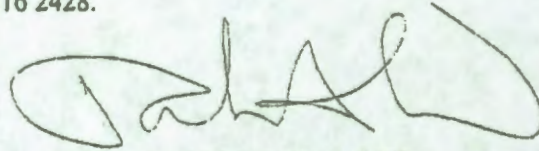
The overall rating of very good stems from 1 critical discrepancy, 4 other discrepancies and two vehicle mishaps observed this month.

The amount of observed discrepancies has decreased over the past several months. There were no performance objectives with repetitive discrepancies.

The two mishaps during the first week of the month coupled with three additional mishaps during the end of April resulted in an issuance of a CDR. Contractor conducted a self initiated safety stand down. Topics discussed were Operational Risk Management and Safety Awareness. Contractor appoints safety observers for each shift.

The overall performance rating is Very Good for the month of May.

2. Please direct any questions to me at 49 171 216 2428.

A handwritten signature in black ink, appearing to read 'J. Alverson', with a large, stylized loop at the end.

JAKE ALVERSON, 1Lt, USAF
Contracting Officer



DEPARTMENT OF THE AIR FORCE
HEADQUARTERS AIR MOBILITY COMMAND (AMC)

9 July 2007

MEMORANDUM FOR CAV INTERNATIONAL

FROM: OL-R AMC AOS/A3K

SUBJECT: Monthly Evaluation Report for Contract FA4428-06-C-0005, Contracted Air Terminal and Ground Handling Services

1. The following is provided for your information or action regarding subject contract for 1 - 30 June 2007.

a. Quality of Product/Service

Rating: Very Good

- Observed Discrepancies: Seven other observed discrepancies were identified in May.
 - 06-09/8 Jun 07 – Failed to comply with safety warning
 - 06-23/19 Jun 07 – Failed to segregate non-sterile passenger from sterile passengers
 - 06-36/28 Jun 07 – Failed to properly process Hazardous Material
 - 06-60/1 Jun 07 – Failed to properly annotate AF Form 4080
 - 06-61/9 Jun 07 – Passenger manifest error
 - 06-62/9 Jun 07 – Failed to properly process Hazardous Material
 - 06-63/18 Jun 07 – Passenger manifest error
- Over and Above Initiatives: 6
 - Moved more than 35% of all Theater Express cargo in the AOR during the first week of June
 - Coordinated with 386 ELRS, Al Salem AB and Central Command Deployment and Distribution Operations Center (CDDOC) to transport Salem AB backlog cargo to Al Mubarak AB for airlift to destination
 - Received kudos from Command AGE functional manager for their hard work and continuous improvements
 - Continues to effectively accomplish the mission with intermittent LMR reception
 - Contractor continues to wash 463L pallets and provide new cargo straps for all human remains departing KCIA.

- Provide escorts for inbound/outbound trucks during Force Protection workload surge.

- Other Observations: None

b. Business Relations

Rating: Very Good

- Critical Discrepancies: None

- Other Observed Discrepancies: None

- Over and Above Initiatives: 8

- Participates in weekly Aircraft Ground Services meeting with Aircraft Maintenance Flight Commander and Superintendent and Operations meeting with 5 EAMS Director of Operations and Chief, Quality Assurance.

- Provided data for study of AGE maintenance and how it impacts USAF's Global War on Terrorism and potential costs of re-establishing AGE baseline post hostilities

- Relocated MHE parking and 20% of pallets from grid yard to accommodate host nation's requirement for additional space to meet increased mission

- Provides use of passenger terminal for a safe rendezvous point for inbound passengers arriving from commercial side of Kuwait International Airport to meet onward surface transportation

- Transported several passengers from the front gate of Al Mubarak AB to the passenger terminal after arriving by taxi from the commercial airport

- Provides slides and briefing for weekly Al Mubarak AB coordination meeting.

- Conducts flight line competency training for personnel, alleviating workload of 5 EAMS/Safety

- Provides forklift operator to offload bottled water to be consumed by installation personnel.

- Comments: None

c. Management of Key Personnel

Rating: N/A

- Critical Discrepancies: None

- Other Observed Discrepancies: None
- Over and Above Initiatives: None
- Comments: None

d. Overall Comments and Evaluation

Rating: Very Good

The amount of observed discrepancies increased slightly from May, but not significantly enough to change the overall performance rating. Two repeat discrepancies were incorrect passenger manifests and improper processing of hazardous material.

The overall performance rating is Very Good for the month of June.

2. Please direct any questions to me at 49 171 216 2428.

JAKE ALVERSON, 1Lt, USAF
Contracting Officer



DEPARTMENT OF THE AIR FORCE
HEADQUARTERS AIR MOBILITY COMMAND (AMC)

13 Aug 2007

MEMORANDUM FOR CAV INTERNATIONAL

FROM: OL-R AMC AOS/A3K

SUBJECT: Monthly Evaluation Report for Contract FA4428-06-C-0005, Contracted Air Terminal and Ground Handling Services

1. The following is provided for your information or action regarding subject contract for 1 - 31 July 2007.

a. Quality of Product/Service

Rating: Very Good

- Observed Discrepancies: Five observed discrepancies were identified in July.
 - 07-01/1 Jul 07 – Failed to segregate non-sterile passenger from sterile passengers
 - 07-05/3 Jul 07 – Failed to notify QAE of delays
 - 07-36/26 Jul 07 – Failed to maintain auditable records
 - 07-60/22 Jul 07 – Failed to provide a PSA during passenger upload
 - 07-61/22 Jul 07 – Failed to provide a PSA during passenger upload
- Over and Above Initiatives: 4
 - Provided daily movement details to CDDOC and Air Mobility Division (AMD) on 298 high visibility up-armored Humvees destined for Iraq
 - Accomplished transportation documentation for misrouted weapons shipment
 - Continues to effectively accomplish the mission with intermittent LMR reception
 - Contractor continues to wash 463L pallets and provide new cargo straps for all human remains departing KCIA.
- Other Observations: Received kudos from 5 EAMS/CC for movement of high volume of passengers and cargo

b. Business Relations

Rating: Very Good

- Critical Discrepancies: None
- Other Observed Discrepancies: 1

- Received customer complaint pertaining to Contractor Furnished Equipment. Ground representative for World Airways (Michelle Johnson) feels stair case truck #03 is unsafe. CAV has not responded and the issue has not been resolved yet. **Ref customer complaint 200707-01.**
- Over and Above Initiatives: 7
 - Participates in weekly Aircraft Ground Services meeting with Aircraft Maintenance Flight Commander and Superintendent and Operations meeting with 5 EAMS Director of Operations and Superintendent, Quality Assurance.
 - Accompanied 5 EAMS/CC to meeting with Central Command Deployment and Distribution Operations Center (CDDOC) at Camp Arifjan to discuss velocity initiative. Mr Dave Noblin and Ms Donna Menchaca's expertise was key to a successful meeting outcome.
 - Meeting with CDDOC/TCSP/CRSP/DDKS to discuss options to relieve backlog for over 1000 sealand vans at TCSP and maximizing 747 utilization had a positive impact for all parties involved.
 - Continues to provide use of passenger terminal for a safe rendezvous point for inbound passengers arriving from commercial side of Kuwait International Airport to meet onward surface transportation.
 - Provided requirements needed to facilitate Special Handling section move to sunshade 11, move will allow space within hanger 4 for office space for 387 AEG.
 - Provides slides and briefing for weekly 5 EAMS staff meeting.
 - Provided two forklift operators to transport skids of bottled water from staging yard to Maintenance area.
- Comments: None

c. Management of Key Personnel

Rating: Not Applicable

- Critical Discrepancies: None
- Other Observed Discrepancies: None
- Over and Above Initiatives: None
- Comments: None

d. Overall Comments and Evaluation

Rating: Very Good

The overall satisfactory rating stems from 5 discrepancies observed this month. Repeat discrepancies were failure to provide a passenger service agent during passenger upload.

CENTAF/A6 granted permission to provide CAV personnel access to NIPRNET while awaiting their National Agency Check (NAC) clearance requirements. This alleviates long wait times for employees to gain system access and enhances mission accomplishment.

The overall performance rating is Very Good for the month of July.

2. Please direct any questions to me at 49 160 9048 4140.

JAKE ALVERSON, 1Lt, USAF
Contracting Officer



DEPARTMENT OF THE AIR FORCE
HEADQUARTERS AIR MOBILITY COMMAND (AMC)

28 September 2007

MEMORANDUM FOR CAV INTERNATIONAL

FROM: OL-R AMC AOS/A3K

SUBJECT: Monthly Evaluation Report for Contract FA4428-06-C-0005, Contracted Air Terminal and Ground Handling Services

1. The following is provided for your information or action regarding subject contract for 1 - 31 August 2007.

a. Quality of Product/Service

Rating: Satisfactory

- Observed Discrepancies: Fourteen discrepancies were identified in August.
 - 08-07/6 Aug 07 – MHE Inspections
 - 08-15/13 Aug 07 – Aircraft Marshalling
 - 08-17/14 Aug 07 – Passenger Service Processing
 - 08-18/15 Aug 07 – Delay Remarks
 - 08-20/16 Aug 07 – Load Selection Procedures
 - 08-25/20 Aug 07 – MHE Inspection/Operation
 - 08-34/27 Aug 07 – Maintaining GFE
 - 08-60/2 Aug 07 – Failure to facilitate an on-time departure
 - 08-61/2 Aug 07 – Delay Remarks
 - 08-62/3 Aug 07 – QRC Implementation
 - 08-63/4 Aug 07 – QRC Implementation
 - 08-65/13 Aug 07 – AMCC Entries
 - 08-67/16 Aug 07 – Concurrent Servicing
 - 08-69/20 Aug 07 – Vehicle Safety at Aircraft
 - 2 Safety mishap reports received, one for a pallet not being secured properly to a forklift and another involving GFE (2 60Ks, only one received minor damage).

- **Over and Above Initiatives: 4**

- Provided escorts to handle pallet dollies coming from the commercial airport through ECP 5 during workload surge of Force Protection personnel. PWS requires us to escort from ECP 2 and 3 only.

- Re-handle dunnage daily. The dunnage on inbound cargo trucks is removed and stacked in cargo yard. This dunnage is then transported by CAV to the terminating cargo yard and utilized for outbound cargo trucks that arrive without dunnage. All trucks should arrive with dunnage to transport pallets.

- Monitor shuttle bus traffic and coordinate pick-up times for passengers waiting at the commercial side of the airport.

- Coordinated transportation for weapons and baggage left behind by passengers.

- **Other Observations: 3**

- Received Kudos from AMC AOS/A3K for assisting in turning a MD11 with 141 passengers inbound and 100 plus passengers outbound in 1 hour and 31 minutes. By turning the mission quickly CAV prevented the crew from going into crew rest and placed the mission back on schedule.

- Candice Spiri received kudos for being very professional and going above and beyond in arranging transportation for 30 weapons and a large number of passenger bags that were mistakenly left on the aircraft by the carrier.

- Received commendable comments from QA for submitting the 7107 report 5 days before the due date (ref 200708-21), demonstrating outstanding customer service (ref SUR200208-24), identifying and preventing a potential safety hazard (ref SUR200708-29), and communicating evacuation procedures for concurrent servicing of aircraft (ref 200708-68).

b. Business Relations

Rating: Very Good

- **Critical Discrepancies: None**

- **Other Observed Discrepancies: 1**

- Received customer complaint pertaining to Contractor Furnished Equipment. Ground representative for World Airways (Michelle Johnson) feels stair case truck #03 is unsafe. CAV has responded and the issue has been resolved. **Ref customer complaint 200707-01.**

- **Over and Above Initiatives: 7**

- Participates on weekly Aircraft Ground Services meeting with Aircraft Maintenance Flight Commander and Superintendent and Operations meeting with 5 EAMS Director of Operations and Superintendent, Quality Assurance
- Continues to provides use of passenger terminal for a safe rendezvous point for inbound passengers arriving from commercial side of Kuwait International Airport to meet onward surface transportation
- Provided cargo/passenger movement numbers to Force Protection to utilize for EPR's, LOE's and Decorations.
- Provides slides and briefing for weekly 5 EAMS staff meeting
- Performed maintenance on two mechanized gurneys for Theater Mortuary Evacuation Point. Also cleaned and replaced batteries.
- Aided Security Forces with monitoring a no-notice foreign arrival. Transported the foreign national to the main gate after he cleared customs.

- Comments: None

c. Management of Key Personnel

Rating: N/A

- Critical Discrepancies: None
- Other Observed Discrepancies: None
- Over and Above Initiatives: None
- Comments: None

d. Overall Comments and Evaluation

Rating: Satisfactory

The overall satisfactory rating stems from 2 safety mishaps and 14 discrepancies.

Repeat discrepancies were Maintaining GFE and Delay Remarks.

CENTAF/A6 granted permission to provide CAV personnel access to NIPRNET while awaiting their National Agency Check (NAC) clearance requirements. This alleviates long wait times for employees to gain system access and enhances mission accomplishment.

CDR 20070701 was issued in July but not completely validated until August. Accordingly, the validation of this CDR is applied to the overall rating for the month of August, as it was not weighed in when factoring the monthly rating for July.

The overall performance rating is Satisfactory for the month of August.

2. Please direct any questions to me at 49 160 9048 4140.

JAKE ALVERSON, 1Lt, USAF
Contracting Officer



DEPARTMENT OF THE AIR FORCE
HEADQUARTERS AIR MOBILITY COMMAND (AMC)

9 October 2007

MEMORANDUM FOR CAV INTERNATIONAL

FROM: OL-R AMC AOS/A3K

SUBJECT: Monthly Evaluation Report for Contract FA4428-06-C-0005, Contracted Air Terminal and Ground Handling Services

1.

a. Quality of Product/Service

Rating: Satisfactory

- Observed Discrepancies: Seventeen observed discrepancies were identified in September.
 - 09-11/11 Sep 07 – Improper ground spotting and chocking procedures
 - 09-13/12 Sep 07 – Inaccurate information passed
 - 09-14/12 Sep 07 – Incomplete event log
 - 09-17/14 Sep 07 – Failed to properly move hazardous material
 - 09-19/17 Sep 07 – Failure to follow proper chocking procedures
 - 09-21/18 Sep 07 – Failure to maintain sequence of events
 - 09-36/28 Sep 07 – Failed to notify AMC/A4TE of 60K accident
 - 09-60/04 Sep 07 – Concurrent Servicing
 - 09-61/06 Sep 07 – Failed to notify QAE of accident
 - 09-62/08 Sep 07 – Failed to facilitate on-time departure
 - 09-63/11 Sep 07 – Failed to notify QAE of accident
 - 09-64/12 Sep 07 – Failed to provide aircraft service within capability
 - 09-65/12 Sep 07 – Incorrect delay codes
 - 09-66/13 Sep 07 – Failed to initiate Quick Response Checklist
 - 09-67/15 Sep 07 – Failed to obtain control number for delay code
 - 09-68/16 Sep 07 – Failed to properly move hazardous material
 - 09-69/19 Sep 07 – Incorrect Global Decision Support System (GDSS) entries
- Over and Above Initiatives: 5
 - Coordinated with 5 EAMS DO, Command Deployment and Distribution Operations Center (CDDOC) and Air Mobility Division (AMD) to expedite a critical shipment of aviation oil to USS Enterprise in Persian Gulf, received praise from CDDOC and USS Enterprise
 - Completed One Time Inspection (OTI) for all 60K Loaders immediately after message was released ensuring no loader was taken out of service

- Worked closely with Aerial Port Control Center (APCC) to re-cut C-17 mission to facilitate onward movement of 4 human remains to CONUS
- Continues to wash 463L pallets and provide new cargo straps for all human remains departing KCIA.
- Continues to effectively accomplish the mission with intermittent LMR reception
- Other Observations: Constantly receiving kudos from 5 EAMS Commander and Director of Operations

b. Business Relations

Rating: Very Good

- Critical Discrepancies: None
- Other Observed Discrepancies: None
- Over and Above Initiatives: 5
 - Worked velocity test with CDDOC and AMD to move 1,150 backlog sealand containers to Al-Asad AB, Iraq. Actions allowed 15 pallet positions of cargo to be moved for every 10 positions
 - Met with CDDOC/MARCENT/DDKS and Navy leadership to discuss several options to move Mine Resistant Armored Protected (MRAP) vehicles into Iraq
 - Continues to coordinate and provide use of passenger terminal for a safe rendezvous point for inbound passengers arriving from commercial side of Kuwait International Airport to meet onward surface transportation
 - Validated requirements needed to facilitate Special Handling section move and Air Mobility Command Center renovation projects both totaling over 160K
 - Provides slides and briefing for weekly 5 EAMS staff meeting

c. Management of Key Personnel

Rating: N/A

- Critical Discrepancies: None
- Other Observed Discrepancies: None
- Over and Above Initiatives: None
- Comments: None

d. Overall Comments and Evaluation

Rating: Satisfactory

The overall Satisfactory rating stems from 17 discrepancies observed this month and one accident involving GFE. The majority of discrepancies were in Performance Objective 2 and 3. Performance Objective 2 which requires "Manage information and terminal resources required to receive, document, plan, and move passengers, cargo, and mail ensuring maximum aircraft utilization" had 4 discrepancies. Performance Objective 3, "Provide Air Mobility Command Control Services" had 5 discrepancies. Additional discrepancies were in PO 5, Aircraft Services, PO 6, Inspection, processing, and movement of hazardous materials, and PO 8, Provide aircraft ground services.

The accident occurred when the 60K driver misjudged the clearance of a K-Loader and parked trucks in the cargo yard. The K-Loader operator clipped the front end of one of the trucks with the right rear of K-Loader.

The overall performance rating is Satisfactory for the month of September.

2. Please direct any questions to me at 49 160 9048 4140.

JAKE ALVERSON, 1Lt, USAF
Contracting Officer



DEPARTMENT OF THE AIR FORCE
HEADQUARTERS AIR MOBILITY COMMAND (AMC)

9 November 2007

MEMORANDUM FOR CAV INTERNATIONAL

FROM: OL-R AMC AOS/A3K

SUBJECT: Monthly Evaluation Report for Contract FA4428-06-C-0005, Contracted Air Terminal and Ground Handling Services

1. The following is provided for your information or action regarding subject contract for 1 - 31 October 2007.

a. Quality of Product/Service

Rating: Very Good

- Observed Discrepancies: Thirteen observed discrepancies were identified in October.
 - 10-13/10 Oct 07 – Incomplete mission folders
 - 10-15/11 Oct 07 – Failed to correct discrepancies
 - 10-18/12 Oct 07 – Late report
 - 10-21/16 Oct 07 – Failure to properly maintain Material Handling Equipment
 - 10-24/18 Oct 07 – Failed to correctly monitor cargo
 - 10-29/22 Oct 07 – Failure to properly maintain Material Handling Equipment
 - 10-30/23 Oct 07 – Failed to notify QAE of accident
 - 10-32/24 Oct 07 – Failed to correctly monitor cargo
 - 10-60/13 Oct 07 – Incorrect delay code reporting
 - 10-61/18 Oct 07 – Spinning aircraft without prior coordination
 - 10-63/24 Oct 07 – Failed to load Distinguish Visitor's bag on mission
 - 10-64/27 Oct 07 – Failed to have Passenger Service agent present during upload
 - 10-65/28 Oct 07 – Failed to ensure personnel not exposed to hazard or risk of injury
- Over and Above Initiatives: 5
 - Received "courtesy look" from AMC Staff Assistance Visit team, no major discrepancies noted
 - Updated stateside phone listing for passenger use in terminal
 - Immediately replaced wooden dunnage with new composite dunnage in theater grid yard
 - Washed 463L pallets and provided new cargo straps for all human remains departing KCIA.

- Continued to effectively accomplish the mission with intermittent LMR reception
- Other Observations:

b. Business Relations

Rating: Very Good

- Critical Discrepancies: None
- Other Observed Discrepancies: None
- Over and Above Initiatives: 5
 - Allowed British Forces use of passenger terminal while their complex is the process of being remodeled
 - Sent representative to quarterly AOR Aerial Port Conference to voice concerns
 - Assisting Navy Customs to alleviate agricultural issues with cargo transiting KCIA
 - Continued to coordinate and provide use of passenger terminal for a safe rendezvous point for inbound passengers arriving from commercial side of Kuwait International Airport to meet onward surface transportation
 - Provided slides and briefing for weekly 5 EAMS staff meeting
- Comments: None

c. Management of Key Personnel

Rating: N/A

- Critical Discrepancies: None
- Other Observed Discrepancies: None
- Over and Above Initiatives: None
- Comments: Temporary Station Manager is working swiftly to correct all discrepancies immediately after brought to his attention

d. Overall Comments and Evaluation

Rating: Very Good

The overall Very Good rating stems from 13 discrepancies observed this month and three incidents involving 60K Loaders.

Three discrepancies were noted in Performance Objective (PO) 4, Plan, Select, Sequence, and Monitor each Aircraft Passenger, Cargo, and Mail load. PO 7, Passenger Processing and Baggage Services and PO 10, Operate, Maintain, and Repair MHE and AGE also had multiple discrepancies.

An accident occurred when a ground spotter misjudged clearance between a K-Loader and a parked forklift, directing the 60K into the forklift. On two separate occasions damage to a cat walk and a broken window were discovered while performing vehicle inspections.

The overall performance rating is Very Good for the month of October.

2. Please direct any questions to me at 49 160 9048 4140.

//SIGNED//

JAKE ALVERSON, 1Lt, USAF
Contracting Officer



DEPARTMENT OF THE AIR FORCE
HEADQUARTERS AIR MOBILITY COMMAND (AMC)

10 December 2007

MEMORANDUM FOR CAV INTERNATIONAL

FROM: OL-R AMC AOS/A3K

SUBJECT: Monthly Evaluation Report for Contract FA4428-06-C-0005, Contracted Air Terminal and Ground Handling Services

1. The following is provided for your information or action regarding subject contract for 1 - 30 November 2007.

a. Quality of Product/Service

Rating: Very Good

- Observed Discrepancies: Thirteen observed discrepancies were identified in November.
 - 11-05/05 Nov 07 – Failure to submit Tunner report for 3-month period
 - 11-21/16 Nov 07 – Failure to submit CPAM as required
 - 11-22/19 Nov 07 – Failure to provide full range of Passenger Service
 - 11-26/21 Nov 07 – Failed to distribute parking plan
 - 11-27/22 Nov 07 – Failed to properly plan/select cargo for movement
 - 11-28/22 Nov 07 – Failure to provide proper aircraft services
 - 11-29/23 Nov 07 – Failure to properly manifest cargo
 - 11-32/26 Nov 07 – Failure to properly maintain Material Handling Equipment
 - 11-35/28 Nov 07 – Failure to provide full range of Passenger Service
 - 11-60/08 Nov 07 – Failure to stop cargo upload while refueling
 - 11-61/11 Nov 07 – Damage to Government Furnished Equipment
 - 11-62/12 Nov 07 – Improper passenger manifesting
 - 11-64/23 Nov 07 – Incomplete/incorrect data for manual procedures
- Over and Above Initiatives: 4
 - Moved 64,790 passengers and 10,123.6 short tons on 988 missions
 - Provided four personnel to receive Mine Resistant Armored Protected vehicle (MRAP) familiarization training from US Navy at Camp Morrel, Kuwait.
 - Continues to wash 463L pallets and provide new cargo straps for all human remains departing KCIA.
 - Continues to effectively accomplish the mission with intermittent LMR reception

b. Business Relations

Rating: Very Good

- Critical Discrepancies: None
- Other Observed Discrepancies: None
- Over and Above Initiatives: 5
 - Met with CDDOC/DDKS and Navy leadership to coordinate MRAP movement through Al Mubarak AB,
 - Met with CENTAF Community Planners to assist development of short term improvements for the enhancement of mission execution until new Coalition Compound is completed
 - Continues to coordinate and provide use of passenger terminal for a safe rendezvous point for inbound passengers arriving from commercial side of Kuwait International Airport to meet onward surface transportation
 - Validated requirements needed to facilitate Special Handling section move and Air Mobility Command Center renovation projects both totaling over 160K
 - Provides slides and briefing for weekly 5 EAMS staff meeting
- Comments: None

c. Management of Key Personnel

Rating: N/A

- Critical Discrepancies: None
- Other Observed Discrepancies: None
- Over and Above Initiatives: None

d. Overall Comments and Evaluation

Rating: Very Good

As noted above there were only 13 discrepancies noted for the month of November with over 64,000 personnel and 988 missions supported. The discrepancies were distributed approximately evenly over the performance objectives. No contract discrepancy reports were issued. Two minor accidents were reported with neither one causing significant damage. CAV continues to provide over and above support in both their business relations and quality of product. Additionally, their forward leaning posture toward the movement of hundreds of MRAPS into theater will hopefully lead to a successful execution of that plan. .

The overall performance rating is Very Good for the month of November.

2. Please direct any questions to me at 49 160 9048 4140.

JAKE ALVERSON, 1Lt, USAF
Contracting Officer



DEPARTMENT OF THE AIR FORCE
HEADQUARTERS AIR MOBILITY COMMAND (AMC)

8 January 2008

MEMORANDUM FOR CAV INTERNATIONAL

FROM: OL-R AMC AOS/A3K

SUBJECT: Monthly Evaluation Report for Contract FA4428-06-C-0005, Contracted Air Terminal and Ground Handling Services

1. The following is provided for your information or action regarding subject contract for 1 - 31 December 2007.

a. Quality of Product/Service

Rating: Very Good

- Critical Discrepancies: 1 critical discrepancy was identified in December.
 - Exceeded threshold for SDS Performance Objective (PO) 5: Aircraft Services
 - Ref: CDR 200712-01
- Observed Discrepancies: 6 observed discrepancies were identified in September.
 - 12-33/26 Dec 07 - Improper ground spotting procedures
 - 12-38/31 Dec 07 - MHE discrepancies not annotated on AFTO
 - 12-60/1 Dec 07 - Improperly manifested cargo
 - 12-61/4 Dec 07 - Passenger coordination not performed
 - 12-63/4 Dec 07 - Improperly manifested cargo
 - 12-65/27 Dec 07 - Failure to facilitate on time departures
- Over and Above Initiatives: 5
 - Effectively transported 8,194 cargo short tons and 54,360 passengers on 1,199 airlift missions with limited operating space, host-nation restraints and intermittent LMR reception.
 - Coordinated with 5 EAMS DO, Command Deployment and Distribution Operations Center (CDDOC) and Air Mobility Division (AMD) to expedite critical shipments of Mine Resistant Armored Protected (MRAP) to forward locations. Kept all agencies abreast of movement with daily movement reports specific to this vehicle.
 - When weather caused two aircraft to divert into OKBK, passenger terminal representatives selflessly made 3 separate food runs to feed 179 stranded passengers.

- o Worked closely 5 EAMS/DO, US Embassy personnel, and White House communication team for upcoming POTUS visit.

- o Continues to wash 463L pallets and provide new cargo straps for all human remains departing KCIA.

b. Business Relations

Rating: Very Good

- Critical Discrepancies: None
- Other Observed Discrepancies: None
- Over and Above Initiatives: 3
 - o Continues to coordinate and provide use of passenger terminal for a safe rendezvous point for inbound passengers arriving from commercial side of Kuwait International Airport to meet onward surface transportation.
 - o Validated requirements needed to facilitate Special Handling section move and Air Mobility Command Center renovation projects both totaling over 160K.
 - o Provides slides and briefing for weekly 5 EAMS staff meeting. Has accepted invitation to attend 387 AEG weekly staff meeting to foster teamwork with Support Unit.
- Comments: After receiving an unacceptable surveillance for mission delays that he did not agree with, the Station Manager responded back with emails that were unprofessional. The emails were focused on a lack of trust on behalf of the government. This was an isolated event, and the Station Manager has taken other unacceptable surveillances with great gravity and has implemented corrective measures to prevent repeat violations.

c. Management of Key Personnel

Rating: N/A

- Critical Discrepancies: None
- Other Observed Discrepancies: None
- Over and Above Initiatives: None

d. Overall Comments and Evaluation

Rating: Very Good

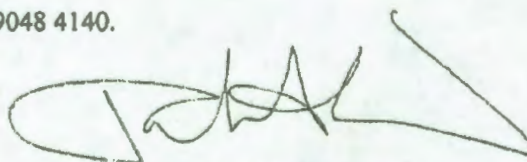
As noted above, there was only 1 CDR and 6 discrepancies observed this month while CAV executed the movement of almost 8,200 short tons, over 54,000 passengers on

nearly 1,200 aircraft. The CDR was administered for allowing a foreign national sign for registered mail and a piece of signature service. CAV has since initiated corrective measures and this has not been an issue since. The 6 discrepancies noted were evenly distributed over the Performance Objectives. Three minor accidents were reported but with no significant damage.

CAV continues to effectively accomplish the mission of rotating passengers and equipment to and from the AOR. Additionally, they are continually involving themselves with Al Mubarak Air Base as a community.

The overall performance rating is Very Good for the month of December.

2. Please direct any questions to me at 49 160 9048 4140.

A handwritten signature in black ink, appearing to read 'J. Alverson', with a large, sweeping flourish extending to the right.

JAKE ALVERSON, 1Lt, USAF
Contracting Officer



DEPARTMENT OF THE AIR FORCE
HEADQUARTERS AIR MOBILITY COMMAND (AMC)

13 February 2008

MEMORANDUM FOR CAV INTERNATIONAL

FROM: OL-R AMC AOS/A3K

SUBJECT: Monthly Evaluation Report for Contract FA4428-06-C-0005, Contracted Air Terminal and Ground Handling Services

1. The following is provided for your information or action regarding subject contract for 1 - 31 January 2008.

a. Quality of Product/Service

Rating: Satisfactory

- Critical Discrepancies: 1 critical discrepancy was identified in January.
 - Exceeded threshold for SDS Performance Objective (PO) 1: Facilitate On Time Departures
 - Ref: CDR 200801-01
- Observed Discrepancies: 11 observed discrepancies were identified in January.
 - 01-09/5 Jan 08 - Passenger Service Briefings
 - 01-10/7 Jan 08 - Mishandled Baggage
 - 01-15/10 Jan 08 - ALLOAD Messages in GATES
 - 01-24/16 Jan 08 - Vehicle Inspections
 - 01-30/21 Jan 08 - Incident Notification
 - 01-36/24 Jan 08 - Vehicle Inspections
 - 01-60/2 Jan 08 - Aircraft Delay
 - 01-62/24 Jan 08 - OL VIMS processes
 - 01-63/24 Jan 08 - AGE Operation, MX and Repair
 - 01-64/24 Jan 08 - Vehicle Inspections
 - 01-65/31 Jan 08 - Aircraft Delays
- Over and Above Initiatives: 4
 - Provided POTUS support by loaning and transporting 5 light carts on KCIA civilian side assisting in securing Air Force One. CAV also cleaned and staged backup stair case trucks with operators in case of primary equipment failure.
 - Coordinated with 5 EAMS DO, Command Deployment and Distribution Operations Center (CDDOC) and Air Mobility Division (AMD) to expedite critical

shipments of Mine Resistant Armored Protected (MRAP) to forward locations. Kept all agencies abreast of movement with daily movement reports specific to this vehicle.

- Passenger Services representatives provided training for and operated AGE heaters in the passenger tent until heater could be permanently repaired.

- Washed 463L pallets and provided new cargo straps for all human remains departing KCIA.

b. **Business Relations**

Rating: Very Good

- Critical Discrepancies: None
- Other Observed Discrepancies: None
- Over and Above Initiatives: 3
 - Coordinated and provided use of passenger terminal for a safe rendezvous point for inbound passengers arriving from commercial side of Kuwait International Airport to meet onward surface transportation. If this service wasn't available, passengers would be stranded for hours waiting for next shuttle to final destination.
 - Provided 44 passenger bus and operator to 5 EAMS Safety Office for flightline training. Enabled training accomplishment of 30+ newly assigned Security Force and Force Protection personnel in a single shot.
 - Provides slides and briefing for weekly 5 EAMS staff meeting. Attends 387 AEG weekly staff meeting to foster teamwork with support unit.

c. **Management of Key Personnel**

Rating: N/A

- Critical Discrepancies: None
- Other Observed Discrepancies: None
- Over and Above Initiatives: None

d. Overall Comments and Evaluation

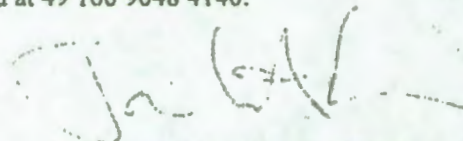
Rating: Satisfactory

As noted above, there was 1 CDR and 11 discrepancies observed this month while CAV executed the movement of almost 11,000 short tons and over 58,000 passengers on nearly 1,500 aircraft. These efforts did not go unnoticed as Gen Lichte, AMC/CC recognized CAV personnel for their extraordinary efforts. Lt Gen North relayed the same message, and "coined" a CAV employee for his contributions.

The CDR was administered for 4 CAV attributable delays during this period. The 11 discrepancies noted were primarily in the Vehicle Maintenance and AMCC areas.

The overall performance rating is Satisfactory for the month of January 2008.

2. Please direct any questions to the undersigned at 49 160 9048 4140.



JAKE ALVERSON, 1Lt, USAF
Contracting Officer



DEPARTMENT OF THE AIR FORCE
HEADQUARTERS AIR MOBILITY COMMAND (AMC)

7 March 2008

MEMORANDUM FOR CAV INTERNATIONAL

FROM: OL-R AMC AOS/A3K

SUBJECT: Monthly Evaluation Report for Contract FA4428-06-C-0005, Contracted Air Terminal and Ground Handling Services

1. The following is provided for your information or action regarding subject contract for 1 - 29 February 2008.

a. Quality of Product/Service

Rating: Very Good

- Critical Discrepancies: None
- Observed Discrepancies: 6 observed discrepancies were identified in February.
 - 02-11/8 Feb 08 - Vehicle Inspections
 - 02-12/8 Feb 08 - Cargo Processing
 - 02-29/21 Feb 08 - Terminating Cargo
 - 02-36/26 Feb 08 - AGE Inspections
 - 02-40/28 Feb 08 - Load Planning
 - 02-60/28 Feb 08 - Aircraft Delay
- Over and Above Initiatives: 3
 - Continues to coordinate with 5 EAMS DO, Command Deployment and Distribution Operations Center (CDDOC) and Air Mobility Division (AMD) to expedite critical shipments of Mine Resistant Armored Protected (MRAP) to forward locations. Kept all agencies abreast of movement with daily movement reports specific to this vehicle.
 - Relocated 5 "Texas" barriers from the vehicle maintenance area to ECP 4 reinforcing force protection measures and increasing workspace in Hanger 4.
 - Continues to wash 463L pallets and provide new cargo straps for all human remains departing OKBK honoring the fallen comrades with the respect they deserve.

b. **Business Relations**

Rating: Very Good

- Critical Discrepancies: None
- Other Observed Discrepancies: None
- Over and Above Initiatives: 5
 - Continues to coordinate and provide use of passenger terminal for a safe rendezvous point for inbound passengers arriving from commercial side of Kuwait International Airport to meet onward surface transportation. If this service wasn't available, passengers would be stranded for hours waiting for next shuttle to final destination.
 - Meets weekly with COR to discuss operations and status updates; facilitates open communication and strengthens rapport.
 - Provides slides and briefing for weekly 5 EAMS staff meeting. Attends 387 AEG weekly staff meeting to foster teamwork with support unit.
 - Partners with COR to validate Monthly Supply Due Out Listing eliminating erroneous orders and preventing wasted spending. Validated 8 orders that were either already received or no longer needed worth over \$10,000.
 - Station Manager attended CENTCOM Aerial Port Conference enlightening attendees on unique mission and site restrictions.
 - Operations and Passenger Service Managers attended meeting to aid the MOA rewrite for remote processing and streamlining passenger processing for 4 different organizations.
- Comments: None

c. **Management of Key Personnel**

Rating: N/A

- Critical Discrepancies: None
- Other Observed Discrepancies: None
- Over and Above Initiatives: None

d. Overall Comments and Evaluation

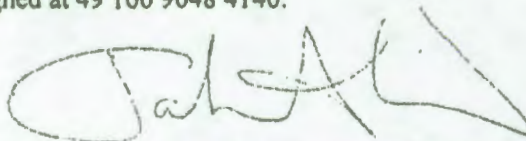
Rating: Very Good

As noted above, there were only 6 discrepancies observed this month while CAV executed the movement of 9,178 tons of vital war fighting equipment and 46,329 passengers on 1,246 missions. The 6 discrepancies noted were evenly distributed throughout the operation. CAV reported 3 accidents, one of which resulted in personal injury requiring quarters and rest for the member. When a C5 transporting 31 passengers was hard broke for over 24 hours, passenger terminal representatives selflessly made food runs and lodging arrangements for the members. They were lauded by the troop commander for extraordinary customer support which has become "status quo" for that section.

CAV is consistently improving operationally as evidenced by the decreased number of attributable delays from 4 last month, to 1 this month. Additionally, the number of discrepancies significantly decreased showing a trend for improving performance.

The overall performance rating is Very Good for the month of February 2008.

2. Please direct any questions to the undersigned at 49 160 9048 4140.



JAKE ALVERSON, 1Lt, USAF
Contracting Officer



DEPARTMENT OF THE AIR FORCE
HEADQUARTERS AIR MOBILITY COMMAND (AMC)

10 April 2008

MEMORANDUM FOR CAV INTERNATIONAL

FROM: OL-R AMC AOS/A3K

SUBJECT: Monthly Evaluation Report for Contract FA4428-06-C-0005, Contracted Air Terminal and Ground Handling Services

1. The following is provided for your information or action regarding subject contract for 1 - 31 March 2008:

a. Quality of Product/Service

Rating: Satisfactory

- Critical Discrepancies: 2
 - Exceeded threshold for SDS Performance Objective (PO) 6: HAZMAT Inspection/Processing
 - Ref: CDR 200803-01
 - Exceeded threshold for SDS Performance Objective (PO) 2: Accident/Incident Reporting
 - Ref: CDR 200803-02
- Observed Discrepancies: 5 observed discrepancies were identified in March:
 - 03-02/3 Mar 08 - HAZMAT Inspection/Processing
 - 03-28/21 Mar 08 - Cargo Processing
 - 03-37/27 Mar 08 - Cargo Processing
 - 03-60/4 Mar 08 - Aircraft Delay
 - 03-61/16 Mar 08 - Aircraft Delay
- Over and Above Initiatives: 5
 - Continues to coordinate with 5 EAMS DO, Command Deployment and Distribution Operations Center (CDDOC) and Air Mobility Division (AMD) to expedite critical shipments of Mine Resistant Armored Protected (MRAP) to forward locations. Kept all agencies abreast of movement with daily movement reports specific to this vehicle.
 - Rendered medical attention to TCN truck driver with chest pains. Escorted victim to the shade, provided water and gathered pertinent information for responding medical team.

- Provided forklift support to 387 ESFS to adjust swing arm gate at Search Pit on two separate occasions.

- Created and provided pax information slide show for passengers awaiting transportation via the rotator. Slide show contained detailed arrival times, weather at downline stations, and Ramstein Passenger Terminal amenities during layover period. Returned mishandled baggage to Kuwait International Airport.

- Continues to wash 463L pallets and provide new cargo straps for all human remains departing OKBK honoring the fallen comrades with the respect they deserve.

b. Business Relations

Rating: Satisfactory

- Critical Discrepancies: None
- Other Observed Discrepancies: None
- Over and Above Initiatives: 5
 - Continues to coordinate and provide use of passenger terminal for a safe rendezvous point for inbound passengers arriving from commercial side of Kuwait International Airport to meet onward surface transportation. If this service wasn't available, passengers would be stranded for hours waiting for next shuttle to final destination.
 - Meets weekly with COR to discuss operations and status updates; facilitates open communication and strengthens rapport.
 - Provides slides and briefing for weekly 5 EAMS staff meeting. Attends 387 AEG weekly staff meeting to foster teamwork with support unit.
 - Pax manager attended off site visit to Salem AB and I.SA to inquire on mishandled baggage procedures.
 - Hosted 2 meetings during the month for cargo volume throughput. One for CRSP/CDDOC personnel inquiring on TP4 procedures and one for UPS carriers inquiring on Tender operations.
- Comments: None

c. Management of Key Personnel

Rating: N/A

- Critical Discrepancies: None

- Other Observed Discrepancies: None
- Over and Above Initiatives: None
- Comments: None

d. Overall Comments and Evaluation

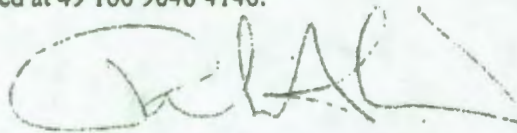
Rating: Satisfactory

During March, there were 2 CDR's issued and 5 discrepancies observed while CAV executed the movement of 12,795 tons of vital war fighting equipment and 65,425 passengers on 1,573 missions. The 2 CDR's were for exceeding the 100% accuracy threshold for processing hazardous materials and for not reporting vehicle incidents/accidents as required. The 5 discrepancies noted were evenly distributed throughout the operation. CAV had one employee score a perfect 100% on his HAZMAT inspector refresher correspondence course and was "coined" by the 5 EAMS Commander for this accomplishment.

CAV was involved in 8 accidents/incidents, one of which resulted in damage to several MRAPs and a 60K Tunnor. A letter of concern was issued to CAV as a result of the MRAP incident and resulted in an AMC Safety Investigation Board being tasked to investigate. In recent months CAV has shown a trend for safety infractions and is in the process of doing a top down review of their safety practices.

The overall performance rating is Satisfactory for the month of March 2008.

2. Please direct any questions to the undersigned at 49 160 9048 4140.



JAKE ALVERSON, 1Lt, USAF
Contracting Officer



DEPARTMENT OF THE AIR FORCE
HEADQUARTERS AIR MOBILITY COMMAND (AMC)

9 May 2008

MEMORANDUM FOR CAV INTERNATIONAL

FROM: OL-R AMC AOS/A3K

SUBJECT: Monthly Evaluation Report for Contract FA4428-06-C-0005, Contracted Air Terminal and Ground Handling Services

1. The following is provided for your information or action regarding subject contract for 1 - 30 April 2008:

a. Quality of Product/Service

Rating: Satisfactory

- Critical Discrepancies: 2
 - Exceeded threshold for SDS Performance Objective (PO) 6: HAZMAT Inspection/Processing
 - Ref: CDR 200804-01
 - Exceeded threshold for SDS Performance Objective (PO) 2: Accident/Incident Reporting
 - Ref: CDR 200804-02
- Observed Discrepancies: 14 observed discrepancies were identified in April:
 - 04-10/8 Apr 08 - AGE Inspections
 - 04-11/10 Apr 08 - Delay Remarks
 - 04-12/10 Apr 08 - CPAM
 - 04-15/14 Apr 08 - HAZMAT Inspection
 - 04-20/18 Apr 08 - AGE Appearance
 - 04-32/1 May 08 - 463L Asset Shipment
 - 04-60/7 Apr 08 - Aircraft Delay
 - 04-61/7 Apr 08 - Safety/Seatbelts
 - 04-62/8 Apr 08 - Aircraft Delays
 - 04-63/9 Apr 08 - Safety/Seatbelts
 - 04-64/12 Apr 08 - Safety/Seatbelts
 - 04-65/20 Apr 08 - Safety/Seatbelts
 - 04-67/16 Apr 08 - Aircraft Delay Remarks
 - 04-68/19 Apr 08 - Aircraft Delay
- Over and Above Initiatives: 5
 - Continues to coordinate with 5 EAMS DO, Command Deployment and Distribution Operations Center (CDDOC) and Air Mobility Division (AMD) to expedite critical shipments of Mine Resistant Armored Protected (MRAP) to forward locations.

Kept all agencies abreast of movement with daily movement reports specific to this vehicle.

- Took advantage of the vacant ATOC/AMCC area while new flooring was being installed, and voluntarily painted the office enhancing the space provided to them.
- Provides pax information slide show for passengers awaiting transportation via the rotator. Slide show contained detailed arrival times, weather at downline stations, and Ramstein Passenger Terminal amenities during layover period. Returned mishandled baggage to Kuwait International Airport.
- Continues to wash 463L pallets and provide new cargo straps for all human remains departing OKBK honoring the fallen comrades with the respect they deserve.
- Rebuilt several multi-pallet cargo trains transiting this station. Cargo was improperly built and secured. Ensured cargo moved in a timely manner and did not occupy valuable highline space.

b. Business Relations

Rating: Satisfactory

- Critical Discrepancies: None
- Other Observed Discrepancies: None
- Over and Above Initiatives: 5
 - Continues to coordinate and provide use of passenger terminal for a safe rendezvous point for inbound passengers arriving from commercial side of Kuwait International Airport to meet onward surface transportation. If this service wasn't available, passengers would be stranded for hours waiting for next shuttle to final destination.
 - Meets weekly with COR to discuss operations and status updates; facilitates open communication and strengthens rapport.
 - Provides slides and briefing for weekly 5 EAMS staff meeting. Attends 387 AEG weekly staff meeting to foster teamwork with support unit.
 - Created sample Shipper Declarations for Dangerous Goods to assist users in correctly preparing common shipments.
 - Voluntarily exceeds the SOW by contacting the Chaplain's staff for every update pertaining to an HR mission. Ensured pertinent personnel are kept abreast of latest information for this dignified ceremony.
- Comments: None

c. Management of Key Personnel

Rating: N/A

- Critical Discrepancies: None
- Other Observed Discrepancies: None
- Over and Above Initiatives: None
- Comments: None

d. Overall Comments and Evaluation

Rating: Satisfactory

CAV moved 67,520 passengers and 14,079 short tons of cargo on 1,396 missions. CAV received 2 CDRs during this period. One was for accepting erroneous HAZMAT shipments and entering it into the airlift system that was not 100% accurate. The second was for allowing a vehicle that was involved in an accident during an upload to depart on an outbound aircraft before government officials were allowed to validate damage and not providing the written report within the required timeline.

CAV had 14 unacceptable surveillances for the month. The majority of the discrepancies were for not wearing seatbelts during the operation of MHE or CFE and aircraft delays. Additionally, CAV received a validated customer complaint regarding the AFCENT tender program. CAV did take appropriate corrective measures and the problem has been resolved. CAV personnel were involved in 1 accident which was telephonically reported in time but the written report was not delivered for 4 days resulting in CDR 200804-02 being issued.

CAV passenger service agents received 5 positive comments for outstanding customer support. This type of unparallel support has become standard operating procedure for the passenger terminal.

Although CAV received an increase of unacceptable surveillances and CDRs, they have offered and implemented significant corrective actions. The CAV station leadership is constantly involved in every aspect of the operation and has consistently proven to be an integral part of the installation and a champion for delivering cargo and pax to their destinations.

The overall performance rating is Satisfactory for the month of April 2008.

2. Please direct any questions to the undersigned at 49 160 9048 4140.

JAKE ALVERSON, 1Lt, USAF
Contracting Officer



DEPARTMENT OF THE AIR FORCE
HEADQUARTERS AIR MOBILITY COMMAND (AMC)

9 June 2008

MEMORANDUM FOR CAV INTERNATIONAL

FROM: OL-R AMC AOS/A3K

SUBJECT: Monthly Evaluation Report for Contract FA4428-06-C-0005, Contracted Air Terminal and Ground Handling Services

1. The following is provided for your information or action regarding subject contract for 1 - 31 May 2008:

a. Quality of Product/Service

Rating: Satisfactory

- Critical Discrepancies: 1
 - Exceeded threshold for SDS Performance Objective (PO) 4: Planning, selecting and sequencing cargo.
 - Ref: CDR 200805-01
- Observed Discrepancies: 14 observed discrepancies were identified in April:
 - 05-05/5 May 08 - 8001 Report
 - 05-18/16 May 08 - Terminating Cargo Inventory
 - 05-21/20 May 08 - Scheduled MX report
 - 05-22/20 May 08 - Air Manifesting
 - 05-26/23 May 08 - HAZMAT labels
 - 05-27/25 May 08 - Schedule of Events
 - 05-28/26 May 08 - Load Pulling
 - 05-34/29 May 08 - AGE AFTO inspections
 - 05-60/3 May 08 - Aircraft Delay
 - 05-61/3 May 08 - Safety/Seatbelts
 - 05-62/17 May 08 - Unsafe Loading Conditions
 - 05-64/25 May 08 - Safety/Seatbelts
 - 05-65/27 May 08 - MHE Operations
 - 05-66/31 May 08 - Aircraft Delays
- Over and Above Initiatives: 7
 - Continues to coordinate with 5 FAMS DO, Command Deployment and Distribution Operations Center (CDDOC) and Air Mobility Division (AMD) to expedite critical shipments of Mine Resistant Armored Protected (MRAP) to forward locations. Kept all agencies abreast of movement with daily movement reports specific to this vehicle.

- Provided forklift support to assist Security Forces personnel reposition swing arm after being struck by a vehicle.

- Provides pax information slide show for passengers awaiting transportation via the rotator. Slide show contained detailed arrival times, weather at downline stations, and Ramstein Passenger Terminal amenities during layover period. Returned mishandled baggage to Kuwait International Airport.

- Continues to wash 463L pallets and provide new cargo straps for all human remains departing OKBK honoring the fallen comrades with the respect they deserve.

- Rebuilt several multi-pallet cargo trains transiting this station. Cargo was improperly built and secured. Ensured cargo was moved in a timely manner and did not occupy valuable highline space.

- Rectified several errant intransit HAZMAT shipments. Worked with originating stations to resolve issues so that cargo would be delivered to its customer.

- Realigned passenger tent reducing electrical hazards and minimizing bench rearrangement.

b. Business Relations

Rating: Very Good

- Critical Discrepancies: None

- Other Observed Discrepancies: None

- Over and Above Initiatives: 6

- Hosted meeting with DDKS and CRSP to resolve cargo transportation issues.

- Continues to coordinate and provide use of passenger terminal for a safe rendezvous point for inbound passengers arriving from commercial side of Kuwait International Airport to meet onward surface transportation. If this service wasn't available, passengers would be stranded for hours waiting for next shuttle to final destination.

- Meets weekly with COR to discuss operations and status updates; facilitates open communication and strengthens rapport.

- Attends 5 EAMS and 387 AEG weekly staff meetings, fosters teamwork with both units.

- Coordinated with MRAP POC for immediate release of high priority support pallets.

- o Voluntarily exceeds the SOW by contacting the Chaplain's staff for every update pertaining to an HR mission. Ensured pertinent personnel are kept abreast of latest information for this dignified ceremony.

- Comments: None

c. Management of Key Personnel

Rating: N/A

- Critical Discrepancies: None
- Other Observed Discrepancies: None
- Over and Above Initiatives: None
- Comments: None

d. Overall Comments and Evaluation

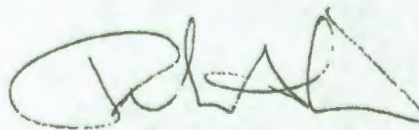
Rating: Satisfactory

CAV moved 55,104 passengers and 13,159 short tons of cargo on 1,226 missions. CAV received 1 CDR during this period for loading the wrong cargo on a mission that caused several legs of the mission to be lost. CAV also had 14 unacceptable surveillances with the majority of the discrepancies spread evenly throughout the PWS. CAV personnel were involved in 3 mishaps, none of which were reportable.

CAV management is consistently exhausting efforts to improve operationally as evidenced by the reduction in the number of attributable delays for 2 consecutive months. Greater emphasis needs to be shown on the care and upkeep of Government provided MHE.

The overall performance rating is Satisfactory for the month of May 2008.

2. Please direct questions to the undersigned at 49 160 9048 4140.



JAKE ALVERSON, 1Lt, USAF
Contracting Officer



DEPARTMENT OF THE AIR FORCE
HEADQUARTERS AIR MOBILITY COMMAND (AMC)

14 July 2008

MEMORANDUM FOR CAV INTERNATIONAL

FROM: OL-R, AMC AOS/A3K

SUBJECT: Monthly Evaluation Report for Contract FA4428-06-C-0005, Contracted Air Terminal and Ground Handling Services

1. The following information is provided for your information or action regarding subject contract for 1 - 30 June 2008:

a. Quality of Product/Service

Rating: Marginal

- Critical Discrepancies: 4
 - Exceeded threshold for SDS Performance Objective (PO) 6: Inspection, processing, and movement of hazardous material.
 - Ref: CDR 200806-01
 - Failed to safeguard Government Provided Equipment: Lost 2 Land Mobile Radios valued at \$8,800
 - Ref: CDR 200806-02
 - Exceeded threshold for SDS Performance Objective (PO) 1: Facilitate on-time departure.
 - Ref: CDR 200806-03
 - Exceeded threshold for SDS Performance Objective (PO) 10: Operate, maintain and repair all MHE and AGE.
 - Ref: CDR 200806-04
- Observed Discrepancies: 18 observed discrepancies were identified in Jun:
 - 06-01/2 Jun 08 - HAZMAT Compatability
 - 06-02/2 Jun 08 - MHE Inspections
 - 06-08/5 Jun 08 - Receiving cargo
 - 06-11/9 Jun 08 - Load Sequence
 - 06-21/13 Jun 08 - HAZMAT
 - 06-26/17 Jun 08 - Parking Plan Updates
 - 06-38/25 Jun 08 - Aircraft Loading
 - 06-40/26 Jun 08 - AGE AFTO inspections
 - 06-42/30 Jun 08 - MHE Inspections

- 06-60/5 Jun 08 - Aircraft Delay
- 06-61/13 Jun 08 - Aircraft Delay
- 06-62/16 Jun 08 - Aircraft Delay
- 06-63/24 Jun 08 - Aircraft Delay
- 06-64/26 Jun 08 - Moving equip involved in mishap
- 06-70/7 Jun 08 - AGE Repair
- 06-72/7 Jun 08 - AFTO Inspections
- 06-75/7 Jun 08 - MHE Benchstock
- 06-76/7 Jun 08 - MHE Work Orders

- Over and Above Initiatives: 4

- When the Theater Mortuary Evacuation Point vehicle broke, CAV expeditiously provided vehicles to transfer HRs for an outbound upload.
- Provides pax information slide show for passengers awaiting transportation via the rotator. Slide show contained detailed arrival times, weather at down line stations, and Ramstein Passenger Terminal amenities during layover period.
- Continues to wash 463L pallets and provide new cargo straps for all human remains departing OKBK honoring the fallen comrades with the respect they deserve.
- Passenger Service Representatives voluntarily repaired pax benches and supplies emergency feminine hygiene products to transient passengers.

b. Business Relations

Rating: Satisfactory

- Critical Discrepancies: None
- Other Observed Discrepancies: None
- Over and Above Initiatives: 3
 - Attended Carrier Rep meeting to address issues and harmonize passenger movement missions.
 - Continues to coordinate and provide use of passenger terminal for a safe rendezvous point for inbound passengers arriving from commercial side of Kuwait International Airport to meet onward surface transportation. If this service wasn't available, passengers would be stranded for hours waiting for next shuttle to final destination.
 - Voluntarily exceeds the SOW by contacting the Chaplain's staff for every update pertaining to an HR mission. Ensured pertinent personnel are kept abreast of latest information for this dignified ceremony.

c. Management of Key Personnel

Rating: N/A

- Critical Discrepancies: None
- Other Observed Discrepancies: None
- Over and Above Initiatives: None

d. Overall Comments and Evaluation

Rating: Marginal

CAV moved a total of 51,291 passengers and 12,825 short tons of cargo on 1,334 missions. CAV received 4 CDRs this month. The first CDR was issued for accepting HAZMAT that did not meet the required distance separation. The second CDR was issued for losing 2 GFE LMRs valued at \$8,800. The third CDR was issued for aircraft delays, and the fourth CDR was issued for exceeding the threshold in the vehicle maintenance area. Additionally, CAV had 18 unacceptable surveillances with the majority of the discrepancies in MHE and AGE Maintenance area. CAV personnel were involved in 3 mishaps, none of which were reportable.

During the month, the contractor has shown a significant decline in their ability to operate and maintain Government Furnished Equipment as evidenced by the 10 nonconformance's identified. CAV had repeat violations in the Special Handling section for accepting erroneous hazardous materials for airlift.

The government is concerned with the contractor's failure to properly maintain Government Furnished Equipment, the movement of hazardous materials and the Special Handling area. The government's concerns were previously addressed in June at the last Kuwait Partnership meeting. The corrective actions identified by the contractor do not seem to be effective in meeting the requirements of the contract.

The overall performance rating is Marginal for the month of June 2008.

2. Please direct questions to the undersigned at 49 160 9048 4140.

// SIGNED//
JAKE ALVERSON, 1Lt, USAF
Contracting Officer



UNITED STATES TRANSPORTATION COMMAND
508 SCOTT DR
SCOTT AIR FORCE BASE IL 62225-5357

26 AUG 08

MEMORANDUM FOR CAV INTERNATIONAL

FROM: USTRANSCOM/TCAQ-S

SUBJECT: Monthly Evaluation Report for Contract FA4428-06-C-0005, Air Terminal and Ground Handling Services at Kuwait International Airport, Kuwait

1. The following information is provided for your information or action regarding subject contract for 1 - 31 July 2008:

a. Quality of Product/Service

Rating: Satisfactory

- Critical Discrepancies: None
- Observed Discrepancies: 17 observed discrepancies were identified in July
 - 07-06/3 Jul 08 - Plan and Inspect Cargo Load
 - 07-15/9 Jul 08 - Aircraft Loading
 - 07-18/11 Jul 08 - Delay Notification
 - 07-19/12 Jul 08 - Passenger Services
 - 07-20/14 Jul 08 - AFTO Inspections
 - 07-21/14 Jul 08 - Aircraft Marshalling
 - 07-22/15 Jul 08 - Validate Load Plans
 - 07-24/16 Jul 08 - Passenger Services
 - 07-25/16 Jul 08 - Aircraft Loading
 - 07-38/25 Jul 08 - AGE AFTO
 - 07-60/1 Jul 08 - MHE Inspections
 - 07-61/4 Jul08 - Aircraft Delay
 - 07-62/11 Jul 08 - Special Category Privileges
 - 07-63/13 Jul 08 - Unsecured Registered Mail
 - 07-64/14 Jul 08 - Unsecured Registered Mail
 - 07-65/19 Jul 08 - Aircraft Delay
 - 07-66/20 Jul 08 - Aircraft Delay

- Over and Above Initiatives: 6
 - Continues to coordinate with 5 EAMS DO, Command Deployment and Distribution Operations Center (CDDOC) and Air Mobility Division (AMD) to expedite critical shipments of Mine Resistant Armored Protected (MRAP) to forward locations. Kept all agencies abreast of movement with daily movement reports specific to this vehicle.
 - Provides pax information slide show for passengers awaiting transportation via the rotator. Slide show contained detailed arrival times, weather at downline stations, and Ramstein Passenger Terminal amenities during layover period. Returned mishandled baggage to Kuwait International Airport.
 - Continues to wash 463L pallets and provide new cargo straps for all human remains departing OKBK honoring the fallen comrades with the respect they deserve.
 - Rebuilt several multi-pallet cargo trains transiting this station. Cargo was improperly built and secured. Ensure cargo moved in a timely manner and did not occupy valuable highline space.
 - Hand delivered baggage tags to remote processing location at LSA to ensure all checked baggage for the Rotator arrived at the APOD with appropriate destination tags.
 - Passenger Services acquired Meal Ready to Eat (MRE) for 100 outbound Coalition passengers moving on a C-17. Task Force Gator did not provide meals for their redeployment flight.

b. Business Relations

Rating: Very Good

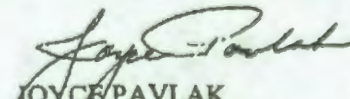
- Critical Discrepancies: None
- Other Observed Discrepancies: None
- Over and Above Initiatives: 7
 - Continues to coordinate and provide use of passenger terminal for a safe rendezvous point for inbound passengers arriving from commercial side of Kuwait International Airport to meet onward surface transportation. If this service wasn't available, passengers would be stranded for hours waiting for next shuttle to final destination.
 - Meets weekly with COR to discuss operations and status updates; facilitates open communication and strengthens rapport.

- Attends 5 EAMS and 387 AEG weekly staff meetings, fosters teamwork with both units.
- Coordinated with MRAP POC for immediate release of high priority support pallets.
- Voluntarily exceeds the PWS by contacting the Chaplain's staff for every update pertaining to an HR mission. Ensured pertinent personnel are kept abreast of latest information for this dignified ceremony.
- Met with Defense Distribution Depot Kuwait, Southwest Asia (DDKS) to discuss the establishment of GATES at their location. Provided inputs to enhance their process and ensured pallets are capped out prior to being called forward.
- Met with Theater Consolidation and Shipping Point (TCSP) at Camp Arifjan to discuss cargo shipping issues. Meeting focused on lack of visibility of hazardous cargo on pallets, separation of hazardous cargo on pallets, calling forward out-sized cargo, and process to deliver cargo movement documentation to APOD

c. Overall Comments

CAV executed the movement of 19,567 tons of vital war fighting equipment and 45,311 passengers on 1,321 missions. Several mishaps were reported this period, including some involving personnel injury or equipment damage. While not all were attributable to CAV, a letter was sent requesting they address overall safety before it becomes a negative trend. CAV station leadership continues to be constantly involved in every aspect of the operation.

2. Please direct any questions to Tamara Schuette or the undersigned at 618-229-4454.


 JOYCE PAVLAK
 Contracting Officer



**UNITED STATES TRANSPORTATION COMMAND
508 SCOTT DR
SCOTT AIR FORCE BASE IL 62225-5357**

11 Sep 08

MEMORANDUM FOR CAV INTERNATIONAL

FROM: USTRANSCOM/TCAQ-S

SUBJECT: Monthly Evaluation Report for Contract FA4428-06-C-0005, Air Terminal and Ground Handling Services at Kuwait International Airport, Kuwait

1. The following information is provided for your information or action regarding subject contract for 1 - 31 August 2008:

a. Quality of Product/Service

Rating: Very Good

- **Critical Discrepancies: 1**
 - **Exceeded threshold for SDS Performance Objective (PO) 6: Inspection, processing, and movement of hazardous material..**
 - **Ref: CDR 200808-01**
- **Observed Discrepancies: 8 observed discrepancies were identified in August.**
 - **08-11/7 Aug 08 - MHE Inspections and Appearance**
 - **08-45/29 Aug 08 - Transient Alert**
 - **08-46/29 Aug 08 - HAZMAT Inspection**
 - **08-60/14 Aug 08 - ALLOAD Messages**
 - **08-61/18 Aug 08 - Aircraft Delay**
 - **08-62/25 Aug 08 - Cargo Selection**
 - **08-63/9 Aug 08 - Non SDS/Safety**
 - **08-64/29 Aug 08 - Unsecured Registered Mail/Signature Service**
- **Over and Above Initiatives: 3**
 - **Continues to coordinate with 5 EAMS DO, Command Deployment and Distribution Operations Center (CDDOC) and Air Mobility Division (AMD) to expedite critical shipments of Mine Resistant Armored Protected (MRAP) to forward locations. Kept all agencies abreast of movement with daily movement reports specific to this vehicle.**
 - **Provides pax information slide show for passengers awaiting transportation via the rotator. Slide show contained detailed arrival times, weather at downline stations, and Ramstein Passenger Terminal amenities during layover period. Returned mishandled baggage to Kuwait International Airport.**

- o Continues to wash 463L pallets and provide new cargo straps for all human remains departing OKBK honoring the fallen comrades with the respect they deserve.

b. Business Relations


Rating: Very Good

- Critical Discrepancies: None
- Other Observed Discrepancies: None
- Over and Above Initiatives: 3
 - o CAV's maintenance supervisor voluntarily escorted the AFCENT WRM team to inventory GFE assigned to station, and validated R14 listing.
 - o Continues to coordinate and provide use of passenger terminal for a safe rendezvous point for inbound passengers arriving from commercial side of Kuwait International Airport to meet onward surface transportation. If this service wasn't available, passengers would be stranded for hours waiting for next shuttle to final destination.
 - o Voluntarily exceeds the PWS by contacting the Chaplain's staff for every update pertaining to an HR mission. Ensured pertinent personnel are kept abreast of latest information for this dignified ceremony.

c. Overall Comments

CAV executed the movement of 9,656 tons of vital war fighting equipment and 52,804 passengers on 1,027 missions. All surveillances noted were evenly distributed throughout the operation.

2. Please direct questions to the undersigned at 618-229-2460.


JOYCE PAVLAK
Contracting Officer



DEPARTMENT OF THE AIR FORCE
DETACHMENT 2, 521 AMOG (AMC)

15 Oct 08

MEMORANDUM FOR CAV INTERNATIONAL

FROM: USTRANSCOM/TCAQ-ST

SUBJECT: Monthly Evaluation Report for Contract FA4428-06-C-0005, Air Terminal and Ground Handling Services at Kuwait International Airport, Kuwait

1. The following information is provided for your information or action regarding subject contract for 1 - 30 September 2008:

a. Quality of Product/Service Rating: Marginal

- Critical Discrepancies: 4
 - Failed to report accident/mishap involving MHE/Safety: Cost of damages to a 60K Tunner Loader was \$1,387.81
 - Ref: CDR 200809-01
 - Exceeded threshold for SDS Performance Objective (PO) 6: Inspection, processing, and movement of hazardous material
 - Ref: CDR 200809-02
 - Failed to safeguard Government Provided Equipment: Lost 1 Land Mobile Radios valued at \$4,400
 - Ref: CDR 200809-03
 - Exceeded threshold for SDS Performance Objective (PO) 10: Operate, Maintain, and repair all MHE and AGE
 - Ref: CDR 200809-04
- Observed Discrepancies: 16 observed discrepancies with 22 non-conformances were identified in September.
 - 09-01/1 Sep 08 - Cargo Selection
 - 09-02/2 Sep 08 - Transient Alert
 - 09-13/8 Sep 08 - AGE
 - 09-16/9 Sep 08 - Hazmat Inspection
 - 09-21/11 Sep 08 - Parts Tracking
 - 09-24/15 Sep 08 - K-Loader Usage
 - 09-25/15 Sep 08 - Weekly AGE Report
 - 09-28/17 Sep 08 - Hazmat Inspection
 - 09-30/19 Sep 08 - Records Disposition

- 09-31/19 Sep 08 - Tow/pushback
 - 09-60/1 Sep 08 - AMC 77
 - 09-61/2 Sep 08 - Aircraft Loading
 - 09-62/3 Sep 08 - Pushbacks
 - 09-70/22 Sep 08 - AGE (7 non-conformances)
 - 09-72/22 Sep 08 - MHE (2 non-conformances)
- Over and Above Initiatives: 5
 - Aircraft Services and Passenger Terminal personnel voluntarily setup GOV procured benches. They labored through the night to ensure the passenger tent and terminal was ready to receive diverted passengers during several days of sandstorms.
 - Continues to coordinate with 5 EAMS DO, Command Deployment and Distribution Operations Center (CDDOC) and Air Mobility Division (AMD) to expedite critical shipments of Mine Resistant Armored Protected (MRAP) to forward locations. Kept all agencies abreast of movement with daily movement reports specific to this vehicle.
 - Provides pax information slide show for passengers awaiting transportation via the rotator. Slide show contained detailed arrival times, weather at downline stations, and Ramstein Passenger Terminal amenities during layover period. Returned mishandled baggage to Kuwait International Airport.
 - Continues to wash 463L pallets and provide new cargo straps for all human remains departing OKBK honoring the fallen comrades with the respect they deserve.
 - Vehicle Maintenance rotated several 60K tires, extending the life of the tire and saving the GOV money.

b. Business Relations

Rating: Very Good

- Critical Discrepancies: None
- Other Observed Discrepancies: None
- Over and Above Initiatives: 4
 - Passenger Service representatives drove to Life Support Agency located on Al Salem AB, Kuwait to retrieve passenger bags erroneously left aboard the terminating mission by the previous station.
 - Provided forklift support to COMM personnel for delivery of ADPE shipment.

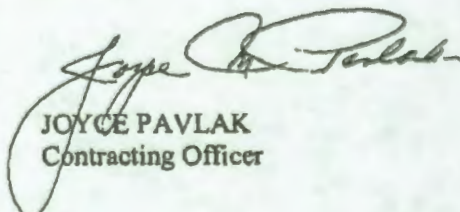
- Continues to coordinate and provide use of passenger terminal for a safe rendezvous point for inbound passengers arriving from commercial side of Kuwait International Airport to meet onward surface transportation. If this service wasn't available, passengers would be stranded for hours waiting for next shuttle to final destination.
- Continues to voluntarily exceed the SOW by contacting the Chaplain's staff for every update pertaining to an HR mission. Ensured pertinent personnel are kept abreast of latest information for this dignified ceremony.

c. Overall Comments

CAV executed the movement of 9,174 tons of vital war fighting equipment and 65,082 passengers on 1,209 missions.

CAV site managers are highly engaged with every aspect of the operation and safety concerns are a top priority. The managers are consistently patrolling the flightline attempting to mitigate any unsafe act. When a safety incident does occur, they handle it with the utmost urgency. Additionally, during a recent AMC/A4RV visit the MHE fleet was specifically mentioned for the significant improvement in the care Ramp Services personnel had invested into the equipment.

2. Please direct questions to the undersigned at 618-229-2460.



JOYCE PAVLAK
Contracting Officer



UNITED STATES TRANSPORTATION COMMAND
508 SCOTT DR
SCOTT AIR FORCE BASE IL 62225-5357

21 Nov 2008

MEMORANDUM FOR CAV INTERNATIONAL
3455 BRIAR GATE BLVD, STE 203
COLORADO SPRINGS, CO 80920-5114

FROM: OL-R AMC AOS/A3K
UNIT 3307
APO AE 09094-3307

SUBJECT: Monthly Evaluation Report for Contract FA4428-06-C-0005, Air Terminal and Ground Handling Services at Kuwait International Airport, Kuwait

1. The following information is provided for your information or action regarding subject contract for 1 - 31 October 2008:

a. Quality of Product/Service

Rating: Satisfactory

- Critical Discrepancies: 2
 - Failed to perform Aircraft Services: Improper loading caused aircraft damage causing aircraft to remain overnight. A C-17 was re-cut to transport 4 Human Remains (IIR) originally planned to move on damaged aircraft.
 - Ref: CDR 200810-01
 - Failed to perform Aircraft Ground Services: Transit Alert (TA) escorted taxiing aircraft's wing over a parked vehicle.
 - Ref: CDR 200810-02
- Observed Discrepancies: 19 observed discrepancies were identified in October.
 - 10-01/2 Oct 08 - Passenger Service
 - 10-04/6 Oct 08 - Operate, Maintain and repair AGE
 - 10-05/6 Oct 08 - Transient Alert
 - 10-24/17 Oct 08 - 77 Review
 - 10-25/20 Oct 08 - Cargo Selection
 - 10-26/20 Oct 08 - Hazmat Inspection
 - 10-27/20 Oct 08 - Aircraft Download
 - 10-28/21 Oct 08 - Passenger Service
 - 10-43/30 Oct 08 - Delay Code
 - 10-60/1 Oct 08 - Facilitate On Time Departure
 - 10-61/4 Oct 08 - Facilitate On Time Departure

- 10-62/6 Oct 08 - Facilitate On Time Departure
 - 10-63/13 Oct 08 - Spotting Procedures
 - 10-64/17 Oct 08 - Facilitate On Time Departure
 - 10-65/17 Oct 08 - Facilitate On Time Departure
 - 10-66/24 Oct 08 - Transient Alert
 - 10-67/25 Oct 08 - Safety/Seat Belt Use
 - 10-68/27 Oct 08 - Pax Briefing/Safety
 - 10-69/30 Oct 08 - Facilitate On Time Departure
- Over and Above Initiatives: 6
 - Personnel disassembled old government-owned loading ramps after new loading ramps were received.
 - Continues "call forward" emails to various activities informing them of how many MRAPs or TP4 pallets could be brought to the APOD. This process helps reduce a myriad of phone calls and lengthy coordination.
 - Continues to provide pax information slide show for passengers awaiting transportation via the rotator. Slide show contained detailed arrival times, weather at downline stations, and Ramstein Passenger Terminal amenities during layover period.
 - Continues to wash 463I pallets and provide new cargo straps for all human remains departing OKBK honoring the fallen comrades with the respect they deserve.
 - Using G1N reports and comparing to GATES on hand report, identified system discrepancies showing cargo on hand at KWI that was actually gone. Lauded by CDDOC for efforts to clean up database.
 - Tracked down two separate Army units who left behind keys, weapons racks, and a unit guidon after passengers had departed OKBK.

b. Business Relations

Rating: Very Good

- Critical Discrepancies: None
- Other Observed Discrepancies: None
- Over and Above Initiatives: 4

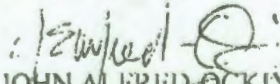
- Continued to provide PPR Schedule to Force Protection activity and explained how to interpret it to help them schedule military working dogs in support of flight operations.
 - Continues to coordinate and provide use of passenger terminal for a safe rendezvous point for inbound passengers arriving from commercial side of Kuwait International Airport to meet onward surface transportation. If this service wasn't available, passengers would be stranded for hours waiting for next shuttle to final destination.
 - Voluntarily exceeds the SOW by contacting the Chaplain's staff providing updates pertaining to an HR mission. Ensured pertinent personnel are kept abreast of latest information for this dignified ceremony.
 - Initiated/Led a meeting with CDDOC leadership concerning truck tender problems and impact on flightline operations.
- Comments: None

c. Overall Comments

CAV managed the movement of 44,473 passengers, 6,671 tons of cargo on 1,648 missions this month. There were a total of two non-reportable accidents for the month of October. CAV managers are aware of all aspects of the operation and safety remains a priority of CAV leadership.

Additionally, during the month AMC/AFCENT Risk Assessment Team visited Kuwait and found flightline cargo and passenger handling operations within standards. The team stated "CAV-1 performs as well or better than other military units on the flight-line".

2. Please direct questions to the undersigned at 314-479-4215.


 JOHN ALFRED OCKIYA, CAPT, USAF
 Contracting Officer



DEPARTMENT OF THE AIR FORCE

Operating Location-R. AMC AOS/A3K
Unit 3307 APO, AE 09094-3307

7 December 2008

MEMORANDUM FOR CAV INTERNATIONAL, INC.

FROM: OL-R AMC AOS/A3K
Unit 3307
APO, AE 09094-3307

SUBJECT: Monthly Evaluation Report for Contract FA4428-06-C-0005, Contracted Air Terminal and Ground Handling Services

1. The following information is provided for your information or action regarding subject contract for 1 - 30 November 2008:

a. Quality of Product/Service

Rating: Satisfactory

- Critical Discrepancies: 1
 - **Fail to perform Air Services and Air Mobility Control Center (AMCC):**
Failure to properly stow tie down equipment resulted in a chain falling between the pallet rail and the catwalk which got caught under the wheel causing damage to the catwalk. The damage was identified by the COR well after the accident happened and was never reported.
 - Ref: CDR 200811-01
- Observed Discrepancies: 10 observed discrepancies were identified in November.
 - 11-09/8 Nov 08 - CPAM (7115)
 - 11-33/24 Nov 08 - Cargo Processing
 - 11-35/25 Nov 08 - Short Shipment
 - 11-38/27 Nov 08 - MHE Appearance
 - 11-60/8 Nov 08 - Facilitate On-time Departure
 - 11-61/10 Nov 08 - Facilitate On-time Departure
 - 11-62/11 Nov 08 - Research Delay Codes
 - 11-63/13 Nov 08 - 8001 Report
 - 11-64/25 Nov 08 - Mishap Reporting
 - 11-65/29 Nov 08 - Facilitate On-time Departure
- Over and Above Initiatives: 3
 - Continues to coordinate with 5 EAMS DO, Command Deployment and Distribution Operations Center (CDDOC) and Air Mobility Division (AMD) to expedite critical shipments of Mine Resistant Armored Protected (MRAP) to forward locations. Kept all agencies abreast of progress with daily movement reports specific to this vehicle.
 - Provides pax information slide show for passengers awaiting transportation via the rotator. Slide show contained detailed arrival times, weather at down-line

stations, and Ramstein Passenger Terminal amenities during layover period. Returned mishandled baggage to Kuwait International Airport.

- o Continues to wash 463L pallets and provide new cargo straps for all human remains departing OKBK honoring the fallen comrades with the respect they deserve.

b. Business Relations

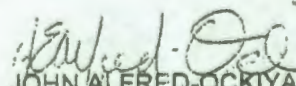
Rating: Very Good

- Critical Discrepancies: None
- Other Observed Discrepancies: None
- Over and Above Initiatives: 3
 - o Submits issues associated with Tender carriers to AMD and COR to help identify problems and improve the new Tender process.
 - o Continues to coordinate and provide use of passenger terminal for a safe rendezvous point for inbound passengers arriving from commercial side of Kuwait International Airport to meet onward surface transportation. If this service wasn't available, passengers would be stranded for hours waiting for next shuttle to final destination.
 - o Voluntarily exceeds the SOW by contacting the Chaplain's staff providing continuous updates pertaining to an HR mission. Ensured pertinent personnel are kept abreast of latest information for this dignified ceremony.
- Comments: None

c. Overall Comments and Evaluation

CAV-I moved 820 aircraft this month carrying 49,709 passengers and 6973 tons of cargo. During this period they had five non-reportable accidents. Two for 60K damage, one for baggage conveyor malfunction that caused minor damage to an aircraft, one for dropping a pallet and one for a damaged radio. Recent accidents might raise some safety concerns despite the high ops tempo, nonetheless, CAV-I management is actively working corrective actions and new processes to ensure proper procedures are followed and minimize safety mishaps.

2. Please direct questions to the under signed at 314-479-4215.


JOHN ALFRED-OCKIYA, Capt, USAF
Contracting Officer



DEPARTMENT OF THE AIR FORCE
Operating Location-R, AMC AOS/A3K
Unit 3307 APO, AE 09094-3307

9 January 2009

MEMORANDUM FOR CAV INTERNATIONAL, INC.

FROM: OL-R AMC AOS/A3K
Unit 3307
APO, AE 09094-3307

SUBJECT: Monthly Evaluation Report for Contract FA4428-06-C-0005, Contracted Air Terminal and Ground Handling Services

1. The following information is provided for your information or action regarding subject contract for 1 - 31 December 2008:

a. Quality of Product/Service

Rating:

- Critical Discrepancies: 0 Exceptional
- Observed Discrepancies: 4 observed discrepancies were identified in December.
 - 12-02/2 Dec 08 - AGF Inspection
 - 12-27/18 Dec 08 - Cargo Inspection
 - 12-61/26 Dec 08 - Facilitate On-time Aircraft Departure
 - 12-41/29 Dec 08 - Transist Alert Services
- Over and Above Initiatives: 5
 - Personally procured supplies to provide coffee for coalition force DVs in the Special Category Lounge.
 - Provided pax information slide show for passengers awaiting transportation via the rotator. Slide show contained detailed arrival times, weather at downline stations, and Ramstein Passenger Terminal amenities during layover period. Returned mishandled baggage to Kuwait International Airport.
 - Continued to wash 463L pallets and provide new cargo straps for all human remains departing OKBK honoring the fallen comrades with the respect they deserve.
 - Continued to rotate tires on 60K loaders extending tire life by approximately 30 days.
 - Dispatched passenger service personnel three times to civil side of the airport (about 20 miles) to pick up MRAP escorts dropped off by returning IL-76 missions.

b. Business Relations

Rating: Very Good

- Critical Discrepancies: None
- Other Observed Discrepancies: None

- Over and Above Initiatives: 4
 - Sent issues encountered with Tender carriers to the AMD and COR to identify problems and improve process.
 - Worked out details with 386th ELRS at Ali Al Salem AB for quick release of critical C-130 parts. Saved at least a day versus sending parts through normal transportation process.
 - Voluntarily exceeded the SOW by contacting the Chaplain's staff for every update pertaining to an HR mission. Ensured pertinent personnel were kept abreast of latest information for this dignified ceremony.
 - Kept Army POC's apprised of mission arrivals with medical helicopters and acted as liaison for helicopter maintenance to ready six helicopters for check flights. A two day operational flow that ended up being a 10 day operation.
- Comments: None

c. Overall Comments and Evaluation

CAV-1 performed well for the month of December. They had three unacceptable surveillances and no CDR's. There was one minor personal injury during the month as they moved 50,792 passengers, 10,304 tons of cargo on 844 missions. CAV-1 was lauded several times during the month, the first coming from the Army Route Clearance who lauded them for rapidly accepting a high priority IED detection system and making it movement ready. They were also recognized by the Army's 54th Signal Battalion, stating "CAV displayed a level of customer service not seen from many organizations that we deal with on a daily basis." when they rapidly processed a communications shelter. Finally, the 387th AEG/CC recognized them for working with Japan Self Defense Force liaisons to provide additional ground handling for JASDF 747 that required overnight parking. He said CAV-1 service and support had "...Ambassador level visibility."

2. Please direct questions to the undersigned at 314-479-4215.

John E. Alfred-Ockiya
 JOHN E. ALFRED-OCKIYA, Capt, USAF
 Contracting Officer



DEPARTMENT OF THE AIR FORCE
Operating Location-R, AMC AOS/A3K
Unit 3307 APO, AE 09094-3307

6 Feb 2009

MEMORANDUM FOR CAV INTERNATIONAL, INC.

FROM: OL-R AMC AOS/A3K
Unit 3307
APO, AE 09094-3307

SUBJECT: Monthly Evaluation Report for Contract FA4428-06-C-0005, Contracted Air Terminal and Ground Handling Services

11. The following information is provided for your information or action regarding subject contract for 1 - 31 January 2009:

a. Quality of Product/Service

Rating: Very Good

- Critical Discrepancies: 1
 - **Fail to Maintain MHE:** Cab doors latches, flashers, speedometer and clearance light found inoperable. Steering mechanisms in need of repair/replacement on K-loaders all of which are safety issues.
 - Ref: CDR 200901-01
- Observed Discrepancies: 8 observed discrepancies were identified in January.
 - 01-07/6 Jan 09 - AMC Form 77
 - 01-10/8 Jan 09 - AGE
 - 01-12/9 Jan 09 - Frustrated Cargo
 - 01-14/10 Jan 09 - GDSS 2 Messages
 - 01-30/21 Jan 09 - Daily Mission Schedule
 - 01-60/2 Jan 09 - Faciliate On-Time Departure
 - 01-70/22 Jan 09 - AGE Operation, Maintenance and Repair
 - 01-71/22 Jan 09 - MHE Operation, Maintenance and Repair
- Over and Above Initiatives: 6
 - Continued support for HR ceremonies and shipments by washing pallets and ensuring clean tie down straps were secured for use.
 - Aircraft Services personnel avoided unnecessary over the road movement of a 25 foot trailer and a 53,000 lb bulldozer back to point of origin by stepping up and

resolving documentation and preparation errors. Also freed up trucks to move other cargo to the warfighter.

- Continued to provide pax information slide show for passengers awaiting transportation via the rotator. Slide show contained detailed arrival times, weather at down line stations, and Ramstein Passenger Terminal amenities during layover period.
- Provided immediate response and support in the wake of an AN-12 collapsed gear event. Manually de-palletized, offloaded and then re-palletized 21,000 lbs of cargo so the aircraft could be lifted off the parking ramp and to expedite cargo movement. Coordinated between the Aircraft Company and National Aviation Services (NAS). Provided wing walkers and spotters during the precarious movement of the aircraft to a repair area. Also, provided critical workload information for DIRMBOFOR and AFCEM commanders to assess the need for "grey tail" support pending possible ban on Russian aircraft.
- Teamed with 387 AEG protocol and CCE to provide the latest flight and parking information on DVs.
- Without advanced coordination and instead of rejecting 21 pieces of rolling stock, CAV made room by removing the dunnage in the pallet grid yard. The rolling stock was incorrectly documented and was not weighed so CAV had to work extensively with the shipper to correct the documents and accurately weigh and mark the vehicles for air shipment.

b. Business Relations

Rating: Very Good

- Critical Discrepancies: None
 - Other Observed Discrepancies: None
 - Over and Above Initiatives: 5
-
- Continued to include agencies outside PWS requirements on HR notifications, including the Chaplin's staff. Supervisors and controllers provided all agencies additional email updates and cell phone calls to key individuals on AAMAB.
 - Worked with 387 ESPTS/CE to mitigate operations impact associated with upcoming parking ramp repair. Ops manager lauded for his in-depth analysis and comprehensive input to mitigate the impact as well as bolster host nation relations by lessening the impact on their L-100 operations.


- Offered to use their forklifts to relocate the "barrier gate" on the back side of the maintenance ramp to streamline cargo flow from NAC holding area to the flight line. This eliminated two 180-degree turns and mitigated safety risks.
- Repositioned approximately 40 pieces of AGE from the maintenance ramp as well as rearranged over 1,000 tons of cargo in the north grid yard to accommodate the AGE. All in order to support arriving Gulf nation aircraft for the Gulf Cooperative Council conference in Kuwait.
- On three separate occasions, loaded critical Tunner parts weighing in excess of 1,000 pounds, including a 250-lb radiator and 400-pound hydraulic tank, in own company vehicles vs. waiting on supply trucks. One shipment had been left at Camp Arifjan for over 6 weeks until CAV retrieved the parts themselves loaded them into vehicles and returned to the base.

- Comments: None

c. Overall Comments and Evaluation

January was a good month full of accomplishment for CAV. They moved 61,871 passengers, 11,571 tons of cargo on 420 missions. They had their quarterly AGE/MHE inspection, and while it garnered a CDR CAV left the team with the overall impression of "things have greatly improved." January was a busy month for CAV and it should be highly noted that they had no mishaps or injuries. CAV was lauded for their response and after actions when an AN-12 landing collapse on the parking ramp. They were extremely proactive when working with shippers to fix errors and expedite cargo movement on several occasions. In addition, CAV made several trips to Camp Arifjan to retrieve 60K Tunner parts to advance 60K in-commission rates.

2. Please direct questions to the undersigned at 314-479-4215.


JOHN E. ALFRED-OCKIYA, Capt, USAF
Contracting Officer



DEPARTMENT OF THE AIR FORCE
Operating Location-R, AMC AOS/A3K
Unit 3307 APO, AE 09094-3307

9 March 2009

MEMORANDUM FOR CAV INTERNATIONAL, INC.

FROM: OI-R AMC AOS/A3K
Unit 3307
APO, AE 09094-3307

SUBJECT: Monthly Evaluation Report for Contract FA4428-06-C-0005, Contracted Air Terminal and Ground Handling Services

1. The following information is provided for your information or action regarding subject contract for 1 - 28 February 2009:

a. Quality of Product/Service

Rating: Very Good

- Observed Discrepancies: 5 observed discrepancies were identified in February.
 - 02-05/4 Feb 09 -- IIR Messages
 - 02-11/7 Feb 09 -- In bound cargo manifest
 - 02-14/10 Feb 09 -- AGLI
 - 02-28/23 Feb 09 -- AMC form 1015
 - 02-37/28 Feb 09 -- SIDDG
- Over and Above Initiatives: 4
 - Continued support for HR ceremonies and shipments by washing pallets and ensuring clean tie down straps were secured for use.
 - Continued to provide PPR Schedule to outside units such as Force Protection and Base Defense Operations Center (BDOC) to enhance their escort visibility in support of flight operations.
 - Lauded by Theater Aviation Maintenance Program (TAMP) Kuwait leadership for in-depth support of special movement of 8 UH-60 helicopters to be assembled and tested in Iraq.
 - Expedited Mission Capable (MICAP) part destined to Ali Al Salem Air Base. TACC routed a piece of MICAP through KWI to a downrange location only to ship it back to Ali Al Salem. Tanker/Airlift Control Center (TACC) refused CAV's request to let them quick release the MICAP to 5 EAMS/MXF and have

them deliver the piece to 5 FAMS/OL-B. CAV was persistent, contacted the 5 FAMS DO, who finally convinced TACC to cooperate with CAV. End result, part arrived 10-12 hours ahead of schedule.

b. Business Relations

Rating: Very Good

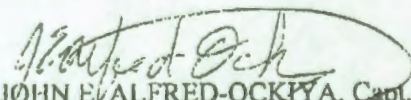
- Critical Discrepancies: None
- Other Observed Discrepancies: None
- Over and Above Initiatives: 6
 - Sent AMD and COR self-initiated Tender Issue reports to identify procedural and safety issues regarding truck tender missions. Report is used to document improprieties of ground and aircrew miscues or disregard for rules and regulations.
 - Continued to include agencies outside SOW requirements in HR notifications, including the Chaplin's staff. Supervisors and Controllers provided both email updates and cell phone calls to key individuals on AAMAB.
 - Prepared AMC MICAP for shipment. Generated paperwork and provided box, shipping label for a package of gaskets that were handed to them. Afterwards, built a continuity book for 5 FAMS/MXP.
 - On several occasions, loaded critical Tunner and Halvorsen parts weighing over 700 pounds versus waiting for supply trucks. Returned vehicles to service days earlier.
 - Conducted several meetings with British Embassy Diplomatic Clearance section to coordinate upcoming redeployment of British forces.
 - Provided Explosives Clearance Training to new members of Office of Military Cooperation-Kuwait (USDAO).
- Comments: None

c. Overall Comments and Evaluation

The month of February proved to be very successful. There were no reportable accidents, while moving 47,986 passengers, 8,932 tons of cargo on 752 missions. The diligence portrayed by management and supervisors on stressing safety was apparent. CAV demonstrated they are highly pro-active in the movement of cargo and working with other units in preparing their cargo. The 5 FAMS DO made it a point to give CAV kudos

for their persistence at moving AMC MICAP. CAV had five unacceptable surveillances and ten over and above initiatives capping a month of accomplishment and resulting in an overall 'very good' rating for the month.

2. Please direct questions to the undersigned at 314-479-4215.


JOHN E. ALFRED-OCKYA, Capt, USAF
Contracting Officer



DEPARTMENT OF THE AIR FORCE
Operating Location-R, AMC AOS/A3K
Unit 3307 APO, AE 09094-3307

9 April 2009

MEMORANDUM FOR CAV INTERNATIONAL, INC.

FROM: OL-R AMC AOS/A3K
Unit 3307
APO, AE 09094-3307

SUBJECT: Monthly Evaluation Report for Contract FA4428-06-C-0005, Contracted Air Terminal and Ground Handling Services

I. The following information is provided for your information or action regarding subject contract for 1-31 March 2009:

a. Quality of Product/Service Rating: Very Good

- Critical Discrepancies: None
- Observed Discrepancies: 9 observed discrepancies were identified in February.
 - 03-24/16 Mar 09 – Facilitate On-time Departure
 - 03-25/17 Mar 09 – AGE
 - 03-29/19 Mar 09 – Inbound Cargo Processing
 - 03-38/25 Mar 09 – Push Back
 - 03-42/27 Mar 09 – Chocking
 - 03-47/31 Mar 09 – 60K Inspection
 - 03-60/5 Mar 09 -- Facilitate On-time Departure
 - 03-61/25 Mar 09 – Safety/Scatbelt Use
 - 03-62/28 Mar 09 – Spotting Procedures
- Over and Above Initiatives: 5
 - Continued support for HR ceremonies and shipments by washing pallets and ensuring clean tie down straps were available for use.
 - Continued to provide PPR Schedule to outside units such as Force Protection and the Base Defense Operations Center to enhance their escort visibility in support of flight operations.
 - After working out the details with Delta Airlines, a CAV member signed for an R&R passenger's bags after they were accidentally forwarded to Kuwait via the

commercial airport. They then drove to Ali Al Salem AB to deliver the bags for onward movement via military air.

- Weighed and marked several outsized cargo shipments for users that did not have the required skill sets to perform shipper's requirements.
- Drove to Ali Al Salem to pick up some bags that the Ramstein passenger terminal had determined were sitting there but could not get the cooperation needed from the personnel who handle lost bags to move them forward. Upon arrival the CAV employee located two bags and brought them back for transportation back to Ramstein.

b. Business Relations

Rating: Very Good

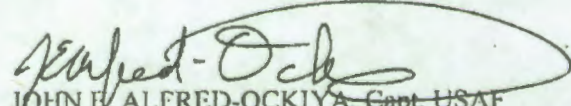
- Critical Discrepancies: None
- Other Observed Discrepancies: None
- Over and Above Initiatives: 5
 - Continue to send AMD and COR self-initiated Tender Issue reports to identify procedural and safety issues regarding truck tender missions. Report is used to document improprieties of contractor ground and aircrew who disregard rules and regulations.
 - Continued to include agencies outside SOW requirements in HR notifications, including the Chaplin's staff. Supervisors and AMCC Controllers provided additional email and cell phone updates to key individuals on AAMAB.
 - Met with French representatives to discuss upcoming missions (April 09) participating in an exercise with the Kuwaiti Air Force. Also supported two missions by downloading cargo, passengers and baggage. Provided transportation and C2 support.
 - CAV drove off base to meet two Australian military members that were lost trying to find the base to retrieve a first aid kit they had left behind. Helped them in locating the installation and delivered the first aid kit.
 - Assisted the US Embassy with passenger transport. Embassy personnel arrived to pick up 2 inbound passengers, however 3 additional passengers showed and the Embassy's vehicle could not accommodate all 5 individuals with their luggage. CAV volunteered to transport the additional three passengers to the commercial side where they were able to make their departure from KCIA.

- Comments: None

c. Overall Comments and Evaluation

CAV continues to excel at moving cargo and passengers; 53,920 passengers, 12,938 tons of cargo on 880 missions during March. CAV actively works with other agencies to solidify processes in order to enhance cargo flow. Despite the operations tempo there were only a few safety discrepancies however, CAV managers work diligently to stress safety awareness and correct safety issues. There were two mishaps reported during March, one personal injury and the second for leaking hazardous material during aircraft loading. The forklift driver (CAV employee) was commended by the local safety office for his quick reaction to quickly move the cargo away from the aircraft preventing the possibility for additional damage

2. Please direct questions to the undersigned at 314-479-4215.


JOHN E. ALFRED-OCKIYA, Capt, USAF
Contracting Officer



UNITED STATES TRANSPORTATION COMMAND
508 SCOTT DR
SCOTT AIR FORCE BASE IL 62225-5357

6 May 2009

MEMORANDUM FOR CAV INTERNATIONAL
3455 BRIAR GATE BLVD, STE 203
COLORADO SPRINGS, CO 80920-5114

FROM: OL-R AMC AOS/A3K
UNIT 3307
APO AE 09094-3307

SUBJECT: Monthly Evaluation Report for Contract FA4428-06-C-0005, Air Terminal and Ground Handling Services at Kuwait International Airport, Kuwait

1. The following information is provided for your information or action regarding subject contract for 1-30 April 2009:

a. Quality of Product/Service

Rating: Very Good

- Critical Discrepancies: None
- Observed Discrepancies: 3 observed discrepancies were identified in April.
 - 04-38/27 Apr 09 – PPR requests
 - 04-40/28 Apr 09 – Chocking
 - 04-60/04 Apr 09 – Cargo Cleanliness
- Over and Above Initiatives: 3
 - Continued support for HR ceremonies and shipments by washing pallets and ensuring clean tie down straps were available for use.
 - Continued to provide PPR Schedule to outside units such as Force Protection and the Base Defense Operations Center to enhance their escort visibility in support of flight operations.
 - Vehicle Maintenance continued to rotate tires on Tunner loaders. Actions extended the life of tires by approximately 30 days.

b. Business Relations

Rating: Very Good

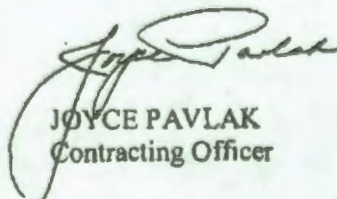
- Critical Discrepancies: None

- Other Observed Discrepancies: None
- Over and Above Initiatives: 3
 - Continue to send AMD and COR self-initiated Tender Issue reports to identify procedural and safety issues regarding truck tender missions. Report is used to document improprieties of contractor ground representatives and aircrew who continue to disregard rules and regulations.
 - Continued to include agencies outside PWS requirements in HR notifications to include the Chaplin's staff. Supervisors and AMCC Controllers provided additional email and cell phone updates to key individuals on AAMAB.
 - Received a special note of appreciation from DLA's Disposal Services Directorate for their efforts in moving a trailer-mounted general purpose shredding machine that DLA had been trying to move for over a year. DLA recognized CAV as being "extremely helpful and patient" and for "showing their expertise."
- Comments: None

c. Overall Comments and Evaluation

CAV moved 52,380 passengers, 14,605 tons of cargo on 909 missions. There was only one mishap resulting from a broken 60K mirror that clipped the edge of a towable step truck. CAV management worked diligently on stressing safety issues including refresher training on spotting and chocking.

2. Please direct questions to the undersigned at 618-229-2460.


 JOYCE PAVLAK
 Contracting Officer



DEPARTMENT OF THE AIR FORCE
Operating Location-R, AMC AOS/A3K
Unit 3307 APO, AE 09094-3307

8 Jun 2009

MEMORANDUM FOR CAV INTERNATIONAL, INC.

FROM: OL-R AMC AOS/A3K
Unit 3307
APO, AE 09094-3307

SUBJECT: Monthly Evaluation Report for Contract FA4428-06-C-0005, Contracted Air Terminal and Ground Handling Services

1. The following information is provided for your information or action regarding subject contract for 1-31 May 2009:

a. Quality of Product/Service

Rating: Satisfactory

- Critical Discrepancies: 1
 - Fail to manage information and terminal resources required to receive, document, plan, and move passengers, cargo, and mail, ensuring maximum aircraft utilization: Two PPR slots times were denied by AMCC for a CAV directed ramp closure (Safety Stand Down) with no coordination though the COR, OL-R, 5 EAMS/CC, TACC or USTRANSCOM.
 - Ref: CDR 200905-01
- Observed Discrepancies: 12 observed discrepancies were identified in May.
 - 05-03/02 May 09 – GDSS Entry Times
 - 05-07/06 May 09 – MHE
 - 05-12/09 May 09 – AGE Report
 - 05-13/11 May 09 – Passenger Processing
 - 05-22/19 May 09 – OPREP
 - 05-38/27 May 09 – 8001 Report
 - 05-40/28 May 09 – TA Follow Me
 - 05-60/21 May 09 – Facilitate On-Time Departure
 - 05-61/26 May 09 – Tunner Deck Extension Use
 - 05-63/29 May 09 – Facilitate On-Time Departure
 - 05-64/30 May 09 – Research Delays
 - 05-65/30 May 09 – PPR Procedures
- Over and Above Initiatives: 3
 - Continued support for HR ceremonies and shipments by washing pallets and ensuring clean tie down straps were available for use.

- Two CAV load team members extinguished a vehicle fire onboard a C-5 aircraft. The quick reactions of CAV personnel saved damage to a multi-million dollar asset.
- Provided assistance and guidance to the Air Force Personnel and KBR/DynCorp. During the recent Eastern Falcon redeployment CAV worked with all parties to ensure cargo was correctly prepared for air shipment. Helped KBR/DynCorp with their processes within the ADACG.

b. Business Relations


Rating: Satisfactory

- Critical Discrepancies: None
- Other Observed Discrepancies: None
- Over and Above Initiatives: 3
 - Continued to include agencies outside SOW requirements in HR notifications, including the Chaplin's staff. Supervisors and AMCC Controllers provided additional email and cell phone updates to key individuals on AAMAB.
 - Continued to send PPR schedules to BDOC and Force Protection to enhance their escort visibility and scheduling military working dogs in support of flight operations.
 - Instituted a monthly "Safety Stand Down" day the beginning of every month.
- Comments: None

c. Overall Comments and Evaluation

CAV moved 52,184 passengers, 8,598 tons of cargo on 795 missions in the month. CAV continuously works to improve operations and increase safety awareness. A CAV passenger service agent received 4 positive comments for outstanding customer support. This type of unparalleled support has become standard operating procedure for this passenger service member.

2. Please direct questions to the undersigned at 314-479-4215.


 JOHN E. ALFRED-OCKIYA, Capt, USAF
 Contracting Officer



DEPARTMENT OF THE AIR FORCE
Operating Location-R, AMC AOS/A3K
Unit 3307 APO, AE 09094-3307

7 Jul 2009

MEMORANDUM FOR CAV INTERNATIONAL, INC.

FROM: OL-R AMC AOS/A3K
Unit 3307
APO, AE 09094-3307

SUBJECT: Monthly Evaluation Report for Contract FA4428-06-C-0005, Contracted Air Terminal and Ground Handling Services

1. The following information is provided for your information or action regarding subject contract for 1-30 June 2009:

a. Quality of Product/Service

Rating: Very Good

- Critical Discrepancies: 1
 - 60K loader, 02E00031, had an open work order (B0903) for a worn seat belt which was deferred. Surveillance confirmed the vehicle was available for operation with seat belt webbing material frayed and cut. Vehicles cannot be deferred for repair and/or operated until the safety discrepancy has been repaired.
 - Ref: CDR 200906-01
- Observed Discrepancies: 12 observed discrepancies were identified in May.
 - 06-01/01 June 09 – Ops Summary
 - 06-07/04 June 09 – Cargo Selection
 - 06-27/16 June 09 – Process Originating Cargo/Mail
 - 06-37/23 June 09 – 7107 Report (May 09)
 - 06-39/24 June 09 – Detailed Information Concerning Delays
 - 06-46/29 June 09 – Aircraft RON (Unscheduled)
 - 06-47/29 June 09 – Load Inspection
 - 06-62/11 June 09 – AGE Operation, Maintenance, and Repair
 - 06-63/11 June 09 – Deferred Work Order
 - 06-64/12 June 09 – Facilitate On-Time Departure
 - 06-65/13 June 09 – Facilitate On-Time Departure
 - 06-66/28 June 09 – Facilitate On-Time Departure
- Over and Above Initiatives: 3
 - Provided copies of PPR's and Tender Worksheets for Air Force OSI Personnel to assist in an ongoing investigation.

- Compiled airlift passenger statistics for 5 EAMS/387 AEG for H1N1 Swine Flu screening and doctor scheduling. This coordination prevented the screening process from hindering all passenger missions.
- Worked with the local SAIC MRAP representative to design sleeper shoring for the Max Pro MRAPS. The original shoring identified in the certification letter would not fit the useable area. Shipping the Max Pro MRAPS was stopped until a new design could be built. CAV drew plans using a CAD Program and took pictures to explain possible solutions.

b. Business Relations

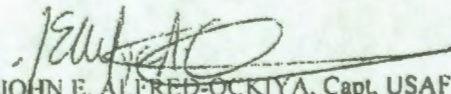
Rating: Very Good

- Critical Discrepancies: None
- Other Observed Discrepancies: None
- Over and Above Initiatives: 4
 - Performed two Hazardous Materials Inspector re-qualifications tests in Ali As Salem Air Base while Contracting Officer Representatives work qualifications to become test proctors.
 - Contacted AAFES management with a request to extend working hours of Subway and Pizza Inn. This provided an opportunity for passengers to eat while waiting on their flights.
 - Serviced an overheated Security Force van on 21 June. We checked the radiator and added anti-freeze and water to avoid damaging the vehicle engine providing uninterrupted service for flight line operations.
 - Passenger service agents received two positive customer comments, and one agent was coined by the Sergeant Major of the Army.
- Comments: None

c. Overall Comments and Evaluation

CAV moved 52,168 passengers, 9,982 tons of cargo on 1053 missions in the month. AMC personnel performed the quarterly inspection on AMCC, AGE, and MHE 9-11 June 09. It was noted by all inspectors that CAV AGE and MHE processes have improved since the last inspection. Additionally, CAV made several trips to Camp Arifjan to retrieve 60K parts to advance 60K in-commission rates while allowing the Air Force to provide a long term solution for retrieving these parts. There was a shoring issue loading an MRAP on a C-17 aircraft, and CAV worked directly with the SAIC MRAP to help design appropriate shoring to prevent this problem from happening in the future.

2. Please direct questions to the undersigned at 314-479-4215.



JOHN E. ALFRED-OCKTYA, Capt, USAF
Contracting Officer



DEPARTMENT OF THE AIR FORCE
Operating Location-R, AMC AOS/A3K
Unit 3307 APO, AE 09094-3307

14 Aug 2009

MEMORANDUM FOR CAV INTERNATIONAL, INC.

FROM: OL-R AMC AOS/A3K
Unit 3307
APO, AE 09094-3307

SUBJECT: Monthly Evaluation Report for Contract FA4428-06-C-0005, Contracted Air
Terminal and Ground Handling Services

1. The following information is provided for your information or action regarding subject
contract for 1-31 July 2009:

a. Quality of Product/Service

Rating: Very good

- Critical Discrepancies: None
- Observed Discrepancies: 4 observed discrepancies were identified in July.
 - 07-13/08 July 09 – Aircrew Cell Phones
 - 07-22/15 July 09 – SDDG
 - 07-60/10 July 09 – Facilitate On-Time Departure
 - 07-62/25 July 09 – Safety/Seat Belt Use
- Over and Above Initiatives: 5
 - CAV worked to overcome airlift restrictions with Volga Dnepr to facilitate the movement of Husky Modules. Packing lists were acquired and sent to Volga for approval to guarantee movement of these containers which led to the airlift of eight containers weighing over 136K pounds.
 - CAV worked with ASC/ENFC to pen an updated certification letter for the Armored D7G dozer and received a "Thanks to all... for leaning forward to close it out" from Maj Gen Meehan, Director, CENTCOM DDOC.
 - CAV built-up nine baggage pallets for mission flow by Ryan Air to expedite transload of pallets onto a Northwest 747 in support of troops returning home from deployment.
 - CAV consolidated six pallets of DRMO equipment expediting the turn-in process of outdated material at Camp Arifjan.

b. Business Relations

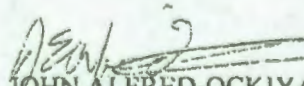
Rating: Very Good

- Critical Discrepancies: None
- Other Observed Discrepancies: None
- Over and Above Initiatives: 4
 - CAV received a Letter of Appreciation from 387 AEG/CC for outstanding support of an Australian Human Transfer ceremony. ATOC put their expertise and flexibility to work to adjust the flow and parking plan allowing for the arrival of the Australian HR and a U.S. HR to happen simultaneously without any disruptions.
 - CAV reconfigured pallets contracted to fly on tender aircraft to ensure cargo was delivered to the user in allotted time.
 - One CAV employee was coined by Gen Petraeus, Commander of United States Central Command, and one by Command Sergeant Major Hill for outstanding customer service performing ramp and passenger service operations.
 - They received a "Thank you" email from a Defense Logistics Agency employee with regards to his recent promotion and CAV's help in making that happen. CAV employees facilitated the movement of a shredder that was unable to be moved in the airlift system for over one year.
- Comments: None

c. Overall Comments

- CAV moved 51,581 passengers, 9,128 tons of cargo on 658 missions in the month. CAV has worked with extenuating circumstances this month with the reduced MOG and cargo issues with Volga Dnepr Airlines, all with minimal issues. Due to MOG issues created by current ramp construction, Transient Alert personnel performed 179 push backs with no mishaps.

2. If you have any questions, please contact the undersigned at 314-479-4215.


JOHN ALFRED-OCKIYA, Capt, USAF
Contracting Officer



DEPARTMENT OF THE AIR FORCE
Operating Location-R, AMC AOS/A3K
Unit 3307 APO, AE 09094-3307

14 Sep 2009

MEMORANDUM FOR CAV INTERNATIONAL, INC.

FROM: OL-R AMC AOS/A3K
Unit 3307
APO, AE 09094-3307

SUBJECT: Monthly Evaluation Report for Contract FA4428-06-C-0005, Contracted Air Terminal and Ground Handling Services

1. The following information is provided for your information or action regarding subject contract for 1-31 August 2009:

a. Quality of Product/Service

Rating: Very good

- Critical Discrepancies: None
- Observed Discrepancies: None
- Over and Above Initiatives: 4
 - CAV coordinated with Volga, ATTILA and ITT to move 815F Speed Compactors within the AOR. CAV coordinated with Volga Dnepr to increase the crane weight capacity from 40,000 lbs to 60,000 to ensure the capability existed to load the Speed Compactor. They also coordinated the use of a lowboy to ensure the proper height restrictions were met to load the Compactor onto the AN 124. Additionally, CAV provided numerous inputs to the ATTILA certification letter to ensure the compactor can be loaded on C-17 aircraft when the need arises.
 - Passenger service personnel drove to the hard stand to pick up two returning cargo escorts. This action allowed a PPR request approval for an additional aircraft, thus opening a parking spot on the ramp increasing velocity/cargo throughput.
 - CAV assisted in the cleanup of a fuel spill generated by an Omni passenger mission. CAV utilized their supplies to assist with cleaning the spilled fuel because the 387 AEG lacked the appropriate supplies to accomplish the cleanup and ensuring the aircraft departed on time.
 - CAV chaired a meeting with the Kennel Master, and US Navy Customs, to identify and standardize customs procedures at Al-Mubarak. This will increase the flow of passengers into the passenger terminal while decreasing the footprint of the customs process.

b. Business Relations

Rating: Very Good


- Critical Discrepancies: None

- Other Observed Discrepancies: None
- Over and Above Initiatives: 4
 - CAV personnel coordinated with the tower and Civil Aviation to retrieve a C-130 aircraft that had a maintenance issue on the active taxiway. This coordination allowed for the aircraft to be towed back into the APOD parking spot for repairs ensuring outbound aircraft departed on time.
 - CAV incorporated a process into their supervision of the baggage details for passenger missions which provides water to all personnel supporting the detail. This process included submitting an AF Form 332, Base Civil Engineering Work Request, which will provide a freezer outside their building to maintain an adequate stock of ice to cool the water for the passengers. Implementing this new process will ensure passengers do not become dehydrated while performing as a part of the baggage detail.
 - AMCC assisted the 387 AEG in participating in a hazardous substance spill exercise to help delineate areas of responsibility between CAV and 387 AEG regarding hazardous spills.
 - CAV Vehicle Maintenance personnel assisted 10 Security Forces personnel with minor maintenance on their vehicles. They assisted with tire changes, checking and adding fluids, and cleaning battery posts to ensure the batteries would hold a charge.
- Comments: None

c. Overall Comments

- CAV moved 61,361 passengers, 7,433 tons of cargo on 494 missions in the month. CAV had no unacceptable surveillances for the month of August. Minor errors were noted during the surveillance process, but all were fixed on the spot. There was one minor incident with a 60K resulting in a damaged handrail, but new procedures were implemented immediately to prevent recurrence. While the reduced MOG is still an obstacle, CAV has worked diligently with all agencies to ensure maximum utilization of the ramp is accomplished.

2. If you have any questions, please contact the undersigned at 314-479-4215.


 JOHN ALFRED-OCKIYA, Capt, USAF
 Contracting Officer



DEPARTMENT OF THE AIR FORCE
Operating Location-R, AMC AOS/A3K
Unit 3307 APO, AE 09094-3307

9 Oct 2009

MEMORANDUM FOR CAV INTERNATIONAL, INC.

FROM: OL-R AMC AOS/A3K
Unit 3307
APO, AE 09094-3307

SUBJECT: Monthly Evaluation Report for Contract FA4428-06-C-0005, Contracted Air Terminal and Ground Handling Services

1. The following information is provided for your information or action regarding subject contract for 1-30 September 2009:

a. Quality of Product/Service

Rating: Satisfactory

- Critical Discrepancies: 1
 - **Fail to Maintain MHE and AGE:** During the year, there have been three inspections on MHE and AGE. These inspections resulted in numerous discrepancies and CDRs in both areas. Several findings were repeat offenses and show negative trends and indicate that appropriate measures have not been taken to rectify the discrepancies. In addition, it was identified there was no trained/qualified personnel to use the OLVIMS system, critical to tracking maintenance actions which is a violation of contract paragraph 4.1.3 and does not meet paragraph 1.9.4.
 - Ref: CDR 200909-01
- Observed Discrepancies: 9 observed discrepancies were identified in September.
 - 09-61/03 Sep 09 – MHE Operation, Maintenance and Repair
 - 09-62/03 Sep 09 – AGE Operation, Maintenance and Repair
 - 09-63/03 Sep 09 – Quality Programs
 - 09-03/03 Sep 09 – Human Remains Notifications
 - 09-11/07 Sep 09 – Hazardous Cargo Movement
 - 09-26/16 Sep 09 – Mission Schedule
 - 09-30/18 Sep 09 – Tender Offer
 - 09-32/21 Sep 09 – 7107 Report
 - 09-44/28 Sep 09 – Frustrated Cargo
- Over and Above Initiatives: 3
 - CAV made numerous requests to shippers for cargo to utilize extra T-tail airlift capacity within the AOR and to CONUS. This resulted in cargo moving more expediently and ensured missions maximized their ACL, reducing the need for additional airlift.
 - CAV coordinated daily with Volga Dneper planners to ascertain allowable cargo and aircraft ACL's due to restrictions levied on the airline. Each load was carefully selected to avoid any mission delays or diverts resulting from ineligible cargo based on the airline's restrictions.

- o CAV purchased a deep freezer to store bags of ice. This enables CAV to better supply cold water to all of the aircraft baggage details, minimizing the potential of dehydration.

b. Business Relations

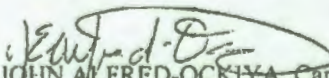
Rating: Very Good

- Critical Discrepancies: None
- Other Observed Discrepancies: None
- Over and Above Initiatives: 4
 - o CAV notified AAFES food vendors 24-hour in advance of inbound thru-load passenger allowing the dealers to receive additional supplies for a larger number of customers. This provided better customer service to passengers where there is a limited access to food services.
 - o CAV downloaded two security watch towers from flatbed trucks and positioned them for Security Forces. This provided the assigned sentries facilities that enhance visibility of the installation and protection from the enemy.
 - o CAV Vehicle Maintenance personnel provided mobile maintenance to several military vehicles by providing oil, tire changes and battery charges. They also worked on the base Ambulance's stretcher rail bracket ensuring the stretcher safe to secure patients.
 - o On two occasions CAV took the initiative to mail personal items back to the States that were accidentally left behind enabling passengers to regain their possessions.
- Comments: None

c. Overall Comments

CAV moved 57,724 passengers, 6,969 tons of cargo on 430 missions in the month. There was one minor incident with a baggage bin as it was being raised up on a K-loader. The top of the bin hit a locking latch to the belly door resulting in a hole in the bin. The loadmaster checked for any aircraft damage and resumed loading. Re-training was immediately accomplished and the proper process of loading of baggage bins was re-iterated. As flight line operations returned to a MOG of 6, CAV worked closely with other units to educate them on the safety constraints incurred with increased traffic by having six operational aircraft spots, which many of the new personnel had not seen.

2. If you have any questions, please contact the undersigned at 314-479-4215.


JOHN ALFRED-OCKIYA, Capt, USAF
Contracting Officer



DEPARTMENT OF THE AIR FORCE
Operating Location-R, AMC AOS/A3K
Unit 3307 APO, AE 09094-3307

10 Nov 2009

MEMORANDUM FOR CAV INTERNATIONAL, INC.

FROM: OL-R AMC AOS/A3K
Unit 3307
APO, AE 09094-3307

SUBJECT: Monthly Evaluation Report for Contract FA4428-06-C-0005, Contracted Air Terminal and Ground Handling Services

1. The following information is provided for your information or action regarding subject contract for 1-31 October 2009:

a. Quality of Product/Service

Rating: Very good

- Critical Discrepancies: 0
- Observed Discrepancies: 3 observed discrepancies were identified in September.
 - 10-23/15 Oct 09 – Provide a Complete Range of Passenger Processing and Baggage Services
 - 10-60/15 Oct 09 – Manage Information and Terminal Resources Required to Receive, Document, Plan and Move Passengers, Cargo and Mail, Ensuring Maximum Aircraft Utilization
 - 10-61/23 Oct 09 – Safety
- Over and Above Initiatives: 3
 - CAV assisted Navy personnel to correct inaccurate transportation documentation while their aircraft was on the ground ready to load. Special handling personnel re-accomplished the paperwork for the shipper ensuring an on-time departure of the aircraft, and provided step by step instructions to prevent future occurrences.
 - CAV provided assistance to a C-5 MRT team with re-deployment of damaged engine. CAV personnel re-accomplished all documentation and weighing of the equipment to ensure equipment was air worthy, ensuring an on-time departure of the mission.
 - CAV provided Tender Issue Reports to the CORs who in turn forward to the Air Mobility Division (AMD). This allowed AMD to effectively oversee their contract process here at Al Mubarak.

b. Business Relations

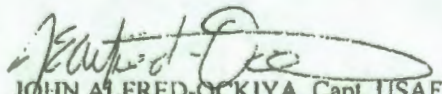
Rating: Very Good

- Critical Discrepancies: None
- Other Observed Discrepancies: None
- Over and Above Initiatives: 5
 - CAV provided assistance to the Kuwait Air Force by repairing a 25K TALO aircraft loader, allowing them to meet their mission requirements.
 - CAV assisted base personnel with towing a Mitsubishi truck to the main gate for repair, ensuring a mission essential vehicle was quickly returned to service.
 - CAV provided training for the 3rd Combat Aviation Brigade on marking, packing, labeling, and shipping documents. CAV assisted in the correction of erroneous documentation and repacking of containers, and received a Letter of Appreciation for their efforts.
 - CAV participated in the 387 AEG Airfield FOD walk to clean debris off the flight line.
 - CAV personnel provided a portable pressure washer to DNH Carrier Representatives to clean soiled cargo and ensure acceptance into the airlift system.
- Comments: None

c. Overall Comments

- CAV moved 56,671 passengers, 12,432 tons of cargo and baggage on 878 missions in the month. There was one incident with an employee was driving a forklift and it struck a power cart. The corrective action was to retrain and recertify the individual on forklift operation and brief all operators on forklift safety.

2. If you have any questions, please contact the undersigned at 314-479-4215.


 JOHN ALFRED-OCKIYA, Capt, USAF
 Contracting Officer



DEPARTMENT OF THE AIR FORCE
Operating Location-R, AMC AOS/A3K
Unit 3307 APO, AE 09094-3307

9 Dec 2009

MEMORANDUM FOR CAV INTERNATIONAL, INC.

FROM: OL-R AMC AOS/A3K
Unit 3307
APO, AE 09094-3307

SUBJECT: Monthly Evaluation Report for Contract FA4428-06-C-0005, Contracted Air Terminal and Ground Handling Services

1. The following information is provided for your information or action regarding subject contract for 1-30 November 2009:

a. Quality of Product/Service

Rating: Very good

- Critical Discrepancies: 0
- Observed Discrepancies: 10 observed discrepancies were identified in November.
 - 11-04/3 Nov 09 – Provide Aircraft Services
 - 11-14/10 Nov 09 – Provide Air Mobility Command and Control Services
 - 11-17/12 Nov 09 – Plan, Select, Sequence and Monitor each aircraft passenger, cargo and mail load
 - 11-32/20 Nov 09 – Provide Air Mobility Command and Control Services
 - 11-34/24 Nov 09 – Provide Aircraft Services
 - 11-37/24 Nov 09 – Inspection, Processing and Movement of Hazardous Materials
 - 11-46/30 Nov 09 – Provide Aircraft Services
 - 11-60/1 Nov 09 – Facilitate On-Time Aircraft Departure
 - 11-61/25 Nov 09 – Provide Air Mobility Command and Control Services
 - 11-62/25 Nov 09 – Facilitate On-Time Departure
 - 11-63/25 Nov 09 – Facilitate On-Time Departure
- Over and Above Initiatives: 3
 - CAV met with USA CECOM to discuss the airlift of vital communication vehicles. The contractor coordinated with the customer to call 12 HUMVEES forward early for a scheduled C-5 aircraft. Their initiative ensured an empty aircraft departed fully utilized and helped to ensure these critical assets, that are on a 180 day rotation cycle, met their scheduled return date.
 - CAV provided multiple customers with the correct amount of copies of Shippers Declaration of Dangerous Goods document to prevent cargo from being frustrated and delay their onward movement.
 - CAV provided Tender Issue Reports to the CORs who in turn forward to the Air Mobility Division (AMD). This allowed AMD to effectively oversee their contract process here at Al Mubarak.

b. Business Relations

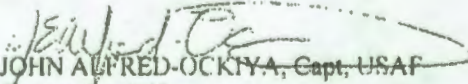
Rating: Very Good

- Critical Discrepancies: None
- Other Observed Discrepancies: None
- Over and Above Initiatives: 3
 - CAV Coordinated with DFAC management to get MRE's for 240 passengers traveling on two C-17 aircraft that weather diverted into KCIA. Without CAV coordination for meals, the 240 passengers would have been without food for 6 hours.
 - Civil Engineering personnel requested CAV's assistance to detach, transport and return the aluminum platform by the Diesel Fuel Tank. These actions ensured the safety platform utilized by fueling personnel remained stable.
 - The contractor provided Host Nation support to 3 Kuwaiti L-100's aircraft transporting five pallets each. The cargo was downloaded and delivered to their cargo holding area. Also, support was provided to a Kuwaiti passenger aircraft by downloading the commercial pallets (cookie sheets) containing baggage, further solidifying our host nation relations.
- Comments: None

c. Overall Comments

- CAV moved 51,651 passengers, 10,969 tons of cargo and baggage on 830 missions this month. There was one incident when a pallet with overhang struck the window frame of a 60K and personnel were briefed on verifying clearances when up/downloading cargo. A formal complaint was submitted on a CAV employee regarding a Dignified Transfer and a formal letter of apology was submitted immediately by contractor and the individual. Ten CAV maintenance personnel were coined by DRS Sustainment Systems, Inc, which is the supplier for 60K parts, for their efforts in getting the MHE maintenance shop into compliance with the PWS. The MHE COR stated that the "current Vehicle Maintenance section is looking the best I've personally witnessed in the past two years since I started evaluating this contract." CAV also assisted the Air Force Audit Agency, who was evaluating the Theater Express Program. The auditor provided positive comments on CAV's willingness to help her accomplish her task

2. If you have any questions, please contact the undersigned at 314-479-4215.


JOHN ALFRED-OCKAYA, Capt, USAF
Contracting Officer



DEPARTMENT OF THE AIR FORCE
USTRANSCOM TCAQ-C Operating Location - R
Unit 3307 APO, AE 09094-3307

22 Jan 2010

MEMORANDUM FOR CAV INTERNATIONAL, INC.

FROM: USTRANSCOM TCAQ-C Operating Location - R
Unit 3307
APO, AE 09094-3307

SUBJECT: Monthly Evaluation Report for Contract FA4428-06-C-0005, Contracted Air Terminal and Ground Handling Services

1. The following information is provided for your information or action regarding subject contract for 1-31 December 2009:

a. Quality of Product/Service

Rating: Satisfactory

- Critical Discrepancies: 0
- Observed Discrepancies: 9 observed discrepancies were identified in December.
 - 12-04/Inspection, Processing, and Movement of Hazardous Materials
 - 12-25/Provide Air Mobility Command and Control Services
 - 12-26/Provide Air Mobility Command and Control Services
 - 12-28/Operate, Maintain and Repair all MHE and AGE
 - 12-46/Provide Aircraft Services
 - 12-48/Operate, Maintain and Repair all MHE and AGE
 - 12-60/Facilitate On-Time Departure
 - 12-62/Provide Air Mobility Command and Control Services
 - 12-63/Provide Air Mobility Command and Control Services
- Over and Above Initiatives: 1
 - CAV coordinated meals for 25 passengers stranded due to ACL issues on a commercial R & R mission. Personnel were catered to while onward transportation could be arranged by DynCorp.

b. Business Relations

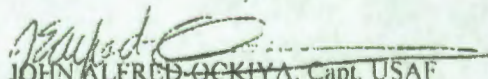
Rating: Very Good

- Critical Discrepancies: None
- Other Observed Discrepancies: None
- Over and Above Initiatives: 3

- CAV repaired and plugged a flat tire for 387 AEG/CE on a flight line sweeper. This enabled foreign object debris to be cleaned off the flight line, preventing possible engine damage to arriving and departing aircraft.
 - CAV personnel provided a Huffer cart to the Kuwaiti Air Force for one of their aircraft, allowing for the C-130 to start engines and depart on time.
 - CAV personnel were coined by the 160th Signal Brigade Commander. Three weeks of coordination made for the smooth transfer of arriving of personnel, and CAV was cited for "outstanding customer service".
- Comments: None

c. Overall Comments

- CAV moved 61,175 passengers, 12,621 tons of cargo and baggage on 926 missions this month. One customer complaint was received and was deemed not valid, but did identify potential communication issues with outside agencies.
2. If you have any questions, please contact the undersigned at 314-479-4215.


 JOHN ALFRED OCKIYA, Capt, USAF
 Contracting Officer



DEPARTMENT OF THE AIR FORCE
USTRANSCOM TCAQ-C Operating Location - R
Unit 3307 APO, AE 09094-3307

9 Feb 2010

MEMORANDUM FOR CAV INTERNATIONAL, INC.

FROM: USTRANSCOM TCAQ-C Operating Location - R
Unit 3307
APO, AE 09094-3307

SUBJECT: Monthly Evaluation Report for Contract FA4428-06-C-0005, Contracted Air Terminal and Ground Handling Services

1. The following information is provided for your information or action regarding subject contract for 1-31 January 2010:

a. Quality of Product/Service

Rating: Very Good

- Critical Discrepancies: 0
- Observed Discrepancies: 9 observed discrepancies were identified in January.
 - 01-05/Provide aircraft services
 - 01-05/Unscheduled/Flightline/Safety Violation
 - 01-13/Manage information and terminal resources
 - 01-18/Provide Air Mobility Command and Control Services
 - 01-20/Facilitate On-time departure
 - 01-22/Operate, maintain and repair all MHE and AGE
 - 01-25/Inspection, processing and movement of hazardous materials
 - 01-25/Provide Air Mobility Command and Control Services
 - 01-29/Inspection, processing and movement of hazardous materials
- Over and Above Initiatives: 2
 - CAV employee's assembled new highline dock, saving countless hours and funds on the bidding process from local contractors. Lengthy process completed in one day.
 - CAV taught a pallet build-up class to passengers departing on a SAAM mission.

b. Business Relations

Rating: Very Good

- Critical Discrepancies: None
- Other Observed Discrepancies: None
- Over and Above Initiatives: 6
 - CAV personnel provided the Kuwaiti Air Force and Air Conditioning Cart to service one of their L-100 aircraft during maintenance operation checks.

- o CAV provided a cargo manifest to the 401st Engineering Division so they could track the status of their equipment and identify to their leadership what cargo has departed KCIA.
- o CAV worked with the US Embassy in Kuwait and the Kuwait government in support of the Haiti Relief. They built 34 pallets/110 tons of cargo destined to the earthquake stricken country.
- o CAV coordinated with the British Embassy during the delay of a L-1011 that diverted into OKBK that had Syrian Diplomatic Clearance issues. They assisted the aircrew with hotel reservations and transportation.
- o Provided Gen O'Conner, ARCENT G4 first hand MRAP movement knowledge, vehicle operation procedures and guided him through the loading process of a AN-124 with 6 MAXPRO MRAP's.
- o Assisted DDKS when they had a RGATES system failure. They accepted and processed 100 cargo pallets into the GATES system instead of letting them sit until the DDKS facility system came on-line. They staged the additional cargo on the DV Ramp to accommodate the additional workload.
- Comments: CAV goes above and beyond in many aspects of business relations. These types of actions greatly improve the working relations with the government and local civilian agencies.

c. Overall Comments

CAV moved 63,489 passengers, 15,441 tons of cargo and baggage on 994 missions in the month of January. There has been an all around improvement with MHE, AGE and C2 operations. These areas were reviewed earlier in the month in addition communication skills across the board have assisted in these improvements. The assembling of the highline dock proved to be highly beneficial as CAV employees completed the project in less than a day.

2. If you have any questions, please contact the undersigned at 314-479-4215.


JOHN ALFRED OCKIYA, Capt, USAF
Contracting Officer



DEPARTMENT OF THE AIR FORCE
USTRANSCOM TCAQ-C Operating Location - R
Unit 3307 APO, AE 09094-3307

9 Mar 2010

MEMORANDUM FOR CAV INTERNATIONAL, INC.

FROM: USTRANSCOM TCAQ-C Operating Location - R
Unit 3307
APO, AE 09094-3307

SUBJECT: Monthly Evaluation Report for Contract FA4428-06-C-0005, Contracted Air Terminal and Ground Handling Services

1. The following information is provided for your information or action regarding subject contract for 1-28 February 2010:

a. Quality of Product/Service

Rating: Very Good

- Critical Discrepancies: 0
- Observed Discrepancies: 3 observed discrepancies were identified in February.
 - 02-02/Manage information and terminal resources required to receive, document, plan, and move passengers, cargo, and mail, ensuring maximum aircraft utilization.
 - 02-14/Provide a complete range of passenger processing and baggage services.
 - 02-18/ Manage information and terminal resources required to receive, document, plan, and move passengers, cargo, and mail, ensuring maximum aircraft utilization.
- Over and Above Initiatives: 3
 - CAV employee, Mr. John Davis, was recognized for his work performance when he assisted Col. Luis Villarruel, Assistant State Surgeon of the Indiana Army National Guard, when he corrected the travel arrangements made by an outside agency.
 - CAV coordinated the planning, unloading and pick-up of the first battle damaged Stryker vehicles. They were flown in on an AN-124 and had to be craned off the a/c onto flatbed trailers. With this forward thinking, CAV was able to move the Strykers in the most expedient manner. Movement was a success and they received kudos from the IMTF-Stryker Command.
 - CAV agents re-built numerous pallet trains from ADS configuration to Logistics configuration to move on 747 aircraft during the delay of a C-5. This procedure ensured that the cargo was moved expeditiously to the user.

b. Business Relations

Rating: Very Good

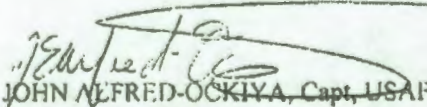
- Critical Discrepancies: None

- Other Observed Discrepancies: None
- Over and Above Initiatives: 4
 - CAV arranged for the customs clearance of 23 Army personnel returning to the United States when the sponsoring unit failed to coordinate clearance at the APOD.
 - CAV arranged ground transportation for 49 ULN personnel after their aircraft diverted into Kuwait (KWI) versus Ali Al Salem (KEZ) due to weather conditions. The scheduled shuttle bus could not accommodate all of the passengers.
 - CAV management and Load Planning worked with Volga Niper to move two Heavy Equipment Transporter Systems (HETS) on one AN-124. They drafted and load planned the equipment ensuring it would fit and safety of flight. Load plan was accepted and utilized. This initiative will assist in the movement of 48 additional HETS needed by the war-fighter.
 - CAV Passenger Service Supervisor assisted with the transportation of 100 folding chairs from Camp Arifjan due to damaged and broken seats that are currently in the Pax tent. This enabled them to accommodate a full workload of 300 passengers in the Pax tent.
- CAV's business relations have a huge impact on operations with local military and civilian agencies. Their cooperation and willingness to assist is a good showing for everyone involved in all aspects of operations at Al Mubarak.

c. Overall Comments

CAV moved 43,718 passengers, 16,111 tons of cargo and baggage on 858 missions in the month of February. The keen foresight coupled with decisive initiative led to the expedited off loading of Strykers. In the conditions provided CAV personnel turned an unbearable situation into manageable smooth process.

2. If you have any questions, please contact the undersigned at 314-479-4215.


 JOHN ALFRED-OCKIYA, Capt, USAF
 Contracting Officer



DEPARTMENT OF THE AIR FORCE
USTRANSCOM TCAQ-C Operating Location - R
Unit 3307 APO, AE 09094-3307

9 April 2010

MEMORANDUM FOR CAV INTERNATIONAL, INC.

FROM: USTRANSCOM TCAQ-C Operating Location - R
Unit 3307
APO, AE 09094-3307

SUBJECT: Monthly Evaluation Report for Contract FA4428-06-C-0005, Contracted Air Terminal and Ground Handling Services

1. The following information is provided for your information or action regarding subject contract for 1-31 March 2010:

a. Quality of Product/Service

Rating: Very Good

- Critical Discrepancies: None
- Observed Discrepancies: 4 observed discrepancies were identified in February.
 - 03-01/ Facilitate On-time Departure.
 - 03-03/ Provide a complete range of passenger processing and baggage services.
 - 03-19/ Facilitate On-time Departure.
 - 03-22/ Facilitate On-time Departure.
- Over and Above Initiatives:
 - CAV management worked with the Theater AMD to change the movement of 6 Howitzers. They were able to plan all 6 on one aircraft instead of splitting them up. This initiative saved money by utilizing one aircraft instead of two.
 - CAV coordinated with CDDOC to develop a more efficient movement plan of M916 tractors, M870 trailers and MRAPS. The new plan helped move 4 additional vehicles on the same number of aircraft to meet delivery requirements.
 - As a self-help project, CAV personnel re-painted the outside of the passenger terminal.
 - CAV personnel built a shoring kit to move flat rack bridge equipment. The shipper did not provide any shoring and CAV's assistance ensured the cargo was not delayed getting to the receiver.

b. Business Relations

Rating: Very Good

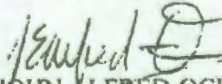
- Critical Discrepancies: None
- Other Observed Discrepancies: None
- Over and Above Initiatives: 3

- o CAV provided scheduling and informational support to a CBS news crew that was documenting the drawdown of forces from Iraq into Afghanistan. The news crew was interviewing an all female C-17 aircrew for National Women's History Month and doing a photo shoot for Glamour Magazine.
 - o CAV provided support to Navy Commander Joe Barnes, pilot of F-18 aircraft, in support of military sales program to Kuwait. They provided transportation, airfield criteria, and a one-on-one overview of the airfield operations as this was the Commanders first time landing at OKBK.
 - o CAV personnel worked with the Kuwaiti Air Force by providing support for the F-18 aircraft being staged inside Hanger 1 for local dignitaries to view. They provided push back and other support to ensure mission success.
- CAV AMCC personnel, Michael Mann, Matthew Schoemehl and Randy Tennant received a letter of recognition from the 5 EAMS commander for their quick actions during a fire in Hanger 4. They notified the Fire Department and put out a fire in one of the double stacked trailers. Their actions prevented further damage and saved countless dollars in government resources. With actions like this from individuals, it shows that we are all one team no matter what uniform is worn.

c. Overall Comments

CAV moved a total of 52,343 passengers and 17,089 tons of cargo and baggage on 949 missions in the month of March.

2. If you have any questions, please contact the undersigned at 314-479-4215.


 JOHN ALFRED-OCKIYA, Capt, USAF
 Contracting Officer



DEPARTMENT OF THE AIR FORCE
USTRANSCOM TCAQ-C Operating Location - R
Unit 3307 APO, AE 09094-3307

10 May 2010

MEMORANDUM FOR CAV INTERNATIONAL, INC.

FROM: USTRANSCOM TCAQ-C Operating Location - R
Unit 3307
APO, AE 09094-3307

SUBJECT: Monthly Evaluation Report for Contract FA4428-06-C-0005, Contracted Air Terminal and Ground Handling Services

1. The following information is provided for your information or action regarding subject contract for 1-30 April 2010:

a. Quality of Product/Service

Rating: Very Good

- Critical Discrepancies: 0
- Observed Discrepancies: 2 observed discrepancies were identified in April.
 - 04-48/ Provide Aircraft Services
 - 04-60/Manage information and terminal resources required to receive, document, plan, and move passengers, cargo, and mail, ensuring maximum aircraft utilization
- Over and Above Initiatives: 3
 - CAV continuously worked with CDDOC representatives while planning the movement of MRAP's and Engineering equipment. This working relationship ensured equipment was moved as scheduled to meet required delivery dates.
 - CAV coordinated and prepared the shoring required for the movement of High Speed Compactors. Their initiative ensured the items met the delivery date of 1 May 2010.
 - Due to the political unrest in Kyrgyzstan and the closure of Manas AB, CAV handled all of the commercial traffic originally destined to Manas. They coordinated with many agencies to ensure the onward transportation of passengers was arranged prior to the short notice arrivals.

b. Business Relations

Rating: Very Good

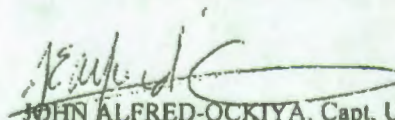
- Critical Discrepancies: None
- Other Observed Discrepancies: None
- Over and Above Initiatives: 4

- o CAV assisted with the movement of a Kuwaiti Air Force DV by providing an air conditioning cart during the servicing of the aircraft. This provided comfort to the passengers while they waited on the aircraft.
- o CAV personnel assisted local contractors with the removal of a highline dock so it could be refurbished. They provided 4 forklifts to move the highline onto the trucks. Their assistance ensured a safe operation and movement of the asset.
- o Due to the direction of the Kuwaiti Air Force Commander and the 387th Support Group Commander, CAV moved the entire upper grid yard to the old DV parking ramp enabling the Kuwaitis to utilize the parking spaces for their 2 L-100 aircraft.
- o During a GATES system failure at DDKS headquarters, CAV checked in and processed all cargo. This went on for several days. This action made sure that all cargo was delivered in a timely manner to its proper location supporting the warfighter.

c. Overall Comments

CAV moved 47,945 passengers, 15,800 tons of cargo and baggage on 963 missions in the month of April. CAV continues to work efficiently and effectively with the constant changes occurring. Their assistance to the Kuwaiti military and local contractors has had a positive impact on the base and on current operations. CAV has taken the lead for building a cohesive team at KWI benefiting the mission and ensuring its progression.

2. If you have any questions, please contact the undersigned at 314-479-4215.


 JOHN ALFRED-OCKIYA, Capt, USAF
 Contracting Officer



DEPARTMENT OF THE AIR FORCE
USTRANSCOM TCAQ-C Operating Location - R
Unit 3307 APO, AE 09094-3307

15 Jun 2010

MEMORANDUM FOR CAV INTERNATIONAL, INC.

FROM: USTRANSCOM TCAQ-C Operating Location - R
Unit 3307
APO, AE 09094-3307

SUBJECT: Monthly Evaluation Report for Contract FA4428-06-C-0005, Contracted Air Terminal and Ground Handling Services

1. The following information is provided for your information or action regarding subject contract for 1-31 May 2010:

a. Quality of Product/Service

Rating: Very Good

- Critical Discrepancies: 0
- Observed Discrepancies: 5 observed discrepancies were identified in May.
 - 05-01 Provide Aircraft Services
 - 05-08 Provide Aircraft Services
 - 05-22 Manage accurate and auditable records and reports
 - 05-28 Operate, maintain, and repair all MHE and AGE
 - 05-60 Plan, select, sequence, and monitor each aircraft, passenger, cargo, mail load
- Over and Above Initiatives: 3
 - CAV coordinated the use of an M1000 tractor/trailer to remove a disabled Excavator from the flight line ensuring flight ops continued without delay. Spearheaded the loading onto a trailer for transportation back to unit.
 - CAV quickly reacted to a hydraulic failure on a piece of engineering equipment during aircraft upload. These actions ensured the equipment was downloaded prior to a complete control failure.
 - CAV developed a plan to move critical engineering equipment on IL-76 aircraft when assets exceeded the ATTILA certification letter for authorized weights. This initiative ensured equipment would meet RDD.

b. Business Relations

Rating: Very Good

- Critical Discrepancies: None
- Other Observed Discrepancies: None

- Over and Above Initiatives: 3

- CAV provided equipment to the 387 AEG for their Mass Casualty Exercise. This resulted in a realistic training scenario and helped test base capabilities.
- CAV routinely provides forklift support to Air Force personnel to download water shipments, which helps sustain base water supply.
- CAV reacted to short notice repairs on 3 aircraft parking spots. They quickly reworked the aircraft parking plan/MOG tool to ensure no bottle necks occurred.

c. Overall Comments

CAV Int'l moved 35,751 passengers, 16,145 tons of cargo and baggage on 924 missions in the month of May. CAV continues to provide terrific service while supporting war fighter. AMC mission requirements are consistently being met on a daily basis. This team of professionals has fostered a very productive working relationship with the host base support group as well as the host nation personnel they work. This type of working relationship has proved beneficial in the month of May as many meetings have taken place on the developmental changes at Al Mubarak.

2. If you have any questions, please contact the undersigned at 314-479-4215.


JOHN ALFRED OCKIYA, Capt, USAF
Contracting Officer



DEPARTMENT OF THE AIR FORCE
USTRANSCOM TCAQ-C Operating Location - R
Unit 3307 APO, AE 09094-3307

8 Jul 2010

MEMORANDUM FOR CAV INTERNATIONAL, INC.

FROM: USTRANSCOM TCAQ-C Operating Location - R
Unit 3307
APO, AE 09094-3307

SUBJECT: Monthly Evaluation Report for Contract FA4428-06-C-0005, Contracted Air Terminal and Ground Handling Services

1. The following information is provided for your information or action regarding subject contract for 1-30 Jun 2010:

a. Quality of Product/Service

Rating: Very Good

- Critical Discrepancies: 0
- Observed Discrepancies: 6 observed discrepancies were identified in Jun.
 - 06-07 Provide a complete range of passenger processing and baggage services
 - 06-10 Gather, process, and disseminate information
 - 06-16 Provide aircraft services
 - 06-24 Manage information and terminal resources required to receive, document, plan, and move passengers, cargo, and mail, ensuring maximum aircraft utilization.
 - 06-30 Provide aircraft services
 - 06-60 Operate, maintain, and repair all MHE and AGE
- Over and Above Initiatives: 3
 - CAV has and is accepting cargo from Ali Al Salem to help with their backlog. Cargo is arriving to the end destination without delay.
 - CAV handled all aspects of a Pakistani Air Force (PAF) IL-78 aircraft requested to carry 10 pallets of cargo. The aircraft arrived without a roller system. CAV loaded the aircraft with forklifts and the internal crane system, taking approximately 8 hours. This mission was transporting tents and air conditioning units for the Pakistani security personnel working with the F-16 program.
 - CAV identified C-130J model propellers scheduled to move on a tendered aircraft and raised concerns that proper handling procedures would not be followed. CAV coordinated with the AMD who established immediate guidance to the entire AOR, notifying everyone that moving J-model propellers will not be allowed due to the specific handling requirements and the possibility tender crews would not comply with the published message guidance.

b. Business Relations

Rating: Very Good

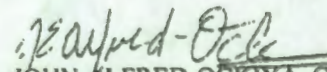
- Critical Discrepancies: None

- Other Observed Discrepancies: None
- Over and Above Initiatives: 3
 - CAV is working with coalition partners, Australians and Canadians, to provide assistance for airflow questions and PPR requests in support of upcoming MRAP movements.
 - CAV handled 75 tons of lumber from DDKS destined to Camp Leatherneck to replace facilities after a fire destroyed existing facilities. They received the cargo and acquired the material to built shoring kits to palletize cargo as none was available. This allowed immediate delivery of the shipments on a C-17 aircraft to Al Udeid.
 - CAV routinely loans the Air Force a forklift to download water pallets off flat bed trucks. CAV sometimes downloads the pallets themselves when they have time and places them in the holding area.

c. Overall Comments

CAV International moved 43,285 passengers, 13,016 tons of cargo and baggage on 878 missions in the month of June. CAV places the war fighter first and foremost, in-turn providing gratifying services across the board. AMC mission requirements are consistently met and CAV staff continues to excel in day-to-day operations. This team of professionals has fostered a very productive working relationship with the host base support group as well as the host nation personnel that they deal with on a regular basis.

2. If you have any questions, please contact the undersigned at 314-479-4215.


 JOHN ALFRED-OCKIYA, Capt, USAF
 Contracting Officer



DEPARTMENT OF THE AIR FORCE
USTRANSCOM TCAQ-C Operating Location - R
Unit 3307 APO, AE 09094-3307

9 Aug 2010

MEMORANDUM FOR CAV INTERNATIONAL, INC.

FROM: USTRANSCOM TCAQ-C Operating Location-R
Unit 3307
APO, AE 09094-3307

SUBJECT: Monthly Evaluation Report for Contract FA4428-06-C-0005, Contracted Air
Terminal and Ground Handling Services

1. The following information is provided for your information or action regarding subject
contract for 1-31 July 2010:

a. Quality of Product/Service

Rating: Very Good

- Critical Discrepancies: 0
- Observed Discrepancies: 4 observed discrepancies were identified in Jul.
 - 07-01 Provide a Air Mobility Command and Control services.
 - 07-07 Operate, Maintain, and repair all MHE and AGE.
 - 07-32 Provide aircraft services.
 - 07-63 Manage information and terminal resources required to receive, document, plan, and move passengers, cargo, and mail, ensuring maximum aircraft utilization.
- Over and Above Initiatives: 3
 - CAV continues to include government/contractor agencies outside SOW requirements on HR notifications. Supervisors and controllers provided both additional email updates and cell phone calls to key individuals on AMAB.
 - CAV developed a plan to move over 35,000 lbs of separated passenger baggage from Camp Virginia. CAV requested through TACC to change the routing of a de-positioning contingency C-5 to arrive at McGuire where 66% of the baggage was scheduled to arrive. The request was approved and all baggage has arrived to the final destination.
 - CAV AMCC routinely monitors the status of aircraft movements of both Kuwaiti Air Force and the Kuwait Police Helicopter Unit to institute ramp freezes for personnel on the flight-line to de-conflict any vehicular traffic with those aircraft. This involves notifications via telephone to the BDOC.

b. Business Relations

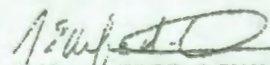
Rating: Very Good

- Critical Discrepancies: None
- Other Observed Discrepancies: None
- Over and Above Initiatives: 2
 - CAV worked with the Australian and Canadian Air Forces in all aspects of MRAP movement on their aircraft. CAV has transported approximately 70 MRAPS on Coalition aircraft to date.
 - CAV downloaded an unscheduled French Air Force KC-135 aircraft. CAV downloaded cargo pallets, baggage from this aircraft, and also provided pushback services.

c. Overall Comments

CAV Int'l moved 51,092 passengers, 12,590 tons of cargo and baggage on 832 missions in the month of June. CAV continues to provide sufficient service to the warfighter. AMC mission requirements are consistently being met and exceeded on a daily basis. This team of professionals continues to foster a very productive working relationship with the host base support group as well as the host nation personnel that they deal with on a daily basis.

2. If you have any questions, please contact the undersigned at 314-479-4215.


JOHN ALFRED-OCKIYA, Capt, USAF
Contracting Officer



DEPARTMENT OF THE AIR FORCE
USTRANSCOM TCAQ-C Operating Location - R
Unit 3307 APO, AE 09094-3307

8 Sep 2010

MEMORANDUM FOR CAV INTERNATIONAL, INC.

FROM: USTRANSCOM TCAQ-C Operating Location-R
Unit 3307
APO, AE 09094-3307

SUBJECT: Monthly Evaluation Report for Contract FA4428-06-C-0005, Contracted Air
Terminal and Ground Handling Services

a. Quality of Product/Service

Rating: Satisfactory

- Critical Discrepancies: 0
- Observed Discrepancies: 9 observed discrepancies were identified in Aug.
 - 08-13 Operate, Maintain, and repair all MHE and AGE
 - 08-19 Provide aircraft ground services
 - 08-20 Operate, maintain, and repair all MHE and AGE
 - 08-29 Provide Air Mobility Command and Control services
 - 08-31 Operate, Maintain, and repair all MHE and AGE
 - 08-44 Operate, Maintain, and repair all MHE and AGE
 - 08-60 Facilitate On-Time departure
 - 08-61 Operate, Maintain, and repair all MHE and AGE
 - 08-62 Non-SDS (After incident operations)
- Over and Above Initiatives: 5
 - CAV washed numerous in-transit pallets and equipment that arrived dirty from the AOR and fixed discrepancies with documentation prior to onward movement ensuring the customer received their cargo in a timely manner.
 - CAV continues to work with CDDOC and AMD to provide a fix for the ITARS process that causes disconnects between cargo delivery and mission execution. Managers attended a meeting at Camp Arifjan to assist with the changes of process.
 - CAV designed loading ramps to assist with the upload of rolling stock on the IL-76. The steep incline hinders some rolling stock from being loaded smoothly. The new ramps ensure a smooth and safer loading operation.
 - Mr. Erroll Harris and Mr. John Davis received a letter of thanks from an in-transit passenger for their assistance with baggage that was mistakenly identified. They broke down a baggage pallet to locate the correct baggage. They also assisted the passenger with issues with the internet. The passenger was very appreciative of all the help they provided.

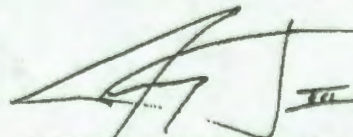
b. Business Relations

Rating: Very Good

- Critical Discrepancies: None
- Other Observed Discrepancies: None
- Over and Above Initiatives: 3
 - CAV maintenance personnel worked on the TMEP trucks lift gate ensuring that the equipment was reliable during human remains transfers.
 - CAV assisted the 1/147th Army Helicopter unit with coordination of delivery of fuel. The unit arrived without the proper fuel cards and CAV coordinated with KAFCO for fuel, let the unit utilize personal phones to call the US and provided light carts and forklift support.
 - CAV assisted the 1st TSC with coordinating customs clearance on the commercial side of the airport for food supplies that were being delivered to Iraq. The refrigeration truck broke down and CAV coordinated with DynCorp to utilize their truck for storage. CAV broke down pallets to fit in the truck and rebuilt them when the aircraft was ready to load.

c. Overall Comments

- CAV has had some issues with MHE incident reporting and follow up procedures. A pallet was dropped from the front of a 60K Turner loader onto the loader in front of it and failed to cease operations for a thorough investigation to be completed. The loader received minor damage and was placed in out of commission status. Five (5) different discrepancies occurred in this area throughout the month, which is cause for concern. It remains CAV's responsibility to see that the issues are handled properly and frequency of occurrences is reduced in the coming months.
- CAV Int'l moved 43,393 passengers, 11,902 tons of cargo and baggage on 834 missions in the month of August. CAV continues to provide excellent service to the war fighter. Despite the noted shortcomings in the area of operating MHE/AGE equipment, AMC mission requirements are consistently being met and exceeded on a daily basis. This team of professionals continues to foster a very productive working relationship with the host base support group as well as the host nation personnel that they deal with on a daily basis.



JAMES E. THOMPSON III, 1Lt, USAF
Contracting Officer



DEPARTMENT OF THE AIR FORCE
USTRANSCOM TCAQ-C Operating Location - R
Unit 3307 APO, AE 09094-3307

8 Oct 2010

MEMORANDUM FOR CAV INTERNATIONAL, INC.

FROM: USTRANSCOM TCAQ-C Operating Location-R
Unit 3307
APO, AE 09094-3307

SUBJECT: Monthly Evaluation Report for Contract FA4428-06-C-0005, Contracted Air
Terminal and Ground Handling Services

1. The following information is provided for your information/action regarding subject contract
for the period of 1-30 September 2010:

a. Quality of Product/Service

Rating: Very Good

- Contract Discrepancy Reports Issued: 0
- Other Observed Discrepancies: 6 observed discrepancies
 - 09-07: Manage information and terminal resources required to receive, document, plan, and move passengers, cargo, and mail, ensuring maximum aircraft utilization
 - 09-08: Operate, maintain, and repair all MHE and AGE
 - 09-14: Operate, maintain, and repair all MHE and AGE
 - 09-19: Facilitate on-time departure
 - 09-21: Provide aircraft services
 - 09-29: Provide aircraft services
- Over and Above Initiatives: 2
 - CAV continually works with CDDOC in the planning and movement of MRAP's and engineering equipment. This partnership has ensured critical equipment moves as planned.
 - CAV has washed numerous in-transit pallets/equipment that arrived dirty from the AOR and also fixed discrepancies with documentation prior to onward movement.

b. Business Relations

Rating: Very Good

- Contract Discrepancy Reports Issued: 0
- Other Observed Discrepancies: None

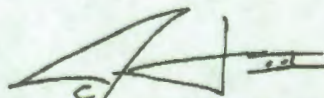
- Over and Above Initiatives: 3

- CAV routinely loans the local Air Force units a company-owned forklift to download water pallets off of flat bed trucks to assist with ensuring supplies stay replenished.
- CAV repaired the 387th Comm squadron and CE vehicles and changed tires on the 387th Supply truck.
- The CRSP yard contacted CAV about a box of portable scales that was found in the holding yard. CAV worked with PMEL at IUD for the disposition of these scales, identifying that the ultimate owner is a unit located in Iraq.

c. Overall Comments

CAV Int'l moved 34,787 passengers, 10,098 tons of cargo and baggage on 784 missions in the month of September. CAV continues to provide quality service to the military personnel in the AOR, allowing AMC mission requirements to be met on a consistent basis. This team of professionals continues to foster a productive working relationship with the host base support group, as well as the host nation personnel they work alongside daily.

2. Please direct any questions to the undersigned at 314-479-4215.



JAMES E. THOMPSON III, 1Lt, USAF
Contracting Officer

RELEASED UNDER
USTRANSCOM FOIA 10-99
(INTERIM RESPONSE #6)

FOIA Exemption 5. U.S.C. 552(b)(6) Applies

CAV International, Inc.
Solicitation HTC711-09-R-0041
Air Terminal & Ground Handling Services - Kuwait

Part II - Past Performance Information



EVERGREEN INTERNATIONAL AIRLINES, INC.

3850 Three Mile Lane • McMinnville, Oregon 97128 • USA
Phone (503) 472-0011 • Fax (503) 434-4215 • SITA: HDQGGZ

October 19, 2009

To Whom This May Concern:

Although this may be an overlooked task, I feel that I must bring to your attention the outstanding customer service we receive by your representatives at CAV.

I am, of course, very delighted to have the pleasure of working with CAV and its personnel overseeing our operations in Kuwait. Their professional and courteous attitude, expert knowledge, and patience in handling our ground operations are very important to my complete customer satisfaction.

I am the Station Manager for Evergreen International Airlines based at Kuwait City Abdullah Al-Mubarak Airbase. CAV ensures a swift and efficient operation without the sacrifice of safety. This is one less concern for me and I am deeply appreciative of their assistance and support. While I know that CAV is renowned for the customer service it provides, I feel like its personnel treated my affairs with the utmost importance.

In the past, I felt that previous GSK's were not sensitive to our needs and provided the quickest and most convenient solution to our problems from their perspective. But not in this case, CAV personnel have handled many issues as if they were their own, and I am completely satisfied. It is my hope that CAV will continue service at Kuwait City Abdullah Al-Mubarak Airbase and look forward to patronizing your organization.

Sincerely,

(b)(6)

Station Manager
Evergreen INT'l Airlines

ACK 10-99

RELEASED UNDER

**USTRANSCOM FOIA 10-99
(INTERIM RESPONSE #7)**

FULL RELEASE



DEPARTMENT OF THE AIR FORCE
HEADQUARTERS AIR MOBILITY COMMAND

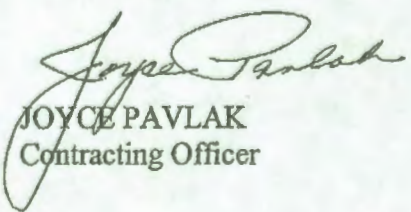
4 MAY 2006

MEMORANDUM FOR OL-R
AMCAOS/A3KS
Contract Airlift Division
Unit 3305
APO AE 09094-3305

FROM: HQ AMC/A3KSA
402 Scott Dr Unit 3A1
Scott AFB IL 62225-5302

SUBJECT: Delegation Of Contract Administration, FA4428-06-C0005

1. Pursuant to Federal Acquisition Regulation (FAR) Subpart 42.3, the functions of FAR 42.302(a) (1) through (69), and FAR Subpart 42.302 (b), as applicable, are assigned to your office for administration of Air Terminal and Ground Handling Services, Contract FA4428-06-C0005 located at Kuwait City IAP, Kuwait. Any additional contract administration functions not listed in 42.302(a) and (b), or not otherwise delegated, remain the responsibility of the contracting office.
2. Request you furnish this office with a copy of all modifications to subject contract.


JOYCE PAVLAK
Contracting Officer

Attachment:
FAR Subpart 42.3, Contract Administration Office Functions

1

SUBPART 42.3—CONTRACT ADMINISTRATION OFFICE FUNCTIONS

42.301 General.

When a contract is assigned for administration under Subpart 42.2, the contract administration office (CAO) shall perform contract administration functions in accordance with this regulation, the contract terms, and, unless otherwise agreed upon in formal cross-servicing arrangements (see 42.101(a)), the applicable regulations of the servicing agency.

42.302 Contract administration functions.

(a) The following are the normal contract administration functions to be performed by the cognizant CAO, to the extent they apply, as prescribed in 42.202:

- (1) Review the contractor's compensation structure.
- (2) Review the contractor's insurance plans.
- (3) Conduct post-award orientation conferences.
- (4) Review and evaluate contractors' proposals under Subpart 15.8 and, when negotiation will be accomplished by the contracting officer, furnish comments and recommendations to that officer.
- (5) Negotiate forward pricing rate agreements (see 15.809).
- (6) Negotiate advance agreements applicable to treatment of costs under contracts currently assigned for administration (see 31.109).
- (7) Determine the allowability of costs suspended or disapproved as required (see Subpart 42.8), direct the suspension or disapproval of costs when there is reason to believe they should be suspended or disapproved, and approve final vouchers.
- (8) Issue Notices of Intent to Disallow or not Recognize Costs (see Subpart 42.8).
- (9) Establish final indirect cost rates and billing rates for those contractors meeting the criteria for contracting officer determination in Subpart 42.7.
- (10) Attempt to resolve issues in controversy, using ADR procedures when appropriate (see Subpart 33.2); prepare findings of fact and issue decisions under the Disputes clause on matters in which the administrative contracting officer (ACO) has the authority to take definitive action.
- (11) In connection with Cost Accounting Standards (see Part 30 and 48 CFR Chapter 99

(16) Monitor the contractor's financial condition and advise the contracting officer when it jeopardizes contract performance.

(17) Analyze quarterly limitation on payments statements and recover overpayments from the contractor.

(18) Issue tax exemption certificates.

(19) Ensure processing and execution of duty-free entry certificates.

(20) For classified contracts, administer those portions of the applicable industrial security program designated as ACO responsibilities (see Subpart 4.4).

(21) Issue work requests under maintenance, overhaul, and modification contracts.

(22) Negotiate prices and execute supplemental agreements for spare parts and other items selected through provisioning procedures when prescribed by agency acquisition regulations.

(23) Negotiate and execute contractual documents for settlement of partial and complete contract terminations for convenience, except as otherwise prescribed by Part 49.

(24) Negotiate and execute contractual documents settling cancellation charges under multiyear contracts.

(25) Process and execute novation and change of name agreements under Subpart 42.12.

(26) Perform property administration (see Part 45).

(27) Approve contractor acquisition or fabrication of special test equipment under the clause at 52.245-18, Special Test Equipment.

(28) Perform necessary screening, redistribution, and disposal of contractor inventory.

(29) Issue contract modifications requiring the contractor to provide packing, crating, and handling services on excess Government property. When the ACO determines it to be in the Government's interests, the services may be secured from a contractor other than the contractor in possession of the property.

(30) In facilities contracts--

(i) Evaluate the contractor's requests for facilities and for changes to existing facilities and provide appropriate recommendations to the contracting officer;

(ii) Ensure required screening of facility items before acquisition by the contractor;

(iii) Approve use of facilities on a noninterference basis in accordance with the clause at 52.245-9, Use and Charges;

(iv) Ensure payment by the contractor of any rental due; and

(v) Ensure reporting of items no longer needed for Government production.

(31) Perform production support, surveillance, and status reporting, including timely reporting of potential and actual slippages in contract delivery schedules.

(32) Perform pre-award surveys (see Subpart 9.1).

(33) Advise and assist contractors regarding their priorities and allocations responsibilities and assist contracting offices in processing requests for special assistance and for priority ratings for privately owned capital equipment.

(34) Monitor contractor industrial labor relations matters under the contract; apprise the contracting officer and, if designated by the agency, the cognizant labor relations advisor, of actual or potential labor disputes; and coordinate the removal of urgently required material from the strikebound contractor's plant upon instruction from, and authorization of, the contracting officer.

(35) Perform traffic management services, including issuance and control of Government bills of lading and other transportation documents.

(36) Review the adequacy of the contractor's traffic operations.

(37) Review and evaluate preservation, packaging, and packing.

(38) Ensure contractor compliance with contractual quality assurance requirements (see Part 46).

(39) Ensure contractor compliance with contractual safety requirements.

(40) Perform engineering surveillance to assess compliance with contractual terms for schedule, cost, and technical performance in the areas of design, development, and production.

(41) Evaluate for adequacy and perform surveillance of contractor engineering efforts and management systems that relate to design, development, production, engineering changes, subcontractors, tests, management of engineering resources, reliability and maintainability, data control systems, configuration management, and independent research and development.

(42) Review and evaluate for technical adequacy the contractor's logistics support, maintenance, and modification programs.

(43) Report to the contracting office any inadequacies noted in specifications.

(44) Perform engineering analyses of contractor cost proposals.

(45) Review and analyze contractor-proposed engineering and design studies and submit comments and recommendations to the contracting office, as required.

(46) Review engineering change proposals for proper classification, and when required, for need, technical adequacy of design, producibility, and impact on quality, reliability, schedule, and cost; submit comments to the contracting office.

(47) Assist in evaluating and make recommendations for acceptance or rejection of waivers and deviations.

(48) Evaluate and monitor the contractor's procedures for complying with procedures regarding restrictive markings on data.

(49) Monitor the contractor's value engineering program.

(50) Review, approve or disapprove, and maintain surveillance of the contractor's purchasing system (see Part 44).

(51) Consent to the placement of subcontracts.

(52) Review, evaluate, and approve plant or division-wide small, small disadvantaged and women-owned small business master subcontracting plans.

(53) Obtain the contractor's currently approved company- or division-wide plans for small, small disadvantaged and women-owned small business subcontracting for its commercial products, or, if there is no currently approved plan, assist the contracting officer in evaluating the plans for those products.

(54) Assist the contracting officer, upon request, in evaluating an offeror's proposed small, small disadvantaged and women-owned small business subcontracting plans, including documentation of compliance with similar plans under prior contracts.

(55) By periodic surveillance, ensure the contractor's compliance with small, small disadvantaged and women-owned small business subcontracting plans and any labor surplus area contractual requirements; maintain documentation of the contractor's performance under and compliance with these plans and requirements; and provide advice and assistance to the firms involved, as appropriate.

(56) Maintain surveillance of flight operations.

(57) Assign and perform supporting contract administration.

(58) Ensure timely submission of required reports.

(59) Issue administrative changes, correcting errors or omissions in typing, contractor address, facility or activity code, remittance address, computations which do not require additional contract funds, and other such changes (see 43.101).

(60) Cause release of shipments from contractor's plants according to the shipping instructions. When applicable, the order of assigned priority shall be followed; shipments within the same priority shall be determined by date of the instruction.

(61) Obtain contractor proposals for any contract price adjustments resulting from amended shipping instructions. ACO's shall review all amended shipping instructions on a periodic, consolidated basis to assure that adjustments are timely made. Except when the ACO has settlement authority, the ACO shall forward the proposal to the contracting officer for contract modification. The ACO shall not delay shipments pending completion and formalization of negotiations of revised shipping instructions.

(62) Negotiate and/or execute supplemental agreements, as required, making changes in packaging subcontractors or contract shipping points.

(63) Cancel unilateral purchase orders when notified of nonacceptance by the contractor. The ACO shall notify the contracting officer when the purchase order is canceled.

(64) Negotiate and execute one-time supplemental agreements providing for the extension of contract delivery schedules up to 90 days on contracts with an assigned Criticality Designator of C (see 42.1105). Notification that the contract delivery schedule is being extended shall be provided to the contracting office. Subsequent extensions on any individual contract shall be authorized only upon concurrence of the contracting office.

(65) Accomplish administrative closeout procedures (see 4.804-5).

(66) Determine that the contractor has a drug-free workplace program and drug-free awareness program (see Subpart 23.5).

(67) Support the program, product, and project offices regarding program reviews, program status, program performance and actual or anticipated program problems.

(68) Monitor the contractor's compliance with the requirements of environmental laws including the Resource Conservation and Recovery Act (RCRA) (42 U.S.C. 6901, et seq.) and other environmental requirements as specified in the contract (see Part 23). Responsibilities of the contracting officer shall include--

(i) Verification of contractor compliance with specifications requiring the use of environmentally preferable and energy-efficient materials and the use of materials or delivery of end items with the specified recovered material content. This shall occur as part of the quality assurance procedures set forth in Part 46.

(ii) As required in the contract, ensuring that the contractor complies with the reporting requirements relating to recovered material content utilized in contract performance.

(69) Administer commercial financing provisions and monitor contractor security to ensure its continued adequacy to cover outstanding payments, when on-site review is required.

(b) The CAO shall perform the following functions only when and to the extent specifically authorized by the contracting office:

(1) Negotiate or negotiate and execute supplemental agreements incorporating contractor proposals resulting from change orders issued under the Changes clause. Before completing negotiations, coordinate any delivery schedule change with the contracting office.

(2) Negotiate prices and execute priced exhibits for unpriced orders issued by the contracting officer under basic ordering agreements.

(3) Negotiate or negotiate and execute supplemental agreements changing contract delivery schedules.

(4) Negotiate or negotiate and execute supplemental agreements providing for the deobligation of unexpended dollar balances considered excess to known contract requirements.

(5) Issue amended shipping instructions and, when necessary, negotiate and execute supplemental agreements incorporating contractor proposals resulting from these instructions.

(6) Negotiate changes to interim billing prices.

(7) Negotiate and definitize adjustments to contract prices resulting from exercise of an economic price adjustment clause (see Subpart 16.2).

(8) Issue change orders and negotiate and execute resulting supplemental agreements under contracts for ship construction, conversion, and repair.

(9) Execute supplemental agreements on firm-fixed-price supply contracts to reduce required contract line item quantities and deobligate excess funds when notified by the contractor of an inconsequential delivery shortage, and it is determined that such action is in the best interests of the Government, notwithstanding the default provisions of the contract. Such action will be taken only upon the written request of the contractor and, in no event, shall the total downward contract price adjustment resulting from an inconsequential delivery shortage exceed \$250.00 or 5 percent of the contract price, whichever is less.

(10) Execute supplemental agreements to permit a change in place of inspection at origin specified in firm-fixed-price supply contracts awarded to nonmanufacturers, as deemed necessary to protect the Government's interests.

(11) Prepare evaluations of contractor performance IAW Subpart 42.15.

(c) Any additional contract administration functions not listed in 42.302(a) and (b), or not otherwise delegated, remain the responsibility of the contracting office.



UNITED STATES TRANSPORTATION COMMAND
608 SCOTT DRIVE
SCOTT AIR FORCE BASE IL 62225-5357

25 September 09

MEMORANDUM FOR TSgt Denis Bryant

FROM: OL-R AMC AOS/A3K

SUBJECT: Contracting Officer Representative (COR) Duties and Responsibilities for Contract No. FA4428-06-C-0005, Air Terminal Ground Handling Services, Al Mubarak Air Base, Kuwait.

1. Pursuant to Defense Federal Acquisition Regulation Supplement 201.602-2, you are hereby appointed as Contracting Officer's Representative (COR) for:

Contract Number: FA4428-06-C-0005

For: Air Terminal Ground Handling Services, Al Mubarak Air Base, Kuwait.

Contractor: CAV International, Inc.

Contract Period: 01 Aug 06 through 30 Sep 2010

2. As COR you are responsible for monitoring contractor performance and inspecting and accepting services for the government. Your duties are varied and numerous and, as COR, you may be personally liable for unauthorized acts. Therefore, it is essential that you familiarize yourself with the constraints of the contract to ensure all government actions are timely and in accordance with the contract. Close coordination with the Contracting Officer is a must. COR responsibilities take precedence over all other duties and are not re-delegable.

3. In addition to your required duties and applicable limitations set forth in the contract, the following guidance is furnished to assist you throughout the contract period. The COR:

a. Is not authorized to make any commitments or changes that will affect price, quality, quantity, delivery or any other term or condition of the contract or provide instructions to the contractor which might be construed as changes to the contract. Recommendations (with supporting documentation) may be made to the CO, who will evaluate the proposed alteration and conduct all negotiations with the contractor, if deemed advisable.

b. Will furnish technical assistance to the CO and ensure the contractor's compliance with the technical requirements of the contract. Disagreements between the COR and the contractor must be referred to the CO, in writing, with an information copy to the Functional Director.

c. Is responsible for inspection and acceptance of services. The COR will evaluate and document the contractor's performance in accordance with the Quality Assurance Surveillance Plan and maintain detailed records to substantiate services received or not received.

d. Is responsible for reviewing and accepting services. The COR will complete monthly receiving reports by using Wide Area Work Flow- Receipt and Acceptance (WAWF-RA)

#2

electronic forms. An informational e-mail indicating the completion of the receiving report must be sent to the contract specialist.

e. Will not interpret, clarify, make or infer legal interpretations on the scope or intent of the contract; refer the contractor to the Contracting Officer.

f. Will notify the Contracting Officer of any significant performance deficiencies.

g. Will not give direction to the contractor or to employees of the contractor.

h. Will not authorize expenditure of funds.

i. Will not levy or impose upon the contractor any task or permit any substitution not specifically provided for in the contract.

j. Will not offer advice to the contractor which may adversely affect contract performance, compromise the rights of the government, provide the basis of a claim for constructive change, or impact any pending or future Contracting Officer determination as to fault or negligence.

k. Will attend the post-award conference and any other meetings where instructions are given to the contractor.

l. Will maintain a file of reports, correspondence, memoranda, and other pertinent documentation provided to the COR for each contract on which he or she is assigned.

m. Will recommend improvements to the Quality Assurance Surveillance Plan (QASP) and Performance Work Statement to the Contracting Officer.

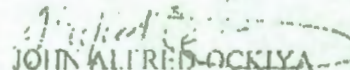
n. Will be the Assessing Official Representative for the Contractor Performance Assessment Reporting System (CPARS).

4. This designation as a COR shall remain in effect through the life of the contract, unless sooner terminated in writing by the Contracting Officer. As COR each year you shall complete annual Ethics training. A copy of the training certificate will be sent to the Contracting Officer and a copy retained in the official COR file. In the event personnel changes are necessary during the contract period, and you are to be reassigned or separated from Government service, please notify the Contracting Officer sufficiently in advance to permit timely selection of a successor COR.

5. The duties and responsibilities set forth above are not all inclusive. Specific situations that are not covered or that have created a question should be brought to the attention of the Contracting Officer.

6. The Contract Office Chief responsible for administration of this contract is Capt John Alfred-Oekiya (DSN 314-479-4215). Please be advised that only the Contracting Officer has the authority to change or amend the terms of the contract through formal modification. Any other person attempting to change or deviate from the terms of the contract is without authority to do so and the Contracting Officer is without authority to ratify such unauthorized actions.

7. You are required to acknowledge receipt of this appointment and return it to the undersigned for retention in the contract file. A copy must be retained in your files.



JOHN ALFRED OCKLYA
Contracting Officer

~~~~~COR Acknowledgement~~~~~

I hereby acknowledge my appointment as the Contracting Officer's Representative (COR) for contract FA4428-06-C-0005 with C.A.V. International and fully understand my responsibilities and limitations.

John A. Ocklya  
NAME (Print/Type)

1st Lt  
RANK/GRADE

  
SIGNATURE

Contracting Officer Representative  
TITLE

12 Oct 06  
DATE

**SUPERVISOR'S ACKNOWLEDGEMENT:**

I have read the above COR appointment and fully understand, support and approve my employee's responsibilities and limitations as COR under the above referenced contract. I agree that "other" duties of the COR must not conflict with COR responsibilities and that the above COR's contributions in assisting in the monitoring of the contract is addressed, as appropriate, in the annual performance review of this individual. I agree to meet with the COR at least bi-annually to discuss work-load and COR specific duties. A record of this meeting will be provided to the COR for retention in the COR file.

Dale B. Teele  
NAME (Print/Type)

  
SIGNATURE



UNITED STATES TRANSPORTATION COMMAND  
508 SCOTT DR  
SCOTT AIR FORCE BASE IL 62225-5357

20 April 2010

MEMORANDUM FOR CAV INTERNATIONAL

FROM: OL-R USTRANSCOM  
Unit 3307  
APO AE 09094-3307

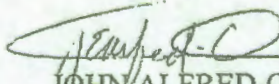
SUBJECT: Contracting Officer's Representative Duties and Responsibilities, Contract No. FA4428-06-C-0005, Air Terminal and Ground Handling Services at Al Mubarak Air Base, Kuwait.

1. MSgt Timothy Owen, TSgt Denis Bryant, SSgt Ronnell Ramsay, SSgt Lydia Harvey and SSgt Candice Verbeek have been appointed as the Contracting Officer's Representatives (COR) for this contract.
2. The COR is responsible for the overall inspection of services specified in your contract. They HAVE authority to:
  - a. Provide technical assistance to the contracting officer (CO) and ensure the contractor's compliance with the technical requirements of the contract.
  - b. Certify acceptance of services that have been satisfactorily performed by the contractor.
  - c. Document the contractor's performance in accordance with the Quality Assurance Surveillance Plan and maintain detailed records to substantiate services received or not received.
  - d. Attend the post-award conference and any other meetings where instructions are given to the contractor.
3. The COR's DO NOT have the authority to:
  - a. Make any commitments or changes that will affect price, quality, quantity, delivery, or any other term or condition of the contract or provide instructions to the contractor which might be construed as changes to the contract. Recommendations (with supporting documentation) may be made to the CO, who will evaluate the proposed alteration and conduct all negotiations with the contractor, if deemed advisable.

# 3



- b. Clarify, make, or infer legal interpretations to the scope or intent of the contract.
  - c. Approve contractor's procedures.
  - d. Authorize the expenditure of funds.
  - e. Levy or impose tasks not specifically stated in the contract.
  - f. Issue instructions that could be construed as changes to contract terms and conditions.
  - g. Enter into contractual agreements with a contractor.
  - h. Issue directives to the contractor or employees of the contractor.
  - i. Offer advice or recommendations to the contractor that could directly or indirectly affect pending Contracting Officer determinations as to fault or negligence of any contractual party.
4. Capt John Alfred-Ockiya is designated as the Administrative Contracting Officer (ACO) and can be contacted for any questions you have regarding the referenced contract.

  
JOHN ALFRED-OCKIYA  
Contracting Officer



UNITED STATES TRANSPORTATION COMMAND  
508 SCOTT DRIVE  
SCOTT AIR FORCE BASE IL 62225-5357

2 November 2009

MEMORANDUM FOR SSGT LYDIA HARVEY

FROM: OL-R USTRANSCOM

SUBJECT: Contracting Officer Representative (COR) Duties and Responsibilities for Contract No. FA4428-06-C-0005, Air Terminal Ground Handling Services, Al Mubarak Air Base, Kuwait.

1 Pursuant to Defense Federal Acquisition Regulation Supplement 201.602-2, you are hereby appointed as Contracting Officer's Representative (COR) for:

Contract Number: FA4428-06-C-0005

For: Air Terminal Ground Handling Services, Al Mubarak Air Base, Kuwait.

Contractor: CAV International, Inc.

Contract Period: 01 Aug 06 through 30 Sep 2010

2. As COR you are responsible for monitoring contractor performance and inspecting and accepting services for the government. Your duties are varied and numerous and, as COR, you may be personally liable for unauthorized acts. Therefore, it is essential that you familiarize yourself with the constraints of the contract to ensure all government actions are timely and in accordance with the contract. Close coordination with the Contracting Officer is a must. COR responsibilities take precedence over all other duties and are not re-delegable.

3. In addition to your required duties and applicable limitations set forth in the contract, the following guidance is furnished to assist you throughout the contract period. The COR:

a. Is not authorized to make any commitments or changes that will affect price, quality, quantity, delivery or any other term or condition of the contract or provide instructions to the contractor which might be construed as changes to the contract. Recommendations (with supporting documentation) may be made to the CO, who will evaluate the proposed alteration and conduct all negotiations with the contractor, if deemed advisable.

b. Will furnish technical assistance to the CO and ensure the contractor's compliance with the technical requirements of the contract. Disagreements between the COR and the contractor must be referred to the CO, in writing, with an information copy to the Functional Director.

c. Is responsible for inspection and acceptance of services. The COR will evaluate and document the contractor's performance in accordance with the Quality Assurance Surveillance Plan and maintain detailed records to substantiate services received or not received.

d. Is responsible for reviewing and accepting services. The COR will complete monthly receiving reports by using Wide Area Work Flow- Receipt and Acceptance (WAWF-RA)

#4



electronic forms. An informational e-mail indicating the completion of the receiving report must be sent to the contract specialist.

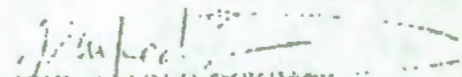
- e. Will not interpret, clarify, make or infer legal interpretations on the scope or intent of the contract; refer the contractor to the Contracting Officer.
- f. Will notify the Contracting Officer of any significant performance deficiencies.
- g. Will not give direction to the contractor or to employees of the contractor.
- h. Will not authorize expenditure of funds.
- i. Will not levy or impose upon the contractor any task or permit any substitution not specifically provided for in the contract.
- j. Will not offer advice to the contractor which may adversely affect contract performance, compromise the rights of the government, provide the basis of a claim for constructive change, or impact any pending or future Contracting Officer determination as to fault or negligence.
- k. Will attend the post-award conference and any other meetings where instructions are given to the contractor.
- l. Will maintain a file of reports, correspondence, memoranda, and other pertinent documentation provided to the COR for each contract on which he or she is assigned.
- m. Will recommend improvements to the Quality Assurance Surveillance Plan (QASP) and Performance Work Statement to the Contracting Officer.
- n. Will be the Assessing Official Representative for the Contractor Performance Assessment Reporting System (CPARS).

4. This designation as a COR shall remain in effect through the life of the contract, unless sooner terminated in writing by the Contracting Officer. As COR each year you shall complete annual Ethics training. A copy of the training certificate will be sent to the Contracting Officer and a copy retained in the official COR file. In the event personnel changes are necessary during the contract period, and you are to be reassigned or separated from Government service, please notify the Contracting Officer sufficiently in advance to permit timely selection of a successor COR.

5. The duties and responsibilities set forth above are not all inclusive. Specific situations that are not covered or that have created a question should be brought to the attention of the Contracting Officer.

6. The Contract Office Chief responsible for administration of this contract is Capt John Alfred-Ockiya (DSN 314-470-4215). Please be advised that only the Contracting Officer has the authority to change or amend the terms of the contract through formal modification. Any other person attempting to change or deviate from the terms of the contract is without authority to do so and the Contracting Officer is without authority to ratify such unauthorized actions.

7. You are required to acknowledge receipt of this appointment and return it to the undersigned for retention in the contract file. A copy must be retained in your files.

  
JOHN ALFRED OCKAYA  
Contracting Officer

-----COR Acknowledgement-----

I hereby acknowledge my appointment as the Contracting Officer's Representative (COR) for contract FA4428-06-C-0005 with C.A.V. International and fully understand my responsibilities and limitations

Ludia A. Harvey      SSgt/E-5      [Signature]  
NAME (Print Type)      RANK/GRADE      SIGNATURE

Contracting Officer Representative      16 Nov 07  
TITLE      DATE

**SUPERVISOR'S ACKNOWLEDGEMENT:**

I have read the above COR appointment and fully understand, support and approve my employee's responsibilities and limitations as COR under the above referenced contract. I agree that "other" duties of the COR must not conflict with COR responsibilities and that the above COR's contributions in assisting in the monitoring of the contract is addressed, as appropriate, in the annual performance review of this individual. I agree to meet with the COR at least bi-annually to discuss workload and COR specific duties. A record of this meeting will be provided to the COR for retention in the COR file

[Signature]      [Signature]  
NAME (Print Type)      SIGNATURE





UNITED STATES TRANSPORTATION COMMAND  
508 SCOTT DRIVE  
SCOTT AIR FORCE BASE IL 62225-5357

20 November 2009

MEMORANDUM FOR MSGT TIMOTHY OWEN

FROM: OL-R USTRANSCOM

SUBJECT: Contracting Officer Representative (COR) Duties and Responsibilities for Contract No. FA4428-06-C-0005, Air Terminal Ground Handling Services, Al Mubarak Air Base, Kuwait.

1. Pursuant to Defense Federal Acquisition Regulation Supplement 201.602-2, you are hereby appointed as Contracting Officer's Representative (COR) for:

Contract Number: FA4428-06-C-0005

For: Air Terminal Ground Handling Services, Al Mubarak Air Base, Kuwait.

Contractor: CAV International, Inc.

Contract Period: 01 Aug 06 through 30 Sep 2010

2. As COR you are responsible for monitoring contractor performance and inspecting and accepting services for the government. Your duties are varied and numerous and, as COR, you may be personally liable for unauthorized acts. Therefore, it is essential that you familiarize yourself with the constraints of the contract to ensure all government actions are timely and in accordance with the contract. Close coordination with the Contracting Officer is a must. COR responsibilities take precedence over all other duties and are not re-delegable.

3. In addition to your required duties and applicable limitations set forth in the contract, the following guidance is furnished to assist you throughout the contract period. The COR:

a. Is not authorized to make any commitments or changes that will affect price, quality, quantity, delivery or any other term or condition of the contract or provide instructions to the contractor which might be construed as changes to the contract. Recommendations (with supporting documentation) may be made to the CO, who will evaluate the proposed alteration and conduct all negotiations with the contractor, if deemed advisable.

b. Will furnish technical assistance to the CO and ensure the contractor's compliance with the technical requirements of the contract. Disagreements between the COR and the contractor must be referred to the CO, in writing, with an information copy to the Functional Director.

c. Is responsible for inspection and acceptance of services. The COR will evaluate and document the contractor's performance in accordance with the Quality Assurance Surveillance Plan and maintain detailed records to substantiate services received or not received.

d. Is responsible for reviewing and accepting services. The COR will complete monthly receiving reports by using Wide Area Work Flow- Receipt and Acceptance (WAWF-RA)

#5



electronic forms. An informational e-mail indicating the completion of the receiving report must be sent to the contract specialist.

e. Will not interpret, clarify, make or infer legal interpretations on the scope or intent of the contract; refer the contractor to the Contracting Officer.

f. Will notify the Contracting Officer of any significant performance deficiencies.

g. Will not give direction to the contractor or to employees of the contractor.

h. Will not authorize expenditure of funds.

i. Will not levy or impose upon the contractor any task or permit any substitution not specifically provided for in the contract.

j. Will not offer advice to the contractor which may adversely affect contract performance, compromise the rights of the government, provide the basis of a claim for constructive change, or impact any pending or future Contracting Officer determination as to fault or negligence.

k. Will attend the post-award conference and any other meetings where instructions are given to the contractor.

l. Will maintain a file of reports, correspondence, memoranda, and other pertinent documentation provided to the COR for each contract on which he or she is assigned.

m. Will recommend improvements to the Quality Assurance Surveillance Plan (QASP) and Performance Work Statement to the Contracting Officer.

n. Will be the Assessing Official Representative for the Contractor Performance Assessment Reporting System (CPARS).

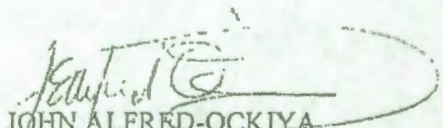
4. This designation as a COR shall remain in effect through the life of the contract, unless sooner terminated in writing by the Contracting Officer. As COR each year you shall complete annual Ethics training. A copy of the training certificate will be sent to the Contracting Officer and a copy retained in the official COR file. In the event personnel changes are necessary during the contract period, and you are to be reassigned or separated from Government service, please notify the Contracting Officer sufficiently in advance to permit timely selection of a successor COR.

5. The duties and responsibilities set forth above are not all inclusive. Specific situations that are not covered or that have created a question should be brought to the attention of the Contracting Officer.

6. The Contract Office Chief responsible for administration of this contract is Capt John Alfred-Ockiya (DSN 314-479-4215). Please be advised that only the Contracting Officer has the authority to change or amend the terms of the contract through formal modification. Any other person attempting to change or deviate from the terms of the contract is without authority to do so and the Contracting Officer is without authority to ratify such unauthorized actions.



7. You are required to acknowledge receipt of this appointment and return it to the undersigned for retention in the contract file. A copy must be retained in your files.

  
JOHN ALFRED-OCKIYA  
Contracting Officer

~~~~~COR Acknowledgement~~~~~

I hereby acknowledge my appointment as the Contracting Officer's Representative (COR) for contract FA4428-06-C-0005 with C.A.V. International and fully understand my responsibilities and limitations.

Timothy C. Owen
NAME (Print/Type)

MSA/E-7
RANK/GRADE


SIGNATURE

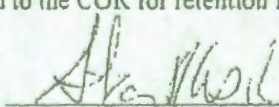
Contracting Officer Representative
TITLE

20 Nov 09
DATE

SUPERVISOR'S ACKNOWLEDGEMENT:

I have read the above COR appointment and fully understand, support and approve my employee's responsibilities and limitations as COR under the above referenced contract. I agree that "other" duties of the COR must not conflict with COR responsibilities and that the above COR's contributions in assisting in the monitoring of the contract is addressed, as appropriate, in the annual performance review of this individual. I agree to meet with the COR at least bi-annually to discuss work-load and COR specific duties. A record of this meeting will be provided to the COR for retention in the COR file.

Stacy R Kersik, MSgt, USAF
NAME (Print/Type)


SIGNATURE



UNITED STATES TRANSPORTATION COMMAND
508 SCOTT DRIVE
SCOTT AIR FORCE BASE IL 62225-5357

12 May 09

MEMORANDUM FOR SSGT RONNELL RAMSAY

FROM: OL-R AMC AOS/A3K

SUBJECT: Contracting Officer Representative (COR) Duties and Responsibilities for Contract No. FA4428-06-C-0005, Air Terminal Ground Handling Services, Al Mubarak Air Base, Kuwait.

1. Pursuant to Defense Federal Acquisition Regulation Supplement 201.602-2, you are hereby appointed as Contracting Officer's Representative (COR) for:

Contract Number: FA4428-06-C-0005

For: Air Terminal Ground Handling Services, Al Mubarak Air Base, Kuwait.

Contractor: CAV International, Inc.

Contract Period: 01 Aug 06 through 30 Sep 2010

2. As COR you are responsible for monitoring contractor performance and inspecting and accepting services for the government. Your duties are varied and numerous and, as COR, you may be personally liable for unauthorized acts. Therefore, it is essential that you familiarize yourself with the constraints of the contract to ensure all government actions are timely and in accordance with the contract. Close coordination with the Contracting Officer is a must. COR responsibilities take precedence over all other duties and are not re-delegable.

3. In addition to your required duties and applicable limitations set forth in the contract, the following guidance is furnished to assist you throughout the contract period. The COR:

a. Is not authorized to make any commitments or changes that will affect price, quality, quantity, delivery or any other term or condition of the contract or provide instructions to the contractor which might be construed as changes to the contract. Recommendations (with supporting documentation) may be made to the CO, who will evaluate the proposed alteration and conduct all negotiations with the contractor, if deemed advisable.

b. Will furnish technical assistance to the CO and ensure the contractor's compliance with the technical requirements of the contract. Disagreements between the COR and the contractor must be referred to the CO, in writing, with an information copy to the Functional Director.

c. Is responsible for inspection and acceptance of services. The COR will evaluate and document the contractor's performance in accordance with the Quality Assurance Surveillance Plan and maintain detailed records to substantiate services received or not received.

d. Is responsible for reviewing and accepting services. The COR will complete monthly receiving reports by using Wide Area Work Flow- Receipt and Acceptance (WAWF-RA)

#6

electronic forms. An informational e-mail indicating the completion of the receiving report must be sent to the contract specialist.

e. Will not interpret, clarify, make or infer legal interpretations on the scope or intent of the contract; refer the contractor to the Contracting Officer.

f. Will notify the Contracting Officer of any significant performance deficiencies.

g. Will not give direction to the contractor or to employees of the contractor.

h. Will not authorize expenditure of funds.

i. Will not levy or impose upon the contractor any task or permit any substitution not specifically provided for in the contract.

j. Will not offer advice to the contractor which may adversely affect contract performance, compromise the rights of the government, provide the basis of a claim for constructive change, or impact any pending or future Contracting Officer determination as to fault or negligence.

k. Will attend the post-award conference and any other meetings where instructions are given to the contractor.

l. Will maintain a file of reports, correspondence, memoranda, and other pertinent documentation provided to the COR for each contract on which he or she is assigned.

m. Will recommend improvements to the Quality Assurance Surveillance Plan (QASP) and Performance Work Statement to the Contracting Officer.

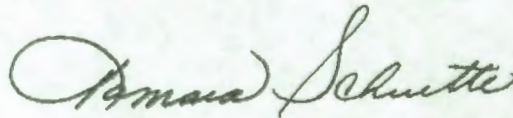
n. Will be the Assessing Official Representative for the Contractor Performance Assessment Reporting System (CPARS).

4. This designation as a COR shall remain in effect through the life of the contract, unless sooner terminated in writing by the Contracting Officer. As COR each year you shall complete annual Ethics training. A copy of the training certificate will be sent to the Contracting Officer and a copy retained in the official COR file. In the event personnel changes are necessary during the contract period, and you are to be reassigned or separated from Government service, please notify the Contracting Officer sufficiently in advance to permit timely selection of a successor COR.

5. The duties and responsibilities set forth above are not all inclusive. Specific situations that are not covered or that have created a question should be brought to the attention of the Contracting Officer.

6. The Contract Office Chief responsible for administration of this contract is Capt John Alfred-Ockiya (DSN 314-479-4215). Please be advised that only the Contracting Officer has the authority to change or amend the terms of the contract through formal modification. Any other person attempting to change or deviate from the terms of the contract is without authority to do so and the Contracting Officer is without authority to ratify such unauthorized actions.

7. You are required to acknowledge receipt of this appointment and return it to the undersigned for retention in the contract file. A copy must be retained in your files.



TAMARA SCHUETTE
Contracting Officer

~~~~~COR Acknowledgement~~~~~

I hereby acknowledge my appointment as the Contracting Officer's Representative (COR) for contract FA4428-06-C-0005 with C.A.V. International and fully understand my responsibilities and limitations.

\_\_\_\_\_  
NAME (Print/Type)

\_\_\_\_\_  
RANK/GRADE

\_\_\_\_\_  
SIGNATURE

\_\_\_\_\_  
TITLE

\_\_\_\_\_  
DATE

**SUPERVISOR'S ACKNOWLEDGEMENT:**

I have read the above COR appointment and fully understand, support and approve my employee's responsibilities and limitations as COR under the above referenced contract. I agree that "other" duties of the COR must not conflict with COR responsibilities and that the above COR's contributions in assisting in the monitoring of the contract is addressed, as appropriate, in the annual performance review of this individual. I agree to meet with the COR at least bi-annually to discuss work-load and COR specific duties. A record of this meeting will be provided to the COR for retention in the COR file.

\_\_\_\_\_  
NAME (Print/Type)

\_\_\_\_\_  
SIGNATURE



# APPENDIX C-2

## GOVERNMENT FURNISHED EQUIPMENT

### Vehicle Maintenance / Transient Alert

| NAME/MODEL                              | QTY | SERIAL/STOCK NUMBER                                                                                      |
|-----------------------------------------|-----|----------------------------------------------------------------------------------------------------------|
| Tunner 60K Loader                       | 9   | 01E00011<br>98E00058<br>01E00027<br>02E00021<br>02E00031<br>05E00025<br>05E00026<br>00E00039<br>99E00041 |
| Tunner MSRP Kit 60K-0100-301            | 1   | 3 Boxes S/N: 0005                                                                                        |
| Tunner TMSK 60K-0200-301                | 1   | 2 Boxes S/N: 0005                                                                                        |
| Injector Rack Gauge (Tunner Tool)       | 1   | J-224882-385                                                                                             |
| Injector Timing Gauge (Tunner Tool)     | 1   | J-34921                                                                                                  |
| Spanner Nut Socket (Tunner Tool)        | 1   | J-5345-12                                                                                                |
| Throttle Delay Gauge (Tunner Tool)      | 1   | J-24872                                                                                                  |
| Dearborn Protocol Adapter (Tunner Tool) | 1   | 1A4G3-0724-0267x                                                                                         |
| Tunner Maintenance Stands               | 4   | T001<br>T002<br>T003<br>T004                                                                             |
| Halvorsen 25K Loader                    | 2   | 01E00219<br>03E00064                                                                                     |
| Halvorsen MSRP 624-4196                 | 1   | F33657-00-D0023-0007                                                                                     |
| Pressure Washer Trailer                 | 1   | Pump S/N: 2651246785                                                                                     |
| A/M32A-86 Generator                     | 10  | DG21<br>DG22<br>DG23<br>DG25<br>DG26<br>DG43<br>DG24<br>DG52<br>GT-53<br>GT-55<br>GT-3                   |
| A/M32A-'95 Air Cart                     | 3   | TG01<br>TG02                                                                                             |
| A/M32A-60                               | 2   | B-106<br>B-131<br>B-132                                                                                  |
| B-1 Maintenance Stand                   | 3   | B-204<br>B-219<br>B-224                                                                                  |
| B-2 Maintenance Stand                   | 3   | B-432<br>B-403                                                                                           |
| B-4 Maintenance Stand                   | 2   | B-502<br>B-505<br>B-529<br>B-523                                                                         |
| B-5 Maintenance Stand                   | 6   |                                                                                                          |

Current as of: 9/24/2008

#7

Light Cart

19

|                                |    |
|--------------------------------|----|
| Air Conditioner                | 1  |
| Air Compressor                 | 1  |
| Marsh Stencil Machine Model R1 | 1  |
| 35T Axle Jack                  | 2  |
| C-141 Tow Bar                  | 1  |
| C-17 Tow Bar                   | 1  |
| C-5 Tow Bar                    | 2  |
| Universal Tow Bar              | 2  |
| SGNSC (NITROGEN CART)          | 2  |
| 40T Aircraft Jack              | 1  |
| 135/141 Tow Bar                | 1  |
| Load Bank Tester               | 1  |
| ID# QCSE37                     |    |
| Waterproof Pouches (MHE/AGE)   | 50 |
| 150lb Halon Fire Bottles       | 25 |
| *CPU                           | 5  |
| *Monitors                      | 5  |
| HP LaserJet 4200dtn            | 1  |
| HP LaserJet 4200n              | 1  |
| Radio, 6 Slot Charger          | 1  |

B-526  
B-554  
LC04 (NF2D)  
LC04 (FL1D)  
FL02  
FL04  
FL12  
FL29  
LC22  
FL21  
FL24  
LC24  
LC29  
LC59  
LC43  
LC09  
AQ-20  
AQ-25  
AQ-26  
AQ-28  
NF8D  
NF8A  
LC03  
LC05  
LC06  
LC12  
LC14  
LC15  
LC17  
LC18  
LC20  
AC31  
HP02 Awaiting Disposition  
46349  
3A24  
AJ39  
TB-09  
TB-80  
TB-01  
TB-22  
TB-31  
TB-0007 Awaiting Disposition  
SG-02  
SGN19 (On Loan from AMC)  
AJ65  
TB54  
SE37  
NSN 8105-00-190-9824  
  
CNFZ216630  
CNFX512905

Current as of: 9/24/2008



**ATOC / AMCC / Training and Ops Manger**

| <u>NAME/MODEL</u>                            | <u>QTY</u> | <u>SERIAL/STOCK NUMBER</u> |
|----------------------------------------------|------------|----------------------------|
| Sabre Flat Screen TV/LCT321BKA               | 1          | X2J0706003619              |
| Radio Air/Ground UHF                         | 1          | G3301                      |
| Radio Air/Ground VHF                         | 1          | G3308                      |
| Classified Shredder - GEHA Primo 2700        | 1          | 250045058                  |
| CISCO Systems IP Phone 7960 Series           | 1          | INM091112RR                |
| STE Phone L-3 Communication                  | 1          | STE3000089310              |
| Fortezza Plus Card (Cryptocard)              | 1          | 332594                     |
| Hamilton Classified Material                 | 1          | 32701B                     |
| 2 Drawer Safe                                |            |                            |
| Aircrew Cell Phones                          | 3          |                            |
| AMCC Cell Phones                             | 2          |                            |
| PPR Cell Phone                               | 1          |                            |
| World Clock                                  | 1          | 144656                     |
| *Computers                                   | 10         |                            |
| *Monitors                                    | 14         |                            |
| HP Color LaserJet 5550dn                     | 1          | JPSC71P00T                 |
| HP LaserJet 4200N                            | 1          | CNHX126278                 |
| HP LaserJet 3055(fax/copier/scanner/printer) | 1          | CNSKN54338                 |
| HP LaserJet 2300d                            | 1          | CNCDF71795                 |
| Radio, 6 Slot Charger                        | 1          |                            |
| Base Station                                 | 1          | Comm MX                    |

**Passenger Service**

| <u>NAME/MODEL</u>                   | <u>QTY</u> | <u>SERIAL/STOCK NUMBER</u>     |
|-------------------------------------|------------|--------------------------------|
| Panasonic Flat Screen TV/TH-50PV70H | 2          | YQ80120068                     |
|                                     |            | YQ80120054                     |
| Unclassified Shredder/Taros 50.20   | 1          | 81780                          |
| Hasawi Sliding Door Refrigerator    | 2          |                                |
| Intermec Easy Coder PM4i Printers   | 4          | 05200500229                    |
|                                     |            | 05200500211                    |
|                                     |            | 05200500231                    |
|                                     |            | 05200500225                    |
| IONSCANNER                          | 1          | 400B 247                       |
| Barringer Instruments, Inc          |            |                                |
| Model: 400B 12238                   |            |                                |
| IONSCANNER                          | 1          | 10024905631                    |
| Itemiser3                           |            |                                |
| Ion Track Instrument                |            |                                |
| Walk-Through Metal Detector         | 1          | SA654763                       |
| Rapiscan Model: Meter 200           |            |                                |
| X-Ray Machine                       | 1          | 70531N03                       |
| Model: RAP 522B                     |            |                                |
| Rapiscan Roller Table               | 1          |                                |
| Hand-Held Body Scanners             | 5          | Heimann MH5                    |
|                                     |            | Rapiscan Meteor 28 S/N: 480178 |
|                                     |            | Rapiscan Meteor 28 S/N: 480179 |
|                                     |            | Ranger Security Detector       |
|                                     |            | Ranger Security Detector       |
| BIZERBA Pax Baggage Scale           | 2          | 2049186                        |
|                                     |            | 2049187                        |
| Cell Phone                          | 1          |                                |
| World Clock                         | 1          | 144654                         |

Current as of: 9/24/2008

|                       |   |            |
|-----------------------|---|------------|
| *Computers            | 6 |            |
| *Monitors             | 6 |            |
| HP LaserJet M4345 MFP | 1 | CNBR6CM007 |
| Radio, 6 Slot Charger | 1 |            |
| Motorola Base Station | 1 | 761ABJ0019 |

#### Special Handling

| <u>NAME/MODEL</u>                     | <u>QTY</u> | <u>SERIAL/STOCK NUMBER</u> |
|---------------------------------------|------------|----------------------------|
| SAVI Technology Docking Station       | 1          | 904090078                  |
| Echo Point Adapter Model: SDSA-654-01 | 1          | 0032                       |
| Refrigerator Unit                     | 1          | 39428                      |
| *Computers                            | 3          |                            |
| *Monitors                             | 3          |                            |
| HP LaserJet P3005                     | 1          | CNFW6C918H                 |

#### Cargo Processing

| <u>NAME/MODEL</u>                     | <u>QTY</u> | <u>SERIAL/STOCK NUMBER</u> |
|---------------------------------------|------------|----------------------------|
| SAVI Technology Docking Station       | 1          | 903040154                  |
| Echo Point Adapter Model: SDSA-654-01 | 1          | 0031                       |
| Portable Scales Model MD400           | 9          | 9246 Awaiting Disposition  |
|                                       |            | 9248 Awaiting Disposition  |
|                                       |            | 9251 Awaiting Disposition  |
|                                       |            | 7955                       |
|                                       |            | 9245                       |
|                                       |            | 9247                       |
|                                       |            | 9250                       |
|                                       |            | 9244 Awaiting Disposition  |
|                                       |            | 9249                       |
| Portable Scale Model PT300            | 16         | 26082877                   |
|                                       |            | 26082865                   |
|                                       |            | 25083036                   |
|                                       |            | 25084608                   |
|                                       |            | 25084616                   |
|                                       |            | 25084619                   |
|                                       |            | 26084058                   |
|                                       |            | 0305AA08803                |
|                                       |            | 0305AA08804                |
|                                       |            | 0305AA08802                |
|                                       |            | 0305AA08798                |
|                                       |            | 0305AA08801                |
|                                       |            | 0305AA08797                |
|                                       |            | 0305AA08812                |
|                                       |            | 0305AA08800                |
|                                       |            | 0305AA08799                |
| Universal Scale Chargers              | 4          |                            |
| Interconnecting Cables                | 9          |                            |
| Rice Lake Weighing Systems            | 2          | 322632                     |
| Platform Scales/IQ Plus 355CE         |            | 322636                     |
| Nine (9) Pallet Highline Dock         | 1          |                            |
| Five (5) Pallet Highline Dock         | 1          |                            |
| Six (6) Pallet Highline Dock          | 2          |                            |
| Pallet Stacker(s)                     | 3          |                            |
| 463L Pallets                          | 50         |                            |
| 463L Side Nets                        | 100        |                            |

Current as of: 9/24/2008



|                       |     |                 |
|-----------------------|-----|-----------------|
| 463L Top Nets         | 50  |                 |
| MB-1 Chains           | 50  |                 |
| MB-1 Devices          | 50  |                 |
| MB-2 Chains           | 20  |                 |
| MB-2 Devices          | 20  |                 |
| Straps                | 100 |                 |
| 463L Pallet Couplers  | 20  |                 |
| 463L KC-10 Couplers   | 4   |                 |
| Cell Phone            | 1   |                 |
| *Computers            | 4   |                 |
| *Monitors             | 4   |                 |
| HP LaserJet P3005n    | 1   | CNCW6C81S5      |
| Radio, 6 Slot Charger | 1   |                 |
| Motorola Base Station | 1   | Located at ATOC |

#### Load Planning

| <u>NAME/MODEL</u>                 | <u>QTY</u> | <u>SERIAL/STOCK NUMBER</u> |
|-----------------------------------|------------|----------------------------|
| World Clock                       | 1          | 144655                     |
| *Computers                        | 2          |                            |
| *Monitors                         | 2          |                            |
| HP Color LaserJet CM1017<br>DRMO) | 1          | CNCY6CWGGX (Sent to        |
| HP LaserJet 4200n                 | 1          | USHNM05917                 |

#### Ramp

| <u>NAME/MODEL</u>       | <u>QTY</u> | <u>SERIAL/STOCK NUMBER</u> |
|-------------------------|------------|----------------------------|
| K-Loader Safety Harness | 11         | 3KN13                      |
| 6 Ft Lanyard            | 11         | 4RC64                      |
| Cell Phone              | 1          |                            |
| *Computers              | 2          |                            |
| *Monitors               | 2          |                            |
| HP LaserJet 4200n       | 1          | CNFX3001157                |
| Radio, 6 Slot Charger   | 1          |                            |
| Motorola Base Station   | 1          | 374AYJ0021                 |

#### Data Records

| <u>NAME/MODEL</u>                   | <u>QTY</u> | <u>SERIAL/STOCK NUMBER</u> |
|-------------------------------------|------------|----------------------------|
| *Computers                          | 3          |                            |
| *Monitors                           | 3          |                            |
| HP LaserJet 4050                    | 1          | NL7R072287                 |
| Shredder, Unclassified/Taros 50.20  | 1          | 81780                      |
| Shredder Unclassified/Fellowes C320 | 1          | CRC38320                   |

#### Air Freight Manager

| <u>NAME/MODEL</u> | <u>QTY</u> | <u>SERIAL/STOCK NUMBER</u> |
|-------------------|------------|----------------------------|
| *Computers        | 2          |                            |
| *Monitors         | 2          |                            |

#### Station Manager / Admin / HR

Current as of: 9/24/2008

| <u>NAME/MODEL</u> | <u>QTY</u> | <u>SERIAL/STOCK NUMBER</u> |
|-------------------|------------|----------------------------|
| *Computers        | 4          |                            |
| *Monitors         | 4          |                            |
| HP LaserJet 1200  | 1          | CNCK129363                 |

**Portable Radios**

| <u>NAME/MODEL</u>                            | <u>QTY</u> | <u>SERIAL/STOCK NUMBER</u> |
|----------------------------------------------|------------|----------------------------|
| Motorola                                     | 45         | 326AAN1439                 |
|                                              |            | 326CCY1168                 |
|                                              |            | 620CCY1168                 |
|                                              |            | 326AZL0270                 |
|                                              |            | 326CCY2527                 |
|                                              |            | 326CCW3669                 |
|                                              |            | 620CCY1110                 |
|                                              |            | 326AZG0161                 |
|                                              |            | 326AZE0532                 |
|                                              |            | 620CCY1209                 |
|                                              |            | 620CCY1074                 |
|                                              |            | 326AZA0927                 |
|                                              |            | 620CCY1172                 |
|                                              |            | 326ABJ1383                 |
|                                              |            | 326AZN2862                 |
|                                              |            | 326AAN1398                 |
|                                              |            | 620AZS0528                 |
|                                              |            | 326AYN0678                 |
|                                              |            | 620CCY1207                 |
|                                              |            | 326AZE0631                 |
|                                              |            | 326AZQ0340                 |
|                                              |            | 326AZE0602                 |
|                                              |            | 326AYN1523                 |
|                                              |            | 326AYN1582                 |
|                                              |            | 326AAW4026                 |
|                                              |            | 326AZA0879                 |
|                                              |            | 326AAW4033                 |
|                                              |            | 326AZQ0285                 |
|                                              |            | 326AZQ0359                 |
|                                              |            | 326CCN0746                 |
|                                              |            | 326CCY2463                 |
|                                              |            | 326CCY2601                 |
|                                              |            | 326CCN0734                 |
|                                              |            | 620CCY1075                 |
|                                              |            | 326CCY2526                 |
|                                              |            | 326AYW1930                 |
|                                              |            | 620CCY1164                 |
|                                              |            | 620CCY1161                 |
|                                              |            | 620ACC2136                 |
|                                              |            | 326AYN1565                 |
|                                              |            | 326AZG0167                 |
|                                              |            | 326AZS3030                 |
|                                              |            | 326CCN0739                 |
|                                              |            | 326AZS3013                 |
|                                              |            | 620ACC2150 (Missing)       |
| ICOM VHF Portable Radio<br>(Ground to tower) | 2          | 2119148                    |
|                                              |            | 2119149                    |

Current as of: 9/24/2008

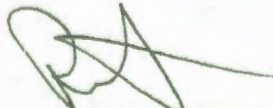


| <u>NAME/MODEL</u>                                          | <u>MISCELLANEOUS<br/>QTY</u> | <u>SERIAL/STOCK NUMBER</u> |
|------------------------------------------------------------|------------------------------|----------------------------|
| Corner workstation with<br>Straight workstations<br>(ATOC) | 2                            |                            |
| Wrap-around workstation<br>(Manager's Office)              | 1                            |                            |
| Wrap-around workstation<br>(Alt Manager's Office)          | 1                            |                            |
| Wrap-around workstation<br>(Data Records Office)           | 1                            |                            |
| Desk 5'<br>(Passenger Service Office)                      | 3                            |                            |
| Desks from 5 EAMS                                          | 4                            |                            |
| Chairs                                                     | 12                           |                            |

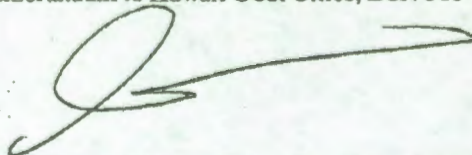
The items listed above represent equipment accountable and on hand. The contractor agrees that this GFE inventory is complete and accurate. In addition, during the joint inventory both parties determined the working order and condition of the equipment as noted on this list.

Items marked with an asterisk (\*) are listed on the Automatic Data Processing Equipment (ADPE) account by model and serial number.

Please address any questions or comments regarding this memorandum to Kuwait COR Office, DSN 318-450-1904.



STEVE WRIGHT, Civ  
CAV International Station Manager



AUGUSTINE CIRCELLO III, MSgt, USAF  
Superintendent, Contracting Officer Rep's

**RELEASED UNDER**  
**USTRANSCOM FOIA 10-99 (FINAL RESPONSE)**

**FOIA Exemption 5 U.S.C. 552(b)(6) applies.**



RESPONSE TO PEER REVIEW

IITC711-09-R-0041

ATGHS KUWAIT

Request for Clearance

24 Feb 10

1. Source Selection Decision Document (Conclusion): Recommend documenting where in CAVS proposal they indicate not needing the familiarization training and saving the government \$612K.

**RESPONSE:** Disagree that this should be in the Source Selection Decision Document.

2. Source Selection Decision Document (Conclusion): I get the impression that you're "reducing" the overall price of CAV international by \$612,000 and I'm assuming this is not the case. Recommend indicating the \$612,000 expense will not be incurred by the Government as CAV will not require the training. {Will the Reimbursable CLIN be removed from the contract as an option for CAV? How do we ensure CAV does not come back later and want the training?

**RESPONSE:** Changed the Source Selection Decision Document to indicate the \$612,000 training expense will not be incurred by the Government. The CLIN will not be removed from the contract because it is the only CLIN in the base period, but it will not be funded. CAV's technical proposal is incorporated into the contract (Block 20 of the SF 1449) to document CAV's stipulation that this training will not be required.

3. Source Selection Decision Document (Staffing): One of the primary basis for award of CAVs proposal was the "Outstanding" rating for staffing. There is no documentation on how the government intends to incorporate the added staffing positions and hold CAV accountable for what they indicate they will provide.

**RESPONSE:** The contract (Block 20 of the SF 1449) incorporates CAV's technical proposal making it part of the contract.

4. Source Selection Decision Document (Staffing): I would explain in more detail what the significant direct and indirect cost savings are to CAV not needing the government training.

**RESPONSE:** Added

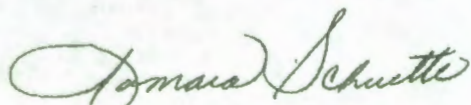
5. Source Selection Decision Document (Implementation): How can the government rate CAV's plan best overall when AHNTECH, Maytag, and NAG, Trailboss all had the same rating?

**RESPONSE:** Wording changed.

#1

6. Proposal Analysis Report (Para 2.1.3) Documentation pertaining to a recent accident is not clear to whom submitted the final report and who is investigating the incident. I would recommend since there has been no official findings to place any responsibility or blame on CAV that the SSA can't account for this incident under this solicitation.

**RESPONSE:** A meeting was held with the SSET, Policy, and JA regarding this recent accident. The decision to include it in the PAR was made by mutual agreement.

A handwritten signature in cursive script, reading "Tamara Schuette".

TAMARA SCHUETTE  
Contract Specialist



1 Mar 10

MEMORANDUM FOR USTRANSCOM/TCAQ-ST (Tamara Schuette)

FROM: USTRANSCOM/TCAQ-ST (Joyce Pavlak)

SUBJECT: Review of Contract HTC711-10-C-S002, Air Terminal and Ground Handling Services (ATGHS) for Kuwait

Subject file has been reviewed. The below comments are provided:

a. Tab B-9, Vendor Questions.

1) There are two copies of questions numbered 14-25, 26, and 27. Remove one copy to avoid any confusion.

2) Reference Jerry's e-mail dated 10 Nov at 3:48 PM. The e-mail indicates an attachment with answers to questions was provided, but it is not included in the file.

3) There is a record of questions up to #44 and then there is a record of questions 68 and 69, but no record of 45-67. Although 45-67 were answered and are included in the table of all Q&A, the file does not show how we got those questions.

b. Tab C-4, National Air Cargo.

1) There is a loose Evaluation Notice (EN) under Tab 1. Remove from file or file appropriately.

2) I am confused about the ENs. We have 007, which it appears we issued, and 010, which it appears we did not issue. After looking at this for a while, I think 010 might be a result of additional concern after reviewing their answer to 007, but this is not clear (and could be even more confusing for others reviewing the file). Also, under Tab 3, we have one rating team worksheet. It seems to me we should have the initial rating and then a post EN rating.

c. Tab C-4.

1) Under the Evaluation Notices tab for each of the offerors with ENs that we did not issue, I think we should put a note that explains we did not issue the ENs because we did not open discussions.

2) I did not see evidence that PPIRS was checked for Lulu's Ostrich Ranch, Evergreen EAGLE, or National Air Cargo (IAW with checklist item Section C, Tab 7, (v)).

72



3) IAW checklist item Section C, Tab 7, (vii), there are only two records of past performance for Lulu's Ostrich Ranch, but no evidence that we made an effort to obtain at least three.

d. Tab C-8, EN Matrix. Just like b1) above, I think we should explain we did not issue most of these ENs.

e. Tab C-15, PAR & SSDD.

1) Recommend revising paragraph on page 6 to read as follows:

The SSET had personal knowledge of three mishaps which occurred during the performance of this contract that were not mentioned in the past performance information reviewed. The first involved damage in excess of \$250,000 to government vehicles. An AMC Safety Investigation Board investigated the incident and provided information to 18 AF/CC, HQ AMC/A4, and AFCENT to prevent future mishaps. The second mishap resulted in the serious injury of a loadmaster during commercial aircraft vehicle loading operations. CAV filed a mishap report and Government Safety teams investigated the incident. The Government's report made no primary recommendations. The third mishap involved the death of a United Airlines representative during baggage handling operations. Because this accident did not involve any government personnel/resources, it was handled between CAV and United Airlines. On 8 Feb 10, the SSET became aware of another mishap involving damage to a C-17 aircraft during the loading of a piece of heavy equipment. Mishap reports were completed and are being reviewed to determine the cause/responsibility. None of the first three mishaps were attributed directly to CAV; therefore, they did not affect the SSET's overall confidence assessment.

2) Recommend adding language to either the PAR or SSDD to point out that we are incorporating CAV's strengths into the contract. Since their strengths were a contributing factor to our award decision, we want to ensure we receive the benefit.

3) Recommend addressing the "discussion" weaknesses and ENs in the PAR to ensure the reader understands that a competitive range was not established and the ENs for weaknesses were never issued.

f. Tab D-1, Successful Proposal. Add tabs 1-4 under CAV's proposal like you have for the unsuccessful proposals . . . for ease in finding information.

g. Tab D-3, Contract. Recommend adding a note to CLIN 0001 to explain that this item is not priced because CAV stated in their proposal that training is not required and therefore the Government will not provide it.

h. Tab E-1, QASP.

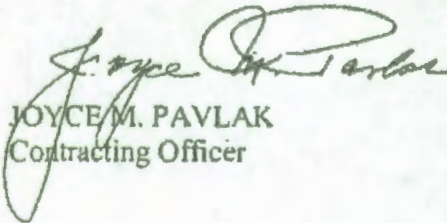


1) Performance Objective 3. The PWS reference on page 6 and on the checklist should be revised to read 1.1.8 through 1.1.8.15.3.

2) Performance Objective 10. The PWS reference on page 7 and on the checklist should be revised to read 1.8 through 1.8.7.

3) Attachment 4 to the QASP. Revise this sample to reflect only the two categories we now use if that is what we intend to continue with. Additionally, this should be discussed during the Post Award Conference when we talk about CPARS so the contractor (and all other parties) is aware of the categories he will be rated on.

i. Tab E-2, COR Appointment Letters. We still need to come up with separate letters (and other things as applicable) for the CORs who aren't stationed at Kuwait and only go on site periodically to inspect specific areas.



JOYCE M. PAVLAK  
Contracting Officer

2 Mar 10

MEMORANDUM FOR USTRANSCOM/TCAQ-ST (Joyce Pavlak)

FROM: USTRANSCOM/TCAQ-ST (Tamara Schuctte)

SUBJECT: Review of Contract HTC711-10-C-S002, Air Terminal and Ground Handling Services (ATGHS) for Kuwait

1. Following paragraphs correlate to numbering of review comments.

a. Tab B-9, Vendor Questions.

- 1) Extra copy of questions removed.
- 2) Email attachment requested from Jerry 2 Mar 10.
- 3) Questions 45-67 are questions that were asked at the pre-proposal conference but not submitted in writing. The questions were obtained from notes taken by government attendees. The notes and questions and answers were filed with Amendment 0002. A copy of the questions has been placed under this tab.

b. Tab C-4, National Air Cargo.

- 1) Loose Evaluation Notice (EN) removed.
- 2) EN 007 was a clarification EN and EN 010 was a discussion EN. Discussion EN's were not issued. The EN matrix under Tab C3 has been changed to show the EN's that were not issued. A rating team worksheet was not completed for National Air Cargo until after receipt of the response to the clarification EN so a post EN rating team worksheet was not accomplished.

c. Tab C-4.

- 1) Note Added.
- 2) Individual Past performance surveys were annotated that PPIRs was checked and that there was no CPARS report. MFR added.
- 3) See 2 above.

d. Tab C-8, EN Matrix. Matrix annotated to show ENs not issued.

e. Tab C-15, PAR & SSDD.

# 3



- 1). Paragraph revised
- 2) Wording added to the PAR, Paragraph 3.5, Source Selection Recommendation.

3) Added.

f. Tab D-1, Successful Proposal. Tabs added.

g. Tab D-3, Contract. Note Added to CLIN.

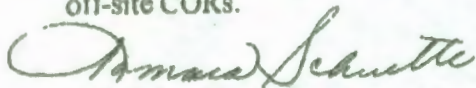
h. Tab E-1, QASP.

- 1) Performance Objective 3. Corrected.

- 2) Performance Objective 10. Corrected.

- 3) Attachment 4 to the QASP. Revised.

i. Tab E-2, COR Appointment Letters. Letters and training being developed for off-site CORs.

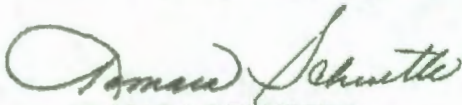


TAMARA SCHUETTE  
Contract Specialist

MEMO FOR RECORD

SUBJ: Response to TCAQ-P comments (email dated 16 Jun 10)

1. CAV's record of discussion dated 29 Apr 10 was corrected to remove references to NAC.
2. NAC's letter in response to EN007 is dated 11 Sep 10. It was sent via email. The email is dated 11 Feb 10. A copy of the email is attached to the letter.
3. A memo for record has been added to the file addressing Maytag's performance for the period 1 Oct - 18 Oct 04. Memo for record is filed with Maytag's proposal.



TAMARA SCHUETTE  
Contract Specialist

6-16-10



**Schuetter, Tamara CIV USTRANSCOM AQ**

---

**From:** Lee, Gina CIV USTRANSCOM AQ  
**Sent:** Wednesday, June 16, 2010 9:16 AM  
**To:** Schuetter, Tamara CIV USTRANSCOM AQ  
**Subject:** RE: Kuwait  
**Signed By:** gina.lee@ustrancom.mil

29 Apr 10 on CAV RD

(b)(6) is going to review shortly (once he finishes packing). Hopefully he won't find anything else but I cannot guarantee it. He only needs to keep the file with the PAR. I'll bring the others over this afternoon when I come to save you a trip, unless you just feel like ambling over here. I'm leaving at 0930 for a couple hours - if you come while I'm gone (b)(6) can show you where they are but again, I can bring them back this afternoon if it's easier.

Gina

-----Original Message-----

**From:** Schuetter, Tamara CIV USTRANSCOM AQ  
**Sent:** Wednesday, June 16, 2010 9:12 AM  
**To:** Lee, Gina CIV USTRANSCOM AQ  
**Subject:** RE: Kuwait

Gina

Re your comments:

1. Which record of discussion (date)? Neither of my electronic copies show any reference to NAC. Could be that I updated it electronically and forgot to file a new copy.
2. OK, I'll make a note and annotate the file when I get it back.
3. Since this past performance information was a CPARS report and the report has the dates of 1 Oct 04 - 30 Sep 05, we can't change the date. I'll discuss with Joyce and see what she thinks. If nothing else, I can add a memo for record.

Thanks for all of your help on this.

T

-----Original Message-----

**From:** Lee, Gina CIV USTRANSCOM AQ  
**Sent:** Wednesday, June 16, 2010 8:37 AM  
**To:** Schuetter, Tamara CIV USTRANSCOM AQ  
**Subject:** Kuwait

Tamara,

Just a couple minor things I noticed during the review -

1. The last two paragraphs of Maytag's record of discussions refers to NAC.

CAV

#5

2. NAC ( (b)(6) ) submitted a letter responding to EN 007. The letter is dated 11 Sep 10 which is obviously wrong. Not sure if it's important to annotate when it was actually received or not.

3. Maytag Past Performance - the RFP states you'll go back 5 years from solicitation issuance, which was 19 Oct 09. In several places you state you only looked at one year of Maytag's performance under Kuwait and then you specifically call out 1 Oct -04 - 30 Sep 05. Although very minor, you may want to change the dates to 19 Oct 04 to ensure you're precisely in-line with what the RFP said, especially since Maytag took exception with their ratings. I doubt anything significant happened during 1-19 Oct 04 that changed the ratings, but if it had, you really shouldn't have considered it.

Otherwise great job on what I'm sure was a very arduous process. Now on to Singapore!

Gina

Caution: This message may contain competitive, sensitive or other non-public information not intended for disclosure outside official government channels. Do not disseminate this message outside of official channels without the approval of the U.S. Transportation Command Component Acquisition Executive. If you received this message in error, please notify the sender by reply e-mail and delete all copies of this message.