

PWS 11: TRANSITION / START-UP (INDIRECT)

1.0. TRANSITION

1.1. The Successful Offeror shall develop and submit for approval an incoming Transition Plan (CDRL A11-001) no later than 60 days after contract award for Government review and comment. Any comments received from the Government shall be addressed by the Successful Offeror in an updated Transition Plan. The Transition Plan shall be the basis of the Successful Offeror's phase-in, phase-out activities during the transition period. The Successful Offeror shall review and consider the content of the Incumbent's Outgoing Transition Plan (if provided). The Transition Plan shall incorporate input from the Incumbent as applicable. Any changes to the Transition Plan that the Successful Offeror may request or due to any agreements with the Incumbent, shall be submitted for Government review and comment.

1.2. The Transition Plan scope and related tasks shall include how the Successful Offeror will work with the Incumbent during the transition period to ensure a smooth, seamless transition. The Successful Offeror and the Incumbent are to be the primary organizations executing the required transition activities; however the Transition Plan shall also include how the Successful Offeror will work with the Government as required. The Transition Plan shall fully describe specific work activities needed to support the transition, meet facility management and other deliverable requirements, and include the dates by which such work must be accomplished. The Transition Plan shall include, but not be limited to, the following:

- Commercially reasonable efforts and cooperation to affect an orderly and efficient transition of the Incumbent's and Successful Offeror's contracts
- Detailed personnel training programs to include safety training to allow Successful Offeror employees access to all operations at HSAAP
- Provision of on-site office space, communications, and utilities for Successful Offeror transition offices
- Hiring plan addressing how personnel and personnel records will be approached, as permitted by law and regulation, to establish the workforce required to perform this contract
- Access to operations and any escorts that will be required (if any)
- Process of transfer/novation of licenses, permits, leases, applicable Tenant Use Agreements, and subcontracts; or support activities related to replacement of non-transferable instruments
- Plan describing the purchase or transfer, custody, and storage of long lead time materials and other supplies
- Methods to clearly identify Incumbent versus Successful Offeror materials and property as well as storage requirements
- Security protocols for entry to HSAAP
- Security investigations to be able to work with and around explosives

- Coordination of process, details, timelines and intended state for turnover of the production and mission critical buildings/infrastructure
- Government property transition necessary for operations
- Retention and/or transfer of records, including technical data/records previously acquired or provided by the Government
- Coordination with the transfer of the Research and Development capabilities
- Knowledge transfer requirements from Incumbent for engineering staff, production support personnel, operations personnel, and operators to include, but not be limited to, the following:
 - SOP's
 - TDP/engineering standards
 - Historical operating data
 - Historical work orders
 - Training plan development
 - Control system logic
 - On-site production line training
 - Safety reviews
 - Maintenance (Preventative and Corrective)
 - Environmental conditions, compliance, and permitting
 - Analytical Lab Procedures for product and process sample testing
 - Quality Records Review
- If the Successful Offeror is the Incumbent, the Successful Offeror shall address how the differing contract terms and requirements shall be addressed

1.3. Incumbent Operator Negotiation. The Transition Plan shall include details of the proposed process to negotiate in good faith with the Incumbent to determine the nature and extent of phase-in, phase-out activities required. The Transition Plan shall include details of how the Successful Offeror will develop any necessary agreements between the outgoing Incumbent and the Successful Offeror to execute a successful transition and follow on start-up of production. The Government shall be provided the terms and conditions of any agreements between the Successful Offeror and the Incumbent. The Government shall not be provided any information related to financial agreements between the Successful Offeror and the Incumbent.

1.4. Upon contract award, the Successful Offeror shall execute the approved Transition Plan. While the Transition Plan is being drafted and reviewed by the Government, the Successful Offeror shall initiate the Transition Plan activities in parallel. Any comments received from the Government shall be addressed by the Successful Offeror in an updated Transition Plan.

2.0. PRODUCTION START-UP

2.1. The Successful Offeror shall develop and provide a draft production Start-Up Plan (CDRL A11-002) no later than 150 days after contract award for Government review and comment. The Successful Offeror shall provide a final production Start-Up Plan (CDRL A11-002) no later than 60 days prior to the receipt of operational control of HSAAP or no later than 60 days prior to the start-up of any production activities (whichever is earlier) for Government review and comment. The Start-Up Plan shall incorporate input from the Incumbent as applicable. The Start-Up Plan shall be the basis of the Successful Offeror's efforts/activities during the Start-Up period. Any changes to the Start-Up Plan that the Successful Offeror may request or due to any agreements with the Incumbent, shall be submitted for Government review. Any comments received from the Government shall be addressed by the Successful Offeror in an updated Start-Up Plan.

2.2. The Start-Up Plan shall fully describe specific work activities needed to initiate production, to meet contractual requirements, and the dates by which such work must be accomplished. The Start-Up Plan shall also address the start-up of production of the various products to include scheduling/conducting First Article Tests and plans for full rate production of the various products. Finally, the Start-Up Plan shall provide its plans to obtain the raw materials and a trained workforce required for production of the various products.

2.3. Start-Up and Other Activities

2.3.1. The start-up activities will impact a variety of critical assets (buildings, equipment, infrastructure, etc.), many of which can be catastrophically damaged if not managed and operated properly. As the owner of these assets, it is in the Government's best interest to monitor the Successful Offeror's start-up activities.

2.3.2. The Successful Offeror shall provide the Government with the facility operations CDRLs and PWS requirements below, as well as any additional Start-Up Plan outputs, ensuring the Government has ample time to review the materials prior to production start-up and in accordance with the contractual requirements. This requirement excludes product specific production readiness requirements captured in section E of the contract. The Government reserves the right to non-concur, and the Successful Offeror shall address the underlying cause of the non-concurrence, prior to initiating production. Such requirements include, but are not limited to, the following:

PWS 2

- Licensing/training for operation of government furnished equipment in explosive manufacturing process

PWS 3

- Permit and Plan transitions – shall submit all appropriate forms updating/transferring permit issuance over to the Successful Offeror and new signature authority for the continued compliance for all permits. These include but are not specifically limited to: NPDES, Title V, Clean Air Act, RCRA, etc.
- Update Certifications and Training Required. These include but are not specifically limited to: EMS, RCRA, NPDES, Title V, Clean Air, etc.

PWS 4

- DDESB License
- Annual Certification of the HSAAP Explosives License
- Written Safety Plan
- Decontamination Plan
- PHA Revalidations or provide new PHAs
- SOP's and Manufacturing Instructions reviewed/updated as appropriate
- Related Plant Protection Standards
- Related Engineering Standards
- Related Engineering Drawings
- Related Electrical Area Classifications (EAC)
- Process Safety Management Training: Employees shall be trained on the following: safety and emergency procedures for assigned buildings; have read and understand associated policies, manufacturing instructions, and procedures for assigned buildings; and have knowledge and understanding of manufacturing equipment as well as the production process for the inspection and safe operation all explosive manufacturing related equipment.

PWS 5

- Citizenship verification
- Background checks
- Plant Protection Plan – execution of planned program

PWS 7

- Written Fire Prevention Plan

PWS 8

- Maintenance and safety activities IAW requirements of PWS 8, section 3.1.3

Although these requirements reference specific contractual requirements, it may not include ALL activities necessary to ensure a risk-free and trouble-free start-up. The Successful Offeror shall remain responsible and liable for ensuring the safety of all personnel on the facility, for compliance with all environmental

requirements, and for the care, protection, and management of all buildings, equipment, and infrastructure on the facility.

3.0 BIWEEKLY TRANSITION / START-UP MEETINGS

3.1. The Successful Offeror shall lead a periodic Contract Transition and Start-Up Integrated Process Teams (IPT) (“IPT meetings”) which shall include the Government, to allow the Government to monitor the transition and start-up activities. Meetings shall be conducted as required and requested, but no less frequently than biweekly. The Successful Offeror shall provide meeting agendas 2 days prior to each meeting.

3.1.1. The Successful Offeror shall lead IPT meetings to work through transition activities and report on the status. Participation shall include employees of the the Successful Offeror and the Incumbent, as well as the Government.

3.1.2. The Successful Offeror shall lead IPT meetings to work through start-up activities and report on the status. Participation shall include employees of the Successful Offeror and the Government.

3.2. The Successful Offeror shall lead the above IPT meetings which shall, at a minimum, review the schedule performance against the schedule in the Transition/Start-Up Plans and the contract (to include review of any critical path items that are behind schedule or at risk), reflect the Successful Offeror’s performance against the requirements in the contract, summarize the work performed, state near term tasks to be completed, and summarize any anticipated problems/risks/concerns with proposed resolutions or impacts if no viable resolution. The Successful Offeror shall provide clear insight into schedule performance, including any changes to the schedule tasks, even if there is no resulting change in the overall high level schedule. An updated schedule, with tasks at the 2nd-3rd WBS level, planned start and planned finish dates, actual start and actual finish dates, predecessors and successors, and actual duration days shall be provided electronically upon request. The Government reserves the right to non-concur, and the Successful Offeror shall address the underlying cause of the non-concurrence.

DEFINITION OF KEY TERMS:

- Successful Offeror: The new Operating Contractor of HSAAP if a follow-on contract is awarded to someone other than the current Operating Contractor.
- Incumbent’s Outgoing Transition Plan – This is the current Operating Contractor’s plan of the phase-in/phase-out activities necessary to support the Successor’s transition.