THE ASSISTANT SECRETARY OF THE NAVY
(RESEARCH, DEVELOPMENT AND ACQUISITION)
1000 NAVY PENTAGON
WASHINGTON DC 20350-1000
MAR 01 2010

MEMORANDUM FOR DISTRIBUTION

SUBJECT: Department of the Navy (DoN) Process for Collecting, Evaluating, and Reporting Award and Incentive Fees Earned

Department of Defense (DoD) policy requires that award and incentive fees be linked to acquisition program objectives and that fees earned are commensurate with contractors' performance on contracts. Ongoing audit activity raises concerns that defense contractors are receiving award and incentive fees that are not consistent with their performance on contracts. In response to Section 814 of the National Defense Authorization Act for FY 2007 (Pub.L.109-364), the Director, Defense Procurement and Acquisition Policy established a requirement to collect, evaluate and report semiannually on award and incentive fees earned on contracts with an estimated values (including options) in excess of $50 million. DASN(A&LM) policy memoranda of May 8, 2007 and January 22, 2008 implement these requirements.

To ensure consistency in the collection, evaluation, and reporting of award and incentive fees earned, the Department of the Navy (DoN) shall implement the attached process in its entirety for the September 2010 report. The attached DoN process builds on the reporting requirement outlined in the referenced DASN(A&LM) policy memoranda. For the March 2010 report, Fee Determining Officials, shall evaluate the final fees earned for the reporting period of 1 July 2009 through 31 December 2009, against the additional sources of information described in paragraphs 7.c. and 7.d. of the attached process. If discrepancies between fees earned and contractor performance are found, submit a narrative with the report that sufficiently addresses any discrepancy found or describes the corrective actions taken or planned to mitigate recurrence.

As stewards of the taxpayers, it is our duty to ensure that fees paid are commensurate with contractor performance on contracts regardless of contract dollar value. The goal is to ensure that all contractor performance assessments, award fee determinations, incentive allocations, and any other performance measures are evaluated consistently throughout contract performance.

Sean J. Stackley

Attachments:
As stated

SUBJECT: Department of the Navy (DON) Process for Collecting, Evaluating, and Reporting Award and Incentive Fees Earned

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SUBJECT: Department of the Navy (DON) Process for Collecting, Evaluating, and Reporting Award and Incentive Fees Earned

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DON EVALUATION PROCESS OF AWARD/INCENTIVE FEES EARNED

1. **Purpose**. To establish a common process within the Department of the Navy (DoN) to collect, evaluate, and report (relevant) award fee and incentive fee data semiannually to Director, Defense Procurement and Acquisition Policy (DPAP) and to ensure that award and performance incentive fees paid are commensurate with the contractors' performance on their contracts.

2. **Applicability/Scope**. The procedures set forth in this document implement statutory requirements and apply to all contracts that include award and/or incentive fee provisions. The reporting requirements outlined in this document are applicable to those contracts that include award and/or incentive fee provisions that:

a. Have an estimated contract value (including options) greater than $50 million; and

b. Have an award fee determination or payment of a performance or delivery incentive(s), as described in Federal Acquisition Regulation (FAR) Subpart 16.4 that was made during a semi-annual reporting period. Incentive contracts that contain cost incentives only shall not be reported.

3. **Background**. Audit activity in recent years within and outside the Department of Defense (DoD) raised concerns that defense contractors were receiving fees that were not consistent with their contract performance. Section 814 of the National Defense Authorization Act (Public Law 109-364) requires DoD to collect relevant data on award and incentive fees paid to contractors and to have a mechanism in place to evaluate such data on a regular basis. This mechanism will help determine the effectiveness of award and incentive fees as a tool for improving contractor performance and achieving desired program outcomes. In response to this congressional mandate, DPAP issued a policy memorandum on April 24, 2007 requiring that DoD Components report and evaluate award fee and incentive data on a semiannual basis.

4. **References/Resources**. Table I lists and describes the documents that serve as a reference or resource tools in support of the procedures outlined herein.

5. **Definitions**. Table II lists and defines terms used in the procedures outlined in this document.

6. **Roles and Responsibilities of Key Stakeholders**. Table III lists key stakeholders of this process and their roles/responsibilities as they relate to these requirements.

7. **Procedures:** Incentive arrangements should be structured to motivate contractor efforts that might not be otherwise be emphasized and to discourage contractor inefficiency and waste. The process described in this document will facilitate the evaluation of award and incentive fee data on a regular basis and enable the DoN to determine the effectiveness of award and incentive fees as a tool for improving contractor performance and achieving desired program outcomes. The information derived from the report should also be considered as part of the acquisition planning process to determine the appropriate type of contract to be utilized for future acquisitions.

DON EVALUATION PROCESS OF AWARD/INCENTIVE FEES EARNED

a. **Reporting Requirements.**

(1) Policy. DPAP memorandum of April 24, 2007 established the semi-annual periods for collecting award and incentive data as 1 January – 30 June and 1 July – 31 December. DASN(A&LM) memorandum dated May 8, 2007 requires this data to be provided to DASN (A&LM)/PABT in accordance with the following schedule:

Reporting Period	Submit Data to DASN (A&LM)/PABT
1 January – 30 June	1 September
1 July – 31 December	1 March

(2) Reporting Guidelines.

(a) Report Content. The report consists of three parts:

(i) A Component-level summary of award/incentive fee activity, which includes identification of any anomalies found during the reporting period;

(ii) The completed report template; and

(iii) A written narrative detailing anomalies and corrective actions taken or planned (if required). If not required, explain why.

(b) Report template. DPAP established the reporting template at enclosure (1). The template itself includes specific instructions for format and content. All fields in the template are mandatory reporting elements. If a reporting element is not applicable to a specific contract/order, indicate this in the template as "Not Applicable." The following general guidelines supplement the specific instructions contained within the reporting template:

(i) Indefinite Delivery Indefinite Quantity (IDIQ) contracts with an incentive structure at the contract level are considered reportable at the contract level (*e.g.* Base Operating Support Services, Environmental Remediation Action contracts, etc.); IDIQ contracts with incentives structured at the order level with an estimated order value >$50M are reportable at the order level (*e.g.* SEAPORT-e orders, etc.).

(ii) Contracts containing multiple incentives (*i.e.* both award and incentive fees) shall be recorded as separate entries in the template.

(iii)Award fee determinations or payments of a performance or delivery incentive occurring on the same contract during the same period must all be reported.

(c) Report submission. Submit report to DASN(A&LM)/PABT via email to RDAJ&As@navy.mil following established HCA guidelines.

b. **Evaluation Process of Fee Earned Data.** DPAP requires that both award fee and incentive fee data be evaluated on a regular basis to ensure that fees paid are commensurate with contractor performance. The DoN process outlined below will ensure that the required evaluation occurs early in the fee determination cycle rather than as an after-the-fact evaluation (*i.e.* after the Fee Determining Official determines the fee earned). The goal is to ensure that DoN takes a proactive approach, thereby addressing potential inconsistencies between fee earned and contractor performance prior to a fee decision. Head of Contracting Activities (HCAs) and Program Executive Offices (PEOs) shall follow the process below, as applicable, to ensure fees paid are commensurate with contractor performance.

(1) **Award Fee**

(a) FDO ensures recommended award fee supporting data is analyzed against the defined "tripwires" to identify inconsistencies between the recommended fee and contractor performance.

(b) FDO ensures inconsistencies are investigated to determine if an anomaly exists and is relevant to contract performance.

(c) FDO ensures that the results of this investigation are properly documented, in writing. At a minimum, the documentation will state:

(i) Whether the inconsistency is irrelevant to contractor performance and why it does not affect the fee determination; or

(ii) Whether the inconsistency is relevant to contractor performance and what corrective action has been taken or is to be taken, as appropriate.

(d) FDO submits the above written results along with the fee determination supporting data to the Procuring Contracting Officer (PCO).

(e) Contracts Office extracts the data from the FDO submission and determines completeness with assistance from the Program Office, as required.

(f) Contracts Office consolidates the fee data and summarizes fee activity for the reporting period.

(g) Contracts Office submits semiannual report (*i.e.* template and narrative summary on anomalies noted for the reporting period) to DASN (A&LM) in accordance with HCA established procedures.

(2) **Incentive Fee**

(a) FDO verifies contractor performance against objective criteria in the contract.

(b) FDO analyzes fee earned against the defined "tripwires" to identify inconsistencies between the fee and contractor performance.

(c) FDO investigates inconsistencies to determine if an anomaly exists and is relevant to contract performance.

(d) FDO documents, in writing, the results of this investigation by indicating if the inconsistency is relevant to contractor performance and whether corrective action can be taken, and if not, why.

(e) FDO provides written results to the PCO.

(f) Contracts Office extracts the data from the FDO submission and determines completeness with assistance from the Program Office, as required.

(g) Contracts Office consolidates the fee data and summarizes fee activity for the reporting period.

(h) Contracts Office submits semiannual report (*i.e.* template and narrative summary on anomalies noted for the reporting period) to DASN (A&LM) in accordance with HCA established procedures.

c. **Tripwires**. The following sources of information are available to the FDO to help identify inconsistencies between the final fee earned and contractor performance. The FDO shall consider these sources, as appropriate, to identify potential anomalies.

(1) Earned Value Management Data (Use cumulative values at the time of FDO decision)

(a) Low cumulative Cost Performance Index (CPI) or cumulative Schedule Performance Index (SPI) (*i.e.*, .90 or lower) with high percent fee earned (>75%); or

(2) Contractor Performance Assessment Reporting System (CPARS) and other similar systems (e.g. ACASS, CCAS, IPARS). Use CPARS (or ACASS, CCAS, IPARS) up to the time of fee determination.

(a) Inconsistencies between any CPARS (or ACASS, CCAS, IPARS) rating category and the fee earned based on that attribute [or a relevant sub attribute]. For example, an inconsistency could reflect underpayment or overpayment of fee. (*i.e.* high percent fee earned with yellow/red ratings, or low percent fee earned with purple/blue ratings).

(3) Other investigative reports/audits/studies/media coverage (*e.g.*, General Accountability Office (GAO), DoD Inspector General, Naval Audit Services, DCMA, DCAA, Washington Post, etc.) resulting in unfavorable findings relevant to contractor performance.

(4) Nunn-McCurdy Breach resulting from contractor performance issues.

(5) Performance problems, such as projected (actual) schedule slip or cost overrun from the baseline established in the Contract. Other sources of relevant contractor performance information (*e.g.* Defense Acquisition Executive Summary report).

d. **Additional tripwires.** The following requirements apply to all solicitations containing award fee provisions issued after 31 July 2007. Note that the third column contains indicators that identify anomalies in fees earned because they reflect a deviation from DPAP established policy.

DPAP Memo 4/24/07		
Adjectival Rating	**Award Fee Pool Earned**	**Indicators**
Unsatisfactory	0%	Fee earned greater than 0%
Satisfactory	Less than 50%	Fee earned exceed 50%
Good	50% – 75%	Fee earned less than 50% or greater than 75%
Excellent	75% - 90%	Fee earned less than 75% or greater than 90%
Outstanding	90% - 100%	Fee earned less than 90%

8. Management/oversight of the process

a. The overarching responsibility of implementing and overseeing this process resides with DASN(A&LM). However, execution of this process is the responsibility of the HCAs and PEOs, each one serves a vital role in executing this process.

b. To ensure compliance with prescribed policies and procedures, each HCA will review, as part of its internal procurement management reviews/procurement performance management assessment program (PPMAP), award/incentive fee documentation relative to this reporting requirement. DASN(A&LM) PPMAP will assess and validate compliance with this process during its PPMAP of HCAs.

c. HCAs should submit recommendations for process improvements, including any best practices, to DASN(A&LM) via email at RDAPolicy@navy.mil.

DON EVALUATION PROCESS OF AWARD/INCENTIVE FEES EARNED

TABLE I: REFERENCES/RESOURCES

Reference/Resource	Description
DASN(A&LM) Policy Memoranda of May 8, 2007 and January 22, 2008	These documents provide implementing guidance on DoD policy for (1) the collection/reporting of data on award fee and incentive fees earned; and (2) the proper use of award fee contracts and award fee provisions. Memoranda are available at the ASN(RD&A) acquisition website, **https://acquisition.navy.mil/rda/home/policy_and_guidance/policy_memos**
FAR Subpart 16.4, Incentive Contracts	Prescribes the policies, procedures and implementing guidance on use of incentive contracts. Access the Subpart via **http://farsite.hill.af.mil/farsite.html** or https://www.acquisition.gov/comp/far/index.html
DFARS Subpart 216.4, Incentive Contracts	Supplements FAR 16.4 with policies, procedures, and implementing guidance applicable to DOD regarding incentive contracts. Subpart 216.4 is available through **http://farsite.hill.af.mil/VFDFARA.HTM** or http://www.acq.osd.mil/dpap/dars/dfarspgi/current/index.html
PGI 216.4, Incentive Contracts	Prescribes procedures, guidance, and information implementing policy applicable to incentive contracts within DoD. The PGI is available at **http://www.acq.osd.mil/dpap/dars/pgi/pgi_htm/PGI216_4.htm**
DPAP Memoranda of April 24, 2007 and September 22, 2009 attached/included	Implement Section 814 of the 2007 National Defense Authorization Act (Pub.L. 109-364) by prescribing the policies and procedures for reporting award fee and incentive fee data earned and ensuring proper use of award fee contracts. Memoranda are available at DPAP's website via **http://www.acq.osd.mil/dpap/ops/policy_vault.html?directorate=cpf**
Defense Acquisition University (DAU) Community of Practice	Contains "The Award and Incentive Fees" Community of Practice (CoP) which was established to support the March 29, 2006, Award Fee Contracts Memorandum signed out by Mr. Finley, Deputy Under Secretary of Defense (Acquisition and Technology). As stated in the memo, "In order to facilitate discussion and to share proven incentive strategies across the entire acquisition workforce, the Department has established the Award and Incentive Fee Community of Practice (CoP) under the leadership of the DAU." The COP provides DoD organizations a web-enabled means to share lessons learned, examples and related resources to expand the existing knowledge base and to support acquisition professionals in successfully planning, implementing, and assessing incentive strategies. The COP is available through DAU's Acquisition Community Connection website at https://acc.dau.mil/CommunityBrowser.aspx
Government Accountability Office (GAO) Reports on AF/IF	Relevant GAO reports addressing can be accessed through http://www.gao.gov/index.html GAO-06-409T, April 5, 2006: *DOD* Wastes Billions of Dollars through Poorly Structured Incentives; GAO-09-630, May 29, 2009: Guidance on *Award Fees* Has Led to Better Practices but Is Not Consistently Applied; GAO-09-839T, August 3, 2009: Application of OMB Guidance Can Improve Use of *Award* Fee Contracts; GAO-06-66, December 19, 2005: *DOD* Has Paid Billions in *Award* and *Incentive Fees* Regardless of Acquisition Outcomes

TABLE II: TERMS AND DEFINITIONS

Terms	Definitions
Anomaly	A deviation or departure from the normal order, form or rule; a perceived inconsistency between fee earned and contractor performance (*i.e.*, overall cost, schedule, and technical performance) as documented in relevant, available Government sources.
Tripwire	An indicator related to contractor performance that points to a potential anomaly.
Contractor Performance Assessment Reporting System (CPARS)	DoD system to assesses contractor performance and provide a record, both positive and negative, on a given contractor during a specific period of time. Each assessment is supported by program and contract management data, such as cost performance reports, customer comments, quality reviews, technical interchange meetings, financial solvency assessments, construction/production management reviews, contractor operations reviews, functional performance evaluations, and earned contract incentives.
Informal Performance Assessment Reports (IPARS)	Quarterly contractor performance assessment reports applicable to ACAT I and ACAT II program contracts with a contract value over $50M.
Architect-Engineer Contract Administration Support System (ACASS)	DoD system that assesses a contractor's performance and provides a record, both positive and negative, on a given contract. Each evaluation is based on objective facts and supported by contract management data, such as quality of A-E services by discipline, and assessments of the attributes of the engineering services as to accuracy, thoroughness, schedules, cost constraints, technical capability, and other contract performance requirements.
Construction Contractor Appraisal Support System (CCASS)	DoD system that assesses a contractor's performance and provides a record, both positive and negative, on a given contract. Each evaluation is based on objective facts and supported by contract management data, such as contract performance elements that evaluate quality, timely performance, effectiveness of management, and compliance with contract terms, labor standards, and safety requirements.
Earned Value Management (EVM)	A program management tool that integrates the work scope, schedule, and cost parameters of a program, in a manner providing objective performance measurement and management. As work is performed, the corresponding budget value is "earned".
EVM System (EVMS)	EVM is an integrated management control system designed to assess, understand and quantify contractor achievements with program dollars. EVM integrates technical, cost, schedule, with risk management; allows objective assessment and quantification of current project performance; and helps predict future performance based on trends.
Schedule Performance Index (SPI)	A performance index showing the percentage of variation, between planned and actual performance, for the current period, cumulative to date time span, and at the completion of the task. This metric represents schedule efficiency.
Cost Performance Index (CPI)	A performance index showing the percentage of variation, between planned and actual performance, for the current period, cumulative to date time span, and at the completion of the task. This metric represents cost efficiency.
Nunn-McCurdy Unit Cost Breach	Unit cost reporting is required by 10 USC 2433. A "Nunn-McCurdy" unit cost breach occurs when a Major Defense Acquisition Program experiences an increase

	of at least 15% in Program Acquisition Unit Cost or Average Procurement Unit Cost above the unit costs in the Acquisition Program Baseline.

TABLE III
PROCESS ROLES & RESPONSIBILITIES OF KEY STAKEHOLDERS

Key Stakeholder	Roles & Responsibilities
Fee Determining Official	Ensures that the final fee amount accurately reflects the contractor's performance and is consistent with other sources of information for contractor performance (e.g. CPARS, EVM, and other indicators of contractor performance). Ensures that any anomalies identified are explained, documented (along with corrective actions taken or planned, as appropriate); and forwarded to the Contracting Officer along with the final fee determination documentation.
Program Office and Program Executive Office	In collaboration with the contracts organization, ensures all data supporting the final fee amount and all supporting documentation required to meet this reporting requirement are accurate, complete and timely.
Contracts Office	Assembles fee data report, in conjunction with PEOs/program offices, and ensures accuracy and completeness of information reported.
Head of the Contracting Activity	Establishes activity-level implementing procedures and internal controls to ensure compliance with established policy, and ensures timely/accurate submissions of semi-annual report in accordance with policy.
DASN (A&LM)	Evaluates DoN data submitted by each HCA, consolidates data into the DoN Award and Incentive Fee Semi-annual Report and forwards the report to DPAP. Provides a copy of submitted report to each HCA. Distributes information on process improvements, best practices, and lessons learned, as applicable. Promulgates policy on award/incentive fees, as required.

Formatting instructions:

1. Enter all dates in "Mar-01" format.
2. Enter all dollar values in whole dollars (do not round to millions or billions).

Data Field	Instructions
Contracting Agency Name	Enter name of your service or defense agency.
Contract Number	Procurement identification number.
Delivery/Task Order Number	Enter delivery or task order number, if applicable. Otherwise leave blank.
Is this contract for services, supplies, or a mix of the two?	Enter "services", "supply", or "mix".
Program name	Enter name of program/project.
Contracting Office Name	Enter name of your command or organization.
Base and All Options Value	Enter total value of the contract, including unexercised options, using "$N,NNN,NNN" format. (Enter whole dollars, cells are already formatted).
Solicitation Date	Date solicitation issued. Use "Mar-01" format.
If solicitation date is prior to 1 August 2007, has award fee criteria been reviewed for opportunities to bring it into compliance with current policy?	Enter "Y" for Yes and "N" for No. Leave blank if solicitation date is 1 August 2007 or later.
Date of Award	Date contract/order awarded. NOTE: If award fee provisions added after award, explain in "note" column. Use "Mar-01" format.
Contractor	Enter name of contractor.
Potential Award or Incentive Fee for life of contract	Enter value using "$N,NNN,NNN" format. (Enter whole dollars, cells are already formatted).
Award or Incentive Fee Available in Current Period	Enter value using "$N,NNN,NNN" format. (Enter whole dollars, cells are already formatted).
Actual Award or Incentive Fee Earned During Reporting Period	Enter value using "$N,NNN,NNN" format. (Enter whole dollars, cells are already formatted).
% Award or Incentive Fee Earned	Value will autopopulate based on formula. Copy formula. Format value using "NN%" . (cells already formatted).
Date fee determined	Enter the date fee determined. Use "Mar-01" format.
Does Earned Value Management apply to this contract?	Enter "Y" for Yes and "N" for No.
CPI	If EVMS applies, enter value of Cost Performance Index. Report cumulative value at the time of fee determination. Use "X.XX" format.
SPI	If EVMS applies, enter value of Schedule Performance Index. Report cumulative value at the time of fee determination. Use "X.XX" format.
Fee Type	Enter "A" for Award Fee and "I" for Incentive Fee.
Have provisional award fee payments ever been made on this contract?	The contracting officer may include provisional award fee payments in a CPAF contract on a case-by-case basis, provided those payments are in accordance with criteria established in DFARS 216.405-2 . Enter "Y" for Yes and "N" for No.
Date of last provisional award fee payment	Use "Mar-01" format.
Is a cost overrun projected on this contract?	Based on baseline established in the contract. Enter "Y" for Yes and "N" for No. If Yes, explain in Notes column.
Is a schedule slip projected on this contract?	Based on baseline established in the contract. Enter "Y" for Yes and "N" for No. If Yes, explain in Notes column.
Is a Nunn-McCurdy breach projected?	Enter "Y" for Yes and "N" for No. If Yes, explain in Notes column.
Were there any CPARS ratings during the reporting period that were inconsistent with the fee earned?	Enter "Y" for Yes and "N" for No. If Yes, explain in Notes column or Narrative. NOTE: Do NOT include any source selection sensitive information in the Narrative or Notes column.
Has roll-over ever been approved on this contract?	Roll-over fee is defined as unearned fees that are rolled over into a subsequent evaluation period. Enter "Y" for Yes and "N" for No.
Total fee rolled over to date	Enter value using "$N,NNN,NNN" format. (Enter whole dollars, cells are already formatted).
Date most recent roll-over approved	Use "Mar-01" format.
Amount of most recent roll-over	Enter value using "$N,NNN,NNN" format. (Enter whole dollars, cells are already formatted).
Has program been identified by OMB, DoDIG, or other entity as experiencing a cost, schedule, performance or other management issue? (List report number in Notes column).	Enter "Y" for Yes and "N" for No. (List any adverse IG, GAO, media, or other reports regarding cost, schedule, performance or other management issues in Notes column.)
Point of Contact	Name of point of contact for this record.
POC Phone Number	Phone number of point of contact.
POC email	Email of point of contact.
Notes	Enter any additional notes.

ENCLOSURE( )

ENCLOSURE(1)

Contracting Agency Name	Contract Number	Delivery/Task Order Number	Is this contract for services, supplies, or a mix of the two?	Program Name	Contracting Office Name	Base and All Options Value	Solicitation Date	If solicitation date is prior to 1 August 2007, has award fee criteria been reviewed for opportunities to bring it into compliance with current policy?	Date of Award	Contractor	Potential Award Fee or Incentive Fee for life of contract	Fee (Award or Incentive) Available in Current Period	Actual Fee (Award or Incentive) Earned During Reporting Period	% Earned
						$4,644,000,000					$223,700,000	$27,962,500	$24,200,000	87%
Army	Axxxxx-xx-x-xxxx	0002	services	Global troop support	RICC	$1,244,000,000	Jan-06	Y	Aug-07	GTS, LLC	$62,200,000	$7,775,000	$7,500,000	96%
Navy	Nxxxxx-xx-x-xxxx	0213	supply	Next generation submarine	NAVSEA	$2,300,000,000	Nov-04	Y	May-06	Big Ship Industries, Inc.	$92,000,000	$11,500,000	$10,000,000	87%
Air Force	Fxxxxx-xx-x-xxxx		mix	Advanced GPS	ESC	$750,000,000	Feb-05	Y	Mar-06	Satellite Makers of America	$45,000,000	$5,625,000	$5,200,000	92%
DLA	Dxxxxx-xx-x-xxxx		services	Advanced logistics network	DSCR	$350,000,000	Nov-07		Oct-08	Logistics Masters Corp.	$24,500,000	$3,062,500	$1,500,000	49%

ENCLOSURE( )

Date evaluation completed	Does Earned Value Management apply to this contract?	CPI	SPI	Fee Type	Have provisional award fee payments ever been made on this contract?	Date of last provisional award fee payment	Is a cost overrun projected on this contract?	Is a schedule slip projected on this contract?	Is a Nunn-McCurdy breach projected?	Were there any adverse reports in CPARS during the reporting period?	Has roll-over ever been approved on this contract?	Total fee rolled over to date	Date most recent roll-over approved	Amount of most recent roll-over	Has program been identified by OMB, DoDIG, or other entity as experiencing a cost, schedule, performance or other management issue? (List report number in Notes column).	Point of Contact (Gov't)	POC Phone Number	POC email	Notes
												$2,600,000		$2,600,000					
3/1/2009	N			A	N		N	N	N	N	N					S. Walker	xxx-xx-xxxx	swalker@usa.mil	
1/1/2009	Y	0.678	0.752	I (Delivery)	Y	Apr-07	Y	Y	N	N	Y	$2,600,000	Dec-06	$2,600,000	Y	B. Waters	xxx-xx-xxxx	bwaters@urnavy.mil	
3/1/2009	N			A	N		N	N	N	Y	N					C. Skies	xxx-xx-xxxx	cskies@af46.us.mil	
5/1/2009	N			A	N		N	Y	N	Y	N					D. Roe	xxx-xx-xxxx	droe@dla23.mil	