



PERFORMANCE WORK STATEMENT

**DEPARTMENT OF VETERANS AFFAIRS
Veterans Health Administration**

South Texas Veterans Healthcare System

Project Title:

San Antonio Initial Outfitting, Transition & Activation IDIQ
Consolidated Lease Project

TASK ORDER 1: PRE-ACTIVATION SUPPORT

Date:

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PWS Version Number:

1

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1.0. Background/Introduction

This project will replace and consolidate the existing Frank Tejada Outpatient Clinic, two annex leases, three specialty care clinic leases and one contract clinic. This lease consolidation project is a unique and ambitious effort that represents a fundamental shift in how we deploy health care to Veterans in the San Antonio Metropolitan area and is a giant step closer to reducing lease and operating costs and meeting our commitment to our Veterans now and into the 21st century.

2.0. Scope

The work for Task Order (TO) 1 is focused on Project Management support for pre-activation planning activities and Furniture, Fixtures, and Equipment (FF&E) planning. The Contractor will conduct all necessary planning and IOT&A activities in accordance with the Performance Work Statement (PWS). The Contractor shall provide professional services to include all labor, materials, transportation, and equipment to conduct and provide IOT&A support services to accomplish the PWS tasks. The scope includes project support for planning, activating, outfitting, and transitioning the staff and Veterans/patients associated with the project during FY18 through FY22. This TO includes comprehensive project management support services, comprehensive interior design and space planning services, CONOPS, STRATCOM and Transition Planning, FF&E Database management, and gap analysis.

3.0. Period of Performance

This TO will have a period of performance (PoP) of two years from date of TO award.

4.0. Type of Order

Firm Fixed Price (FFP)

5.0. Place of Performance

Tasks under this PWS shall be performed offsite at Contractor provided office space or alternate work site(s) (i.e., the warehouse, old clinic space, U.S. Department of Veterans Affairs (VA) Medical Center Campus or trailers during construction phase).

6.0. Travel

The Government anticipates travel under the PWS to perform the tasks associated with the effort, as well as to attend program-related meetings or conferences throughout the PoP. Travel costs will not be directly reimbursed by the Government; estimated travel costs shall be included in firm-fixed price line items.

The total estimated number of trips in support of this PWS will be based on contractor proposed travel in the Activation TEP Calculation Workbook as part of the Request for Quote. The estimated travel will be included in this PWS at award.

7.0. Specific Tasks

7.1. General

The following specific tasks and deliverables shall be completed by the Contractor in accordance with PWS requirements.

7.2. Description of Services

7.2.1. Comprehensive Project Management Support Services

The Contractor shall support the VA South Texas Health Care System Activation Team by providing project management for pre-planning services as identified below. The Contractor shall utilize Project Management Institute (PMI) best practices to manage cost, schedule, quality, risk, and resources.

The Contractor shall support the development of contractual deliverables, produce and/or review products for Government use—to include plans, integrated schedules, and all required contract documentation. The Contractor shall provide expertise to support contract execution per established strategies and plans, support all program milestones, and provide support for briefings and meetings as required. The Contractor shall submit a Monthly Status Report to communicate to the VA the status of the project, progress, and lessons learned.

The PM designated to serve as the Government's primary point of contact shall be responsible for the overall coordination and scheduling of the contract team's work. The PM shall not be reassigned without notification to the CO. The PM must be full-time on-site and shall facilitate, schedule, and lead regular meetings with South Texas Veterans Health Care System Staff to ensure the timely and effective completion of tasks and deliverables required by this contract.

In addition to the plans, schedules, and report requirements detailed in the deliverable schedule below, the following additional guidance shall be followed for submission of the Share Site, Integrated Master Schedule (IMS), and Meeting Facilitation:

Contractor Share Site for Information Sharing: The Contractor shall develop and maintain a SharePoint-like site for project documentation and information sharing. The site or software shall be able to provide automatic email updates to designated members as new documents are uploaded or require Government review (example: Submittal Exchange). All project documentation shall be compatible with systems utilized by the medical facility and easily accessible with files downloadable by all parties. The database shall meet "for official use only" (FOUO) and sensitive but unclassified information handling requirements. The site shall be organized in a logical manner.

Project schedules, project reports, and management plans shall be shared with the Government by posting on the Contractor's SharePoint-like site. Updating shall be completed as required per the deliverable schedule and posted on the Contractor share site, unless otherwise agreed upon by the COR. Revisions to schedules and plans since the last update shall be tracked and clearly identified.

Integrated Master Schedule: The Contractor is responsible for developing and managing an IMS. The IMS must coordinate the Activation Project Schedule, IT Project Schedule, Construction Schedule, and any other applicable milestones dates that impact the activation of the clinics. This entails coordination with the VA Office of Construction and Facilities Management, the construction Contractor, the Office of Information & Technology, Contracting Office(s) involved, U.S. Army Corps of Engineers, and other programs/experts as required. Services may include the preparation of various professional reports and presentations, including verbal, graphic, slides, and photographs of projects.

In managing the IMS, the Contractor shall advise the Government of suspense dates that need to be met by the Government and/or Government Contractors to ensure on-time execution such as, but not limited to, delivery dates for items purchased by the Government, information that the Contractor needs from the Government to complete the requirements of this PWS, and certain IMS milestone dates. The Contractor is responsible for tracking these dates and keeping the parties informed. However, the Contractor is not responsible for enforcing dates or ensuring work is completed on schedule to the extent the dates and/or work are not a requirement of

the Contractor as described herein. The Contractor shall report in a timely manner any schedule deviations to the Activation Team, CO and COR. Upon the Government's acceptance of the schedule deviation, the Contractor shall prepare and submit for approval a revised IMS.

In the event a schedule deviation impacts the PoP of this contract, the Contractor shall provide in writing to the CO the reason for the delay, associated points of contact, and a request for extension. Extension requests must detail the amount of additional time required and are not automatically granted.

Meeting Facilitation Services: The Contractor shall schedule meetings with key stakeholders and appropriate personnel (to be identified by the Government). Where meeting frequency is not specified herein, the Contractor shall establish the meeting frequency in manner that ensures the ability to meet the requirements of the PWS. Meetings include project status meetings, CONOPs meetings, planning meetings, information management meetings, and any additional meetings as deemed necessary by the Contractor to meet the requirements of this PWS.

The Contractor shall prepare meeting agendas which shall be distributed to attendees 48 hours prior to the subject meeting. The Contractor shall prepare meeting minutes. Meeting minutes shall document the purpose of the meeting, discussions, and decisions reached. When applicable, meeting minutes shall include "ACTION ITEMS" to include a description of the item, the responsible individual(s), and due date. Meeting minutes will be distributed to attendees for review and approval.

The Contractor shall organize and conduct user-group meetings with key stakeholders and working groups across the facility to the extent required to adequately manage this pre-planning activation project. A list of key stakeholders will be provided to the Contractor after award.

At a minimum, each department will constitute a working group. The Contractor may identify additional ad hoc groups as necessary. The Contractor shall guide groups to consensus by identifying requirements, facilitating group discussions, and documenting decisions as a part of the documentation of meeting minutes. The Contractor shall facilitate the groups to assess, analyze, recommend, and document solutions as developed jointly by the Contractor and the stakeholders and/or group members.

Project status meetings shall cover, at a minimum, changes to schedule, risk, status of current action items, estimated completion and gateway reviews. Project status meetings are to occur every week at location specified by COR.

COMPREHENSIVE PROJECT MANAGEMENT DELIVERABLES

DELIV. #	DELIVERABLE	DESCRIPTION	DUE DATES FOR DELIVERY
TO1-001	Activation Project Schedule	Contractor shall develop and update a detailed activation project schedule. The Activation Project Schedule shall track all major milestones to demonstrate effective management and execution of the project by the Contractor, illustrate timely performance, and identifies delays or potential delays to the project. The Activation Project Schedule shall include dates from the construction schedule through Day One, and project closeout. The schedule shall identify key tasks, start and completion dates, duration of tasks to be completed by the Contractor	Established: Notice to Proceed (NTP) + 10 calendar days Subsequent submissions: Due monthly NLT 2 nd day of month

		to satisfy the requirements of the PWS. The Contractor shall annotate any schedule deviations in monthly updates.	
TO1-002	Individual Service Project Schedules	Contractor shall develop a detailed Individual Service Project Schedule created from the Activation Project Schedule to provide individual reports to specific services. The details included in the Activation Project Schedule shall also be included in the Individual Service Project Schedules.	Established: NTP + 10 calendar days Subsequent submissions: Due monthly NLT 2 nd day of month
TO1-003	Integrated Master Schedule	The IMS shall be a color coded, time-lined graphic which marks the start and end dates of major element or sub-element milestones/gateway of construction which may impact the start, duration, or completion date of scheduled IOT&A tasks, shows major start and end dates of milestone/gateway events for purchased items, shows scheduled activities in activating or approving building systems and support contracts, and shows IOT&A events which may be impacted by schedule acceleration or slippage by others. A complete IMS will include and demonstrate all construction milestone/gateway dependencies with both Government and Contractor IOT&A-related processes from contract award to the completion of the contract itself. The IMS will include both CBOC projects. The Contractor's IMS shall be submitted for review and approval as described in the PWS.	Established: NTP + 30 calendar days Subsequent submissions: Update as required
TO1-005	Human Resources and Facility Staffing Plan	The Plan shall identify the number and types of positions that are recommended for hire and/or transfer from existing facility to staff the new facility. VA staffing requirements can be located at http://vaww.va.gov/ohrm/HRLibrary/Dir-Policy.htm . The plan shall be submitted with each stage of the IMS submissions.	Established: NTP + 90 calendar days Subsequent submissions: Update as required
TO1-005	Integrated Staff "Faces and Spaces" Program	The Contractor shall provide a program which identifies personnel, service, equipment, and location which is flexible to location and changes for the existing location in transition to the new location. The Contractor shall use the program to create a move plan and identify any special characteristics of the space. In addition, the Faces and Spaces will show reuse equipment, existing jack numbers for personnel that will be relocating, and any equipment currently connected to the VA Network that is relocating.	Established: NTP + 90 calendar days Subsequent submissions: Update as required
TO1-006	Transition Plan	The Contractor shall develop and maintain a transition plan for each TO ensuring that it is updated to reflect the current status and changes as they occur throughout the life of the project. The transition plan	Established: NTP + 60 calendar days

		<p>at a minimum should address all major actions necessary for successful completion of project or as described in the TO. The transition plan should, at a minimum include a:</p> <ul style="list-style-type: none"> - Delivery and installation plan - Government acceptance plan - Temporary, building protection plan - Security plan - Sequencing and outfitting plan - Calibration and testing plan - Department master move schedule - Department activity (individual service report) - Cleaning and housekeeping plan - Training plan - Day in the life plan 	Subsequent submissions: Update as required
TO1-007	Monthly Project Status Report	<p>The Monthly Project Status report shall give an overview of the progression of the project and describe the work completed during the reporting/billing period. The report shall include status of milestone items in the master project schedule, discuss moderate to high risk items, and a summary of meetings attended. The report shall discuss any “lessons learned” during the reporting/billing period. The Monthly Project Status Report shall correlate to and be submitted with the monthly invoice. The report shall cover the same time-period as the invoice. Report shall provide a graph of equipment purchased, remaining, pending market research, approval or deferred to include percentages complete and dollar amounts.</p>	<p>Established: NTP + 30 calendar days</p> <p>Subsequent submissions: Due monthly NLT than 2nd business day of each month</p>
TO1-008	Contractor Project Management Plan	<p>The Contractor shall develop and maintain a Project Management Plan addressing the main knowledge areas as defined in the PMBOK. The Contractor’s PMP shall outline the Contractor’s execution plan with milestone schedules for performance of all work required under to the PWS. The plan shall define the roles, responsibilities, and accountabilities expected of key stakeholders required in the delivery of detailed tasks and milestones. These roles and responsibilities are not limited to the Contractor and include expectations of those outside the control of the Contractor to include medical facility staff, Government agencies, and other Contractors. The PMP will assess risks, constraints, and uncertainties defined early in project requiring mitigation strategies for success.</p>	<p>Established: NTP + 30 calendar days</p> <p>Subsequent submissions: Update as required</p>
TO1-009	Risk Management Plan	<p>The Contractor shall submit a Risk Management Plan. The plan shall include an itemized listing of project-specific risks, challenges and perceived problems that</p>	Established: NTP + 10 calendar days

		<p>are anticipated to threaten the project. Risks identified shall include probability of occurrence, and level of impact. With each issue specified, the Contractor shall list their proposed solution to mitigate or resolve the risk/challenge/problem. The plan shall cover all phases of the work. When identifying risks/solutions the Contractor should consider items in areas that may cause the project to:</p> <ul style="list-style-type: none"> • not be completed on time. Proposed execution schedule will be evaluated as part of the technical factor; • not finish within budget; • generate change orders; • result in owner dissatisfaction; • result in poor quality of services; and/or • any other areas identified by the IOT&A Contractor. <p>Risk Management should be a regular coordination meeting agenda item to ensure Risks are being managed per the RMP. The RMP shall be updated as additional risks are identified through coordination meetings or day to day project execution.</p>	<p>Subsequent submissions: Update as required</p>
TO1-010	Change Management Plan	<p>The Contractor shall develop and submit a Change Management Plan for the Design and Construction Phases, with the purpose of minimizing cost and schedule risks associated with changes to the project scope. The Contractor shall identify appropriate members for a Change Management Committee, which will include key VA personnel and Contractor personnel, and may include participation by representatives of the non-VA contributors to this project. The Change Management Plan shall develop processes for submitting, reviewing, and approving or disapproving change requests. The Change Management Committee will review all change requests and make recommendations to the San Antonio VA Medical Center Director, who is the final approval authority for all proposed changes.</p> <p>The Contractor shall provide a monthly report of the Change Management Committees activities, including minutes from any meetings, and maintain a running tally of all change requests, their status, and their impact on project cost and schedule.</p>	<p>Established: NTP + 60 calendar days</p> <p>Subsequent submissions: Due monthly NLT 2nd day of month, and updated as required in between submissions</p>
TO1-011	Share Site for Information Sharing	<p>Develop and maintain a Share site for information sharing amongst all key stakeholders. The site shall be organized in a logical manner. All documentation provided at end of contract. Deliverables shall be</p>	<p>Established: NTP + 30 calendar days</p>

		clearly identified as either submittals for review or final versions that have been approved by the Government. When applicable, revisions shall be clearly marked with the revision number and date. The site shall allow archiving of information. The Contractor shall provide digital copies of all documents stored on the site on disc at the conclusion of the contract to the CO and the COR	Subsequent submissions: Updated as required
TO1-012	Meeting Minutes	Minutes of all meetings to include agenda, attendees, discussions, action items and who is responsible, etc.	Due within three (3) business days following meeting
TO1-013	Meeting Facilitation Report	Report to include all meetings scheduled and facilitated. Report should include a copy of all meeting minutes provided and proof of dissemination.	Due within three (3) business days following meeting

7.2.2. Comprehensive Interior Design and Space Planning Services

Provide and coordinate comprehensive interior design (CID) services or coordination of CID services, ensuring incorporation of evidence-based health care concepts. FF&E must complement any interior packages developed by the Architect/Engineer firm associated with the construction project and/or the health care facility's standards as provided by the Government. The Contractor may be required to identify FF&E to purchase, receive and install FF&E and visual arts and/or inventory, uninstall, pack, transport and reinstall existing FF&E and visual arts in the health care facility's current inventory identified for reuse in the new facility following approval by the COR. Design support services include developing a basis of design for the FF&E, laying in FF&E for each work area on floor plans, design reviews, developing 3D designs of space with FF&E, and preparing cut sheets for FF&E and artwork.

The STVHCS will be utilizing Attainia software (license provided by the Government for use by the IOT&A Contractor) to manage its FF&E for this activation project. The Contractor shall validate in the Attainia database all FF&E up to 100% to generic made/model. "Validating" in the sense means a generic item has been identified by a specific manufacturer and model has not yet been identified. The Contractor shall then develop the Attainia list to the "Approved" phase. "Approve" in this sense means the manufacturer and model has been selected, to include the salient characteristics of the item. The Contractor will be responsible for finalizing furniture, fixtures, and artwork with end users with the purpose of moving the items from "validated" to "approved" in the Attainia database. The Contractor shall upload and update the Attainia database. The Contractor shall coordinate with the Attainia Contractor for database training for project maintenance.

The IOT&A Contractor will be responsible for identifying salient characteristics for all FF&E with the end users and for recording in the Attainia database. This also ties in to the acquisition support services required under this PWS as the end-user identified salient characteristics will be included in "brand name or equal" procurement packages. A completed Justification and Approval (J&A) form will be required to be included in any procurement packages for any items that require a specific manufacturer or model.

The Contractor shall develop the initial design based upon the FF&E list (see Attachment C to the contract). The Contractor will lay into the drawings provided by the VA all the FF&E based upon the equipment list and program for design information. The drawings provided by VA may be limited to walls and mechanical, electrical, and plumbing (MEP) locations. The general contractor will be required to identify all MEP information necessary and timelines needed. The IOT&A contractor is to develop the make and model of all equipment with the DD2

submittal. The VA will be responsible to provide the correct POC's for the user group meetings who has the authority to make equipment decisions, such as identification of make and model of equipment, locations for all equipment, and any J&As planned for the procurement of specified equipment. Upon completion of the Contractor's initial design (to include all furniture, equipment, medical equipment, artwork, desktop technology equipment, copiers, printers, fax machines, etc.) the Contractor shall review for code and work flow efficiency. In addition, the Contractor shall call out in each room all utility conflicts and recommended resolutions. Items shall be color-coded on the drawings (i.e. reuse = red, construction Contractor provided = black, IOT&A installed = blue) for easy identification.

After the initial layouts have been completed, the Contractor shall send the drawings and room equipment lists to the COR for Government review and comment. The Government will have 14 days to review and comment and will return the drawings to the Contractor to update.

The Contractor should assume that the timelines below exist for submittal reviews:

DOCUMENT FOR REVIEW	SUBMITTAL TIMES
Design Development 1	Submit within 45 <u>calendar</u> days of award
	Government review due within 15 <u>working</u> days
Design Development 2	Submit within 30 <u>calendar</u> days after VA review
	Government review due within 15 <u>working</u> days
75% Construction Documents	Submit within 45 <u>calendar</u> days after DD2 approval
	Government review due within 15 <u>working</u> days
100% Construction Documents	Submit within 30 <u>calendar</u> days after VA review
	Government review due within 15 <u>working</u> days

User group meetings shall be scheduled approximately seven days after the Government provides the Contractor its comments to the initial design. At the user group meetings, the Contractor and Government stakeholders will go through each room and discuss the layout and equipment designed in each room. The IOT&A Contractor shall advise the Attainia POC to attend and participate in these meetings. Any corrections will be made at this meeting along with an update of salient characteristics for the FF&E so that the Basis of Design can be completed. Estimation is one-day charrettes for each department. Once completed, a sign-off from the COR will close the effort.

The Contractor shall verify the as-designed MEP will support the new design and identify any potential issues related to required utilities for planned FF&E. The Contractor shall verify the design meets with applicable state, local, and federal requirements (e.g. ADA, Building Codes, NFPA 101, etc.). The Contractor shall notify the COR of any discrepancies. A gap analysis will be performed where discrepancies are identified between Concept of Operations (CONOPS), requirements, and infrastructure provided in accordance with the construction documents, with facilitation towards workable solutions. The Contractor shall develop finish selections to complement the interior design package provided by the Government. These selections shall be presented in a finalized color board.

The Contractor shall develop the artwork package. Artwork involves a detailed design process which includes selection of the artwork, sizing, and placement. Each piece of art shall be matted and framed. The design shall include the selection of the artwork, matting, glazing, and framing. Each piece of art shall be individually placed and mounted using approved security mounting. The design effort shall consider all types of artwork to include, but not limited to, donated art, recognition walls, purchased art, commissioned art, original art, installation/security, and matting/framing. Each piece of art should only be used once in the facility. The Contractor shall provide an artwork placement plan and artwork cut sheets.

The Contractor shall present at a minimum two complete design submittals prior to sign-off by the Government.

The Contractor shall provide cut sheets for all FF&E items. The Contractor will be required to update the cut sheets as appropriate if options and accessories change the provided cut sheet and/or change design requirements. The Contractor shall utilize Space, Equipment, and Planning System (VA-SEPS) Joint Service Number (JSN) nomenclature in accordance with the VA BIM Guide (available at www.cfm.va.gov/til/bim/BIMGuide/modreg.htm) for all unique ID numbering. The cut sheets shall identify the basis of design item and shall show appropriate VA-SEPS JSNs. New JSN requests and JSN searches can be conducted at <https://ms1691.facilities.health.mil/milstd1691/#/>.

The Contractor shall develop a ROM to include estimated costs for storage, delivery, and installation. The Contractor shall develop a Warranty Management Plan for FF&E items.

COMPREHENSIVE INTERIOR DESIGN AND SPACE PLANNING SERVICES DELIVERABLES

DELIV. #	DELIVERABLE	DESCRIPTION	DUE DATES FOR DELIVERY
TO1-014	FF&E Cut Sheets	Cut Sheets shall include a photo of the item and the specifications, instructions, dimensions, etc., that apply that specific item. Cut sheet information shall be specific enough to convey information to the VA as they will need to purchase and install the product, but general enough to allow competition across multiple manufacturers. Contractor shall prioritize cut sheets for long lead-time items.	Established: NTP + 60 calendar days Subsequent submissions: Update as required
TO1-015	Artwork Cut Sheets	Artwork Cut Sheets shall include the following information: 1) Job name, number, location, and date 2) The title of the artwork and the artist's name, manufacturer (if applicable), item number, size and room number it is to be placed 3) A picture of the proposed artwork in color. If the piece is recommended or commissioned, provide a picture or brochure showing the commissioned artist's work. 4) Frame description and sample	Established: NTP + 60 calendar days Subsequent submissions: Update as required
TO1-016	Design Review Report	The Design Review Report documents the Contractor's review of the as-designed mechanical, electrical, plumbing (MEP) to verify the building as designed will support the planned FF&E. The report shall document the Contractor's gap analysis where discrepancies were identified between CONOPS, requirements and facility as designed, to include recommendations for workable solutions. The report shall also document the Contractor's review of the space layout	Established: NTP + 60 calendar days Subsequent submissions: Update as required

		plan to verify planned placement of FF&E meets with applicable state, local and federal requirements (e.g., ADA, fire codes)	
TO1-017	FF&E Layouts	<p>Space plans showing FF&E placement. FF&E layouts are to be used for user group meetings, to assist in the validation of the FF&E, and to facilitate outfitting. Items shall be color-coded on the drawings for easy identification (i.e. red for reuse, black for construction Contractor provided and installed, green for manufacturer installed).</p> <p>The initial layouts will be for the typical rooms in the concept drawings for the San Antonio VA Medical Center. When the construction contract is awarded, updated drawings will be provided to update FF&E placement using basis of design dimensions using Revit.</p> <p>Contractor to provide three (3) hard copies and post digital versions on the file sharing site. Hard copies and digital copies shall be available to the VA as soon as an update is completed. Floor plans and elevations to be printed on half-size sheets (15"x21"). All others may be printed on 11"x17" or 8.5"x11" paper with a 1/4" scale.</p> <p>Finalized FF&E layouts are by room are to be affixed to each room (on the door or other prominent location) to facilitate installation, inspection, and acceptance. Each layout shall identify the applicable location/room</p>	<p>Established: NTP + 60 calendar days</p> <p>Subsequent submissions: Update as required</p>
TO1-018	3-Dimensional Design Renditions	3D design renditions of FF&E items and 3D renditions of FF&E items within planned paces using SketchUp, Revit, AutoCAD, or another similar program agreed upon between the Contractor and the VA Interior Designer	<p>Established: NTP + 60 calendar days</p> <p>Subsequent submissions: Update as required</p>
TO1-019	Artwork Placement Plan	The Artwork Placement Plan shall identify each piece of artwork and the planned location of each piece/composition of pieces. When applicable, the plan shall identify any unique mounting or other	<p>Established: NTP + 60 calendar days</p> <p>Subsequent submissions: Update as required</p>

		requirements/considerations for the piece(s).	
TO1-020	Design Submittal 1	<p>Contractor must deliver to the A/E all latest project information such as CONOPS, Attainia updates and specific design requests as a result of user group meetings that occur prior to the delivery of DD1. Site activation team to provide due date of information to the A/E Contractor to the activation Contractor so to ensure A/E has time to include.</p> <p>Design submittal 1 shall include:</p> <ol style="list-style-type: none"> 1) Revit drawing showing typical rooms according to the TIL or existing layouts done by the A/E or based upon the IOT&A contractor's room typical design which was developed using the VA TIL as a start plus any consistent changes found during the design of other projects 2) Generic Cut Sheets for all JSNs for the equipment on the drawings if selected by the VA prior to activation contractor on-board. 3) Room by room should match drawings 4) Listing of MEP needed per room to support equipment. The listing of the MEP will show recommended locations but not specifications for the MEP, such as circuits, loads, amps, etc. It will be the responsibility of the A/E to size the MEP based upon the excel spreadsheet equipment list which is based upon the MEP infrastructure as specified in the MILSTD 1691. 5) Responsible party JSN matrix updated to reflect updated design (Attachment K) 6) Initial CONOPS report, inventory of existing FF&E, recommended re-use report which includes data sheets for any selected re-use 	<p>Established: 45 calendar days after issuance of design drawings</p> <p>Government will review within 15 business days</p>
TO1-021	Design Submittal 2	<p>Design submittal 2 shall include:</p> <ol style="list-style-type: none"> 1) Revit drawing showing all rooms based upon information in the TIL and updated information and drawings from the A/E and from user group meetings 2) BOD Cut Sheets for all JSNs for the equipment on the drawings if selected by 	<p>Established: 30 calendar days after Government review and acceptance of Design Submittal 1</p> <p>Government will review within 15 business days</p>

		<p>the VA prior to the activation contractor on board</p> <p>3) Room by Room should match drawings</p> <p>4) Listing of MEP needed per room to support equipment</p> <p>5) Responsible party JSN Matrix (Attachment K) updated to reflect updated design</p>	
TO1-023	Room-by-Room Master Equipment List (MEL)	The Room-by-Room MEL identifies all items listed by room. The MEL shall include reuse when applicable. The MEL shall be web-based during the project with MEL delivered on an encrypted thumb drive or other method agreed upon at project completion. The contractor shall provide complete and finalized room by room activation lists for each service/area throughout the clinic.	<p>Established: NTP + 60 calendar days</p> <p>Subsequent submissions: Update as required</p>
TO1-024	Updated Drawings	<p>After all reviews are completed, the Contractor shall provide the final updated documents to the Government. A copy of the Revit Model is to be included as part of this submittal. Floor plans are to be submitted in PDF and Revit format.</p> <p>Contractor to provide three (3) hard copies and post digital versions on the file sharing site. Plan sheets and elevations are to be printed on half-size paper (15"x21").</p>	Established: 15 calendar days after Government review and acceptance of Design Submittal 2
TO1-025	Signage/Way-Finding Plan	The Signage & Way-Finding Plan shall identify each type of sign and the planned location. When applicable, the plan shall identify any unique mounting or other requirements/considerations for the piece(s). Once the general contractor provides their portion of the signage plan, the IOT&A contractor will follow the VA signage and wayfinding guidelines to complete the remainder of the plan. The Way-Finding Plan shall be coordinated with the Artwork Plan. Location and types of signs are to be shown on the 3-D renderings of the clinics.	<p>Established: NTP + 60 calendar days</p> <p>Subsequent submissions: Update as required</p>

7.2.3. Comprehensive Furniture, Fixtures, and Equipment (FF&E) Planning Support

Provide comprehensive services to support the planning, specification, procurement, tracking, shipping, warehousing, installation, inspection and associated services of medical, non-medical, IM/IT, security systems,

furniture and other equipment and support systems necessary to meet functional requirements of the facility. The Contractor shall utilize Attainia (license provided by the Government) to update FF&E during the course of the activation project.

The Contractor shall use MILSTD 1691 (JSN numbers) for all FF&E, new and potential reuse (CAT R) equipment. All FF&E shall be identified using JSN Nomenclature. The FF&E for the STVHCS project is approximately 30% validated (see Attachment C to the contract).

The Contractor shall conduct a comprehensive equipment inventory of existing and new items. The inventory will include medical and non-medical equipment at five locations throughout San Antonio. The VA has a program, SEPS list, that captures the basis layout per room based on usage criteria. The Contractor will review the latest SEPS report and compare to existing equipment, note salvage life and add new equipment per clinical service’s input for existing and new equipment requests. Based on this work, the Contractor will complete the assessment of existing FF&E for reuse in the new facility to include the Rough Order of Magnitude (ROM) Cost Estimate for FF&E. The Contractor will maintain the FF&E list using Attainia, and MS Excel.

The Contractor will identify the responsible parties for purchasing each new item, installing those items, testing an item as applicable and performing all necessary training for staff.

COMPREHENSIVE FURNITURE, FIXTURES, AND EQUIPMENT PLANNING SUPPORT DELIVERABLES

DELIV. #	DELIVERABLE	DESCRIPTION	DUE DATES FOR DELIVERY
TO1-026	FF&E Change Management Log	The Contractor shall document requested and approved changes to the FF&E in a change management log	Established: NTP + 60 calendar days Subsequent submissions: Due monthly NLT 2 nd day of month with Monthly Status Report (Deliverable 007)
TO1-027	Warranty Management Plan (WMP)	The Contractor will be required to provide a WMP for use by the end-user to ensure proper actions are taken to maintain and sustain medical and non-medical equipment installed as part of the contract. A WMP shall be delivered with the acquisition plan deliverable and with each design submittal. A final WMP is required to be submitted with the final acquisition plan.	Established: NTP + 90 calendar days Subsequent submissions: Update as required
TO1-028	Equipment Reuse and Disposal Plan	The Contractor shall develop and maintain an Equipment Reuse and Disposal Plan to ensure full coordination of activities and that the information updated reflect status and changes as they occur throughout the life of the project. The Equipment Reuse and Disposal Plan should outline how the Contractor will determine if equipment	Established: NTP + 90 calendar days Subsequent submissions: Update as required

		is reusable. Equipment determined to be reusable shall be incorporated into the IO Procurement plan to ensure all reuse equipment is accounted for in the Final budget and procurement efforts. The Equipment Reuse and Disposal plan shall also describe how non-reusable equipment will be disposed and final location of disposed equipment. Accountable equipment whether reusable or designated for disposal will need to be coordinated with the Supply Chain Management Service to ensure equipment property records are accurately updated in AEMS/MERS.	
TO1-029	Maintenance Support Plan (MSP)	The Contractor shall develop in coordination with STVHCS Biomed to provide to the Government a MSP for all critical and non-critical installed medical equipment to also include FF&E. The MSP will include maintenance schedules, warranties and life-cycle analysis. The MSP will clearly describe installed building equipment by name, type, manufacture, date installed, location and photo of the item. The MSP will identify maintenance schedules, inspection requirements and the method of service performance; (Service Contract/Maintenance Staff); Files created and maintained by the Contractor shall be in a format acceptable by the Government and placed on the shared drive for maintenance access.	Established: NTP + 60 calendar days Subsequent submissions: Update as required
TO1-030	Existing FF&E Inventory Report	The Contractor shall maintain the FF&E list provided by Attainia (separate contractor).	Established: NTP +60 calendar days Subsequent submissions: Update as required
TO1-031	Rough Order of Magnitude (ROM)	The ROM is the total estimated cost by item to purchase, warehouse, deliver, install, test, and train (as applicable) for the project.. The ROM should be provided at DD1, DD2, CD2, and final acquisition packages.	Established: NTP + 60 calendar days Subsequent submissions: Update as required
TO1-032	Inventory Control Plan	The Contractor shall provide thorough the JSN Responsibility Matrix, the Contractor's processes for conducting	Established: NTP + 90 calendar days

		<p>physical inventories, life cycle analysis of inventory items, strategies for reuse of existing items and for acquisition of new items, the Contractor's basis of design for casework, and other applicable processes related to the facility's inventory and IOT&A activities. As part of the acquisition strategy, items shall be classified as (1) Contractor Purchased and Contractor Installed, (2) Contractor Purchased and Veterans Affairs Installed, (3) Veterans Affairs Purchased and Contractor Installed, or (4) Veterans Affairs Purchased and Veterans Affairs Installed. The Contractor shall maintain an updated version of the plan as it is developed on a SharePoint-like site accessible for review by the COR and other key Government stakeholders. A final complete and comprehensive plan will be provided to the Government upon completion of the period of performance.</p> <p>The Contractor shall determine strategies for reuse of existing items (CAT R), acquisition of new items, and disposition of all other items. Each strategy shall be under a separate heading in the plan for clarity. The disposition strategy may include VA facility reuse within the same campus or through the GSA disposal/reuse process, as determined. The acquisition strategy should include strategies to procure (purchase) new items required to activate the facility.</p>	<p>Subsequent submissions: Update as required</p>
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7.2.4. Concept of Operations (CONOPS) and Transition Services

Transition Planning includes developing CONOPs, transition plans, Day-in-the-Life, room contents planning, Information Management planning, Medical and Administrative Facility logistics planning, staffing planning, training planning, and other planning as necessary to develop a plan for the successful activation of the project. Transition planning shall be documented in the Transition Plan. The purpose of the Transition Plan is to provide the roadmap for day one operations in accordance with the activation schedule.

CONOPs is a document describing the characteristics of a proposed system/process from the viewpoint of an individual who will be using that system/process. It is used to communicate the quantitative and qualitative system/process characteristics to all stakeholders. CONOPs should begin at project conception, evolve with

space planning/Program for Design development and be continuously refined through planning, design, outfitting and transition. The Contractor shall develop and document Macro, Micro, IT/IM, and Transition CONOPs for the departments involved in the activation project to the extent necessary to facilitate the transition. The Contractor shall meet with key stakeholders involved in processes relative to the applicable CONOPs. The Contractor will help the department/group assess current operations, define new operations, record and assist with gaining medical facility approval of business practices on new conditions in space, equipment, staffing, and operations. The Contractor shall assume each department will require two in-depth meetings with follow-up coordination.

At a minimum, the following Macro CONOPs shall be developed: departmental adjacencies; staff, patient, and visitor flow; patient transport; on-stage vs. off-stage (e.g. lobby, elevators corridors); logistical support (e.g. linen, supplies waste, deliveries); ancillary support; infection control; and security.

Micro CONOPs should define how specific operational units conduct business. Micro CONOPs should continue to be refined throughout construction. Micro CONOPs shall be developed for the departments being impacted by the activation project.

Information Management CONOPs should determine IT governance, determine roles and responsibilities, and review supporting infrastructure and functionality of each system; define system CONOPS, system functional and technical requirements, and identify any necessary changes to infrastructure indicated in construction drawings.

IT/IM CONOPS should define requirements and determine infrastructure required to support low voltage systems (medical and non-medical).

Medical Equipment/Medical network CONOPs should determine Medical Equipment/Medical network governance, determine roles and responsibilities, and review infrastructure and functionality of each system; define system CONOPS, system functional and technical requirements, and identify any necessary changes to infrastructure indicated in construction drawings.

Management CONOPS: The Contractor, in conjunction with Government stakeholders, will identify top management processes affecting IOT&A activities. The Contractor will guide key stakeholders in determining and documenting best business practices. The group will map the process through flow charts or other approved communication methods. The Contractor will use the process maps to develop management CONOPs in the following categories: 1) Room Contents Planning, 2) Information Management, 3) Medical and Administrative Facility Logistics, and 4) Transition Planning.

Workflow CONOPs should look for opportunities to optimize flexibility in the space, patient flow, material flow, and staffing to maximize efficiencies in the design.

Transition CONOPs will build upon STRATCOM and other CONOPs and detail how to transition from current state to the required future state at the new facility. Transition CONOPs shall support the schedule development and acquisition, installation, quality assurance plans, documentation and retention and occupancy timelines. The Contractor shall provide detailed transition CONOPs by functional area. The Contractor shall identify key requirements and constraints that will empower or impede decision making processes, approvals, or the ability to manage well the activation activities. The Contractor shall make recommendations for improvement where constraints, impediments, or other problems are identified. This information shall be documented in the Transition Plan.

General CONOPS will develop welcome/orientation kits for new employees, (i.e. facility maps, policies, service access, contact information, etc.)

CONOPS AND TRANSITION SERVICES DELIVERABLES

DELIV. #	DELIVERABLE	DESCRIPTION	DUE DATES FOR DELIVERY
TO1-039	Micro-CONOPS	Micro CONOPS shall define how each specific operational unit conducts business. See task description above.	Established: NTP + 60 calendar days Subsequent submissions: Update as required
TO1-040	Macro CONOPS	Macro CONOPS shall be developed at the departmental level. See task description above.	Established: NTP + 60 calendar days Subsequent submissions: Update as required
TO1-041	Information Management CONOPS	Information Management CONOPS shall be developed as described in the task above	Established: NTP + 60 calendar days Subsequent submissions: Update as required
TO1-042	Medical Equipment/Medical Network CONOPS	Medical Equipment/Medical Network CONOPS shall be developed as described in the task above	Established: NTP + 60 calendar days Subsequent submissions: Update as required
TO1-043	Management CONOPS	Management CONOPS shall be developed as described in the task above	Established: NTP + 60 calendar days Subsequent submissions: Update as required
TO1-044	Workflow CONOPS	Workflow CONOPS shall be developed as described in the task above	Established: NTP + 60 calendar days Subsequent submissions: Update as required
TO1-045	Transition and Pre-planning (Planning Governance) CONOPS	Transition CONOPS shall build upon STRATCOM and other CONOPS. Transition CONOPS support the schedule development, acquisition, installation, and occupancy timelines. The Contractor shall provide Transition	Established: NTP + 60 calendar days Subsequent submissions: Update as required

		CONOPS by functional areas. Day in the Life Plan describes the Contractor's plans for preparing Day in the Life scenarios to help prepare employees to work in the newly activated space.	
TO1-046	General CONOPS	General CONOPS shall be developed to include welcome kits/orientation kits for new employees to include new facility maps, policies, contact information, etc.)	Established: NTP + 60 calendar days Subsequent submissions: Update as required
TO1-047	IT/IM CONOPs	IT/IM CONOPS shall define requirements and determine infrastructure required to support low-voltage systems (medical and non-medical). Contractor shall provide support to research technologies available to improve efficiency of clinic operations	Established: NTP + 60 calendar days Subsequent submissions: Update as required

7.2.5. Strategic Communication (STRATCOM) Support Services

The Contractor shall facilitate stakeholders in identifying and documenting objectives, goals, strategies, and tactics for accomplishing strategic communication to staff, other stakeholders, and the public. The Contractor shall identify high-level STRATCOM objectives and processes. Examples of high-level STRATCOM processes include communications within the transition working groups, leadership decisions, staff communication, public communication, etc. STRATCOM shall also address communications relating to the activation project between the Activation Contractor, Construction Contractor, and Construction and Facilities Management (CFM). STRATCOM processes shall be documented in the Transition Governance Plan.

STRATCOM SUPPORT SERVICES DELIVERABLES

DELIV. #	DELIVERABLE	DESCRIPTION	DUE DATES FOR DELIVERY
TO1-066	VA Activation Project Communication Plan	The plan shall describe the types of communication and target audiences for communicating information regarding the activation project. The Communication Plan shall address both internal and external stakeholders and address STRATCOM objectives and processes	Established: NTP + 60 calendar days Subsequent submissions: Update as required
TO1-067	STRATCOM Plan	The STRATCOM Plan shall list stakeholders, key messages, media format, frequency, and who is responsible for delivering the message. The STRATCOM Plan shall identify communication strategies for communications between all	Established: NTP + 60 calendar days Subsequent submissions: Update as required

		stakeholders to include facility leadership, activation team members, and others as they related to the project	
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7.2.6. Gap Analysis

The contractor shall perform a gap analysis where discrepancies are identified between Concept of Operations (CONOPS), requirements, and infrastructure provided in accordance with the construction documents, with facilitation towards workable solutions.

GAP ANALYSIS DELIVERABLES

DELIV. #	DELIVERABLE	DESCRIPTION	DUE DATES FOR DELIVERY
TO1-073	Gap Analysis Report	The Gap Analysis Report shall detail the Contractor's gap analysis of discrepancies identified between CONOPs, FF&E requirements, designed space, and planned MEP/data	Established: NTP + 120 days Subsequent submission: Updated NLT 180 calendar days prior to construction completion, and as required

8.0. Deliverables

8.1 Generally

The contractor shall provide deliverables as described in this PWS. Delivery schedule for deliverables are identified in the PWS. Due to the variations in project schedules, construction timelines, etc., deliverable due dates may be adjusted with prior notification and approval by the VA COR. For deliverables with a schedule yet to be determined, a mutually agreed upon schedule and/or format will be determined during the performance period. The agreed upon date must not delay the project schedule and must be tracked in the Activation Integrated Master Schedule for verification. Deliverables with a schedule and/or format to be determined are identified as "TBD" in the PWS.

Reports and documents delivered by the Contractor in performance of this contract will be considered "technical data" as defined in the applicable "Rights in Data" clause of the contract. All documentation shall reflect the latest version number, unless specifically directed otherwise by the Government. All documentation shall be prepared in accordance with standard industry practices, ensuring electronically produced documents, which reflect logical flow of material, tables of contents, indices, and page numbering.

The Contractor shall deliver documentation in electronic format unless otherwise directed in the solicitation/contract. Contractor may be required to submit deliverables using software, such as MS Word 2010/2016, MS Excel 2010/2016, MS PowerPoint 2010/2016, MS Project 2010/2016, MS Access 2010/2016, MS Visio 2010/2016, AutoCAD 2010/2016, Adobe Postscript Data Format (PDF), Adobe Acrobat Pro, Revit 2010/2016, SPEXX, Submittal Exchange or similar, and Bluebeam, unless otherwise directed in the PWS, solicitation, or contract. The contractor is responsible for determining software needs, acquiring the software licenses, installing and maintaining necessary software throughout the project. Software licenses to be provided by the contractor for contractor use.

The unexcused failure to comply with the delivery schedule makes the contractor delinquent in performance. Such tardiness will be annotated in the Contractor's past performance evaluation.

8.2 Government Review of Deliverables

Unless specifically stated in the deliverable schedule, the Government has 10 business days to review and provide comments on submitted deliverables, unless deliverable reviews and changes are dependent upon third parties (i.e., construction Contractor, A/E firm, RE, etc.), in which case a reasonable review period will be discussed with the Contractor. The Contractor has five (5) business days to complete any necessary revisions and resubmit for Government review and acceptance. Any deliverable submitted to the Government that is not reviewed and returned within 10 business days shall be considered “accepted” by the Government, except in the case described above regarding third party dependencies. The Government will make every effort to accomplish review in as little time as practicable.

9.0. Inherently Governmental Functions

The Contractor shall not perform any inherently Governmental functions as defined by Federal Acquisition Regulation (FAR) Subpart 7.5. All program decisions shall be the sole responsibility of the Government.

The Contractor shall not counsel, mentor, make judgments and/or discretionary decisions or perform any other activities related to supervision of Government personnel.

If the Contractor believes that any actions constitute or are perceived to constitute inherently Governmental functions, the Contractor shall notify the CO immediately.

10.0. Government Furnished Materials

All procedural guides, reference materials, and program documentation for the project and other Government applications will be provided on an as-needed basis. The Contractor shall request other Government documentation deemed pertinent to the work accomplishment directly from the Government officials with whom the Contractor has contact. The Contractor shall consider the COR as the final source for needed Government documentation when the Contractor fails to secure the documents by other means. The Contractor is expected to use common knowledge and resourcefulness in securing all other reference materials, standard industry publications, and related materials that are pertinent to the work.

11.0. Quality Performance Metrics

The following describes the performance metrics used in conjunction with the Quality Assurance Surveillance Plan (QASP) (see Attachment G to the contract). This section works in conjunction with Section 23, Quality Assurance, in the IDIQ PWS.

11.1. Government Remedies

The CO shall follow FAR 52.212-4, “Contract Terms and Conditions- Commercial Items” for Contractor’s failure to perform satisfactory services or failure to correct nonconforming services.

11.2. Performance Metrics

The table below is a summary of the Performance Metrics and Performance Standards/Acceptable Quality Levels (AQL) for the tasks associated with this TO PWS. These metrics will be used in conjunction with the QASP to conduct contract performance surveillance.

Performance Metric	PWS Para.	Performance Standard/AQL
1: Qualified Workforce	7.0	Not more than one (1) COR validated complaint per quarter

2: Quality Performance	7.0	Not more than one (1) COR validated complaint per quarter; all tasks completed comprehensively
3: Deliverables	7.2	All deliverables pass Government inspection on first submission 95% of time, per month when applicable. Includes being on time and containing complete information. Re-performance within required time-period after Government notice.
4: Use of Project Management Institute	7.2.1	Contractor uses PMI 95% of time

12.0. Quality Control Plan

The Contractor shall develop, implement, and maintain a comprehensive inspection system that assures compliance with all requirements of this contract in accordance with FAR Part 46, Quality Assurance.

The Contractor shall develop a Quality Control Plan (QCP). The QCP shall document how the Contractor will maintain an effective quality control program to ensure services are performed in accordance with the contract and this PWS. The Contractor shall develop and implement procedures to identify, prevent, and ensure non-recurrence of defective services. The Contractor's QCP is how he assures himself that his work complies with the requirement of the contract.

The QCP is due within thirty (30) days after contract award. The Contracting Officer may notify the Contractor of required modifications to the plan during the PoP. The Contractor then shall coordinate suggested modifications and obtain acceptance of the plan by the Contracting Officer. Any modifications to the program during the PoP shall be provided to the Contracting Officer for review no later than 10 working days prior to effective date of the change. The QCP shall be subject to the Government's review and approval. The Government may find the QCP "unacceptable" whenever the Contractor's procedures do not accomplish quality control objective(s). The Contractor shall revise the QCP within 10 working days from receipt of notice that QCP is found "unacceptable." The QCP shall demonstrate the Contractor's documented processes and procedures to monitor and control, to include but not limited to:

- Objectives in the Services Delivery Summary
- Contract and subcontractor invoicing
- Non-conformances
- Contractor employee qualifications and certifications

QUALITY CONTROL PLAN DELIVERABLE

DELIV. #	DELIVERABLE	DESCRIPTION	DUE DATES FOR DELIVERY
074 (Not Separately Priced)	Quality Control Plan	The QCP shall document how the Contractor will maintain an effective quality control program to ensure services are performed in accordance with the contract and this PWS. The Contractor shall develop and implement procedures to identify, prevent, and ensure non-recurrence of defective services. The Contractor's QCP is how he assures himself that his work complies with the requirement of the contract.	Established: NTP + 30 calendar days Subsequent submissions: Updated as required

GLOSSERY OF ACRONYMS

AQL	Acceptable Quality Levels
CFM	Construction and Facilities Management
CO	Contracting Officer
CONOPS	Concept of Operations
COR	Contracting Officer's Representative
FAR	Federal Acquisition Regulation
FF&E	Furniture, Fixtures, and Equipment
FFP	Firm Fixed Price
FSC	Financial Services Center
IMS	Integrated Master Schedule
IOT&A	Initial Outfitting, Transition, and Activation
JSN	Joint Schedule Numbers
MSP	Maintenance Support Plan
NTP	Notice to Proceed
PM	Project Manager
PMP	Project Management Plan
PWS	Performance Work Statement
QASP	Quality Assurance Surveillance Plan
QCP	Quality Control Plan
ROM	Rough Order of Magnitude
STRATCOM	Strategic Communication
VA	U.S. Department of Veterans Affairs
WMP	Warranty Management Plan