PERFORMANCE WORK STATEMENT

AIRFIELD MANAGEMENT SERVICES

COLUMBUS AIR FORCE BASE, MISSISSIPPI

AMENDED
20 JULY 2026

SECTION 1: INTRODUCTION

1.1. Performance Work Statement. This Performance Work Statement is a statement of work for performance-based acquisitions that describes the required results in clear, specific and objective terms with measurable outcomes. This is an acquisition structured around the results to be achieved as opposed to the manner by which The Airfield Management Contractor's work is to be performed. This Performance Work Statement identifies the administrative, operational and technical responsibilities and performance requirements that will form the basis for this contract. The Airfield Management Contractor shall exercise management and operational control over and assume full responsibility for performance set forth in this Performance Work Statement. Also included are the standards against which the Airfield Management Contractor performance will be measured.

1.1.1. Revisions to this Performance Work Statement are the joint responsibility of the Services Acquisition Lead, Contracting Officer and Contracting Officer's Representative. The Contracting Officer's Representative will review the Performance Work Statement and Quality Assurance Surveillance Plan as necessary and will provide proposed changes if required through the Services Acquisition Lead to the Multi-functional Team and Business Requirements Advisory Group for review. This is a living document that can be changed at any time.

1.2. Airfield Management Services Description. For Air Force airfields, overall management is primarily the responsibility of the Airfield Manager. The Airfield Manager accomplishes this responsibility with the help of personnel identified as:

- Assistant Airfield Manager
- Airfield Management Operations Manager
- Airfield Management Training Manager
- Airfield Management Shift Lead

The Airfield Manager, Assistant Airfield Manager, and Airfield Management Operations Manager are dedicated (will not work as Airfield Management Shift Lead except in emergency situations) positions to ensure there is no interference in the accomplishment of the positions' specific duties as outlined in this Performance Work Statement. The Airfield Manager and Assistant Airfield Manager shall not be used for dual positions (except as Contract Manager and Assistant Contract Manager).

1.2.1. The Airfield Management function, by its very nature, requires knowledge of, and interaction with many different functional areas that are essential to performing their duties within the airfield environment. To maintain a safe, efficient and effective airfield, Airfield Management must assure precise synergy of all airfield operations, maintenance and service support efforts. A complete understanding of the flying mission, aircraft characteristics, airfield criteria/standards, Civil Engineering/Safety, Air Force Instructions and Air Force Manuals, aircraft maintenance support, impact of weather on operations and the effect of various support activities on flight operations is required.

SECTION 2: SCOPE OF WORK

2.1. Description of Services. The Airfield Management Contractor shall achieve the outcomes described in this section and meet the performance standards defined in the Service Summary. The Airfield Management Contractor shall provide all personnel, equipment, materials, supervision, and other items and services necessary to perform all tasks and functions as defined in this Performance Work Statement, except for those items furnished by the Government. Contract personnel hired/selected to fill the positions of Airfield Manager (AFM), Assistant Airfield Manager (AAFM), and Airfield Management Operations Manager (AMOM) are required to obtain a security clearance to accomplish duties as outlined in DAFMAN 13-204V2 (specific duties outlined in paragraph 2.5.2.19.)

2.1.1. The Airfield Management Contractor shall provide professional, safe and effective Airfield Management Services to the 14th Flying Training Wing, Columbus Air Force Base, Mississippi and Gunshy Auxiliary Airfield. The Airfield Management Contractor shall maintain, examine and inspect Columbus Air Force Base and Gunshy Auxiliary Airfield to guarantee military and civilian customers a safe operating environment. The Airfield Management Contractor shall conduct Airfield support activities in strict compliance with United States Air Force and Federal Aviation Administration standards mandating safety requirements for military air operations.

2.2. Adherence to Directives. The Airfield Management Contractor shall perform all duties of this contract and meet the contract requirements in accordance with the current Federal Aviation Administration, Department of Defense, Occupational Safety and Health Administration, United States Air Force, Air Education and Training Command and locally developed regulations mandating requirements for military and civilian air operations regarding the operations Airfield Management Services. Refer to Appendix C for location of governing Air Force Instructions, policies, orders, methodologies, procedures, and regulations. Air Force Manuals 13-204 Volume 1 through Volume 4*, Management of Airfield Operations, Airfield Management, Air Traffic Control, and Radar, Airfield, and Weather Systems* including all Air Education and Training Command supplements, contain detailed procedures for administering Airfield Management Services. The Airfield Management Contractor shall receive Air Force directed inspections in accordance with Air Force Manual 13-204 Volume 1 Chapter 6. The Airfield Management Contractor shall be required periodically by the Contracting Officer's Representative, Services Acquisition Lead, Services Manager, and/or Airfield Operations Flight Commander to provide answers to checklist information; this shall be completed not later than 30 calendar days from date of the request. Expedited requests may be warranted and therefore, a shorter deadline may be imposed due to leadership needs.

2.3. As Required Airfield Management Services. The Airfield Management Contractor shall provide Airfield Management Services, as specified in this Performance Work Statement, during 14th Flying Training Wing flying hours and after duty hours in support of, but not limited to, base assigned and transient military aircraft, Distinguished Visitor aircraft flights, emergency medical aircraft, weather diverted civilian commuters, as required, and contingency aircraft dispersal.

2.3.1. Normal Airfield Operating Hours. The airfield is open Monday through Friday 7:00 a.m. to 7:00 p.m., Sunday 1200 p.m. to 5:00 p.m., and closed on Saturdays. Operating hours may vary depending on 14th Flying Training Wing training requirements. The 14th Flying Training

Wing flying training hours can fluctuate depending on sunrise and sunset and every three weeks for night flight training which requires the airfield to remain open until the last aircraft lands. Two Airfield Management Shift Lead shall be on duty one hour prior to official airfield operating hours to provide services as needed.

NOTE: Airfield Management Shift Lead will open 1 hour prior to the first arrival or departure and will remain open until 14th Flying Training Wing flight training is completed for the day (last aircraft engine shut down).

2.3.1.1. Airfield Management Normal Operating Hours.

Monday through Friday- 6:00 a.m.-7:00 p.m. Sunday- 11:00 a.m.-5:00 p.m.
Night fly week- 6:00 a.m.-11:00 p.m.
Saturday- Closed unless required in accordance with paragraph 2.3.2.

NOTE: Normal operating hours subject to change with mission requirements.

2.3.1.1.1. The Airfield Management Contractor will not be required to perform services on the U.S. holidays listed below, except for contingencies in accordance with paragraph 2.3.2.

- New Year's Day
- Martin Luther King Day
- Presidents' Day
- Memorial Day
- Juneteenth National Independence Day
- Independence Day
- Labor Day
- Columbus Day
- Veterans Day
- Thanksgiving Day
- Christmas Day
- Any other holidays directed by Executive Order

2.3.1.2. Special Events. The Airfield Management Contractor shall support the following special events and contingencies as required by the Government:

- Open House (Annually)
- Airshow/Open House (Bi-Annually)
- Career Day (No more than 3-Annually)
- Fly-ins (No more than 3-Annually)

2.3.1.3. After-Hours Support for Normal Operations. The Airfield Management Contractor shall perform after-hours support for normal operational duty hours on Sunday and Monday through Friday as required. These hours are not subject to overtime provisions. Overtime hours are only authorized in accordance with paragraph 2.3.2. The Airfield Management Contractor shall send after-hours support activities with the actual start and end times via email to the Contracting Officer's Representative and Airfield Operations Flight Commander when required.

In addition, the hours will be documented on the Air Force Form 3616, *Daily Record of Facility Operation*, and provided weekly to the Contracting Officer's Representative.

2.3.2. Contingencies/Extended Hours. The Airfield Management Contractor shall support the following contingencies/extended hours as required by Government:

- Natural Disasters
- Exercises
- Remote Piloted Aircraft Divert Operations
- Deployment arrival/departures
- Transient Distinguished Visitors arrival/departures
- Additional non-published weekend 14th Flying Training Wing flying

2.3.2.1. After Hours Support for Contingency/Extended Operations. The Airfield Management Contractor shall support contingency operations/extended operations after normal duty hours as pre-approved by the Contracting Officer's Representative. These pre-approved hours will be paid as overtime by the Government. The Airfield Management Contractor shall send after-hours support activities with the actual start and end times on a Time Sheet (via email) to the Contracting Officer's Representative and Airfield Operations Flight Commander when required. In addition, the hours shall be documented by the Airfield Management Contractor on the Air Force Form 3616 and provided weekly to the Contracting Officer's Representative and Airfield Operations Flight Commander.

2.4. Core Tasks of the Airfield Management Contractor. The tasks described below identify, in general terms, essential functions performed by Airfield Management personnel, and is not all-inclusive. The Airfield Management Contractor shall refer to Air Force Manual 13-204 Volume 2 Air Education and Training Command Supplement for a comprehensive listing of responsibilities associated with the positions identified below.

2.4.1. Essential Functions of the Airfield Manager. The Airfield Management Contractor, as the Airfield Manager or comparable equivalent, shall provide Airfield Management Services to ensure a safe, efficient and effective airfield environment for aircraft operations. The Airfield Manager shall ensure the minimum daily airfield inspections and checks of Columbus Air Force Base and monthly inspections of Gunshy Auxiliary Airfield are conducted as required. All tasks shall be performed in a timely and effective method so as not to impose a conflict with airfield support agencies such as Civil Engineering, Safety, Maintenance, Transportation, Command and Control, Air Traffic Control and emergency response agencies, to support aircraft operations and correct deficiencies on the airfield. The Airfield Management Contractor shall provide input, guidance and solutions at meetings concerning Columbus Air Force Base's airfield facilities and Gunshy Auxiliary Airfield, air operations and airfield construction projects. The Airfield Management Contractor shall advise the Airfield Operations Flight Commander on airfield conditions and deficiencies which impact, or may potentially impact, flying operations at Columbus Air Force Base or Gunshy Auxiliary Airfield. The Airfield Management Contractor is expected to attend the Airfield Operations Flight weekly staff meeting to brief the Airfield Operations Flight Commander and Contracting Officer's Representative on activities affecting both airfields and the status of open issues. The Airfield Management Contractor shall

coordinate through the Airfield Operations Flight Commander on all issues involving agencies above the Airfield Operations Flight level. The Airfield Manager shall conduct a self-assessment using the Management Internal Control Toolset Self-Assessment Communicators. Management Internal Control Toolset Self-Assessment Communicators will be updated as determined by 14th Flying Training Wing, Airfield Operations Flight, Contracting Officer's Representative and in preparation for upcoming Air Force Inspections. For specific duty position responsibilities, refer to Air Force Manual 13-204 Volumes 1-4, referencing Air Education and Training Command supplements when available; other Airfield Manager duty functions may also be found in other Air Force Instructions, policies, directives or guidance which task the Airfield Manager and or Airfield Management Contractor as applicable.

2.4.2. Essential Functions of the Assistant Airfield Manager. The Airfield Management Contractor, as the Assistant Airfield Manager or comparable equivalent, shall provide Airfield Management Services to customers by supervising airfield operations and airfield maintenance services. These services include, but are not limited to, serving as the Airfield Manager in his absence, performing airfield inspections, development and administration of the local airfield driving program, and perform duties of the Wing Airfield Driving Program Manager per Air Force Manual 13-204 Volume 2 Air Education and Training Command Supplement. The Assistant Airfield Manager will track airfield discrepancies and Civil Engineering projects, process and monitoring work orders submitted to Civil Engineering and report monthly status updates to 14th Operations Support Squadron/Director of Operations or Commander via Airfield Operations Flight, and be an active participant in meetings and special projects that impact airfield operations. Update Management Internal Control Toolset Self-Assessment Communicators (SACs) as determined by 14th Flying Training Wing, Airfield Operations Flight, Contracting Officer's Representative, Airfield Manager and in preparation for upcoming Air Force Inspections. For specific duty position responsibilities, refer to Air Force Manual 13-204 Volumes 1-4, including Air Education and Training Command supplements.

NOTE: Contract personnel selected to fill Airfield Manager or Assistant Airfield Manager must possess United States Air Force Airfield Manager certification or have equivalent education and at least three years management experience executing Airfield Management duties that correlates to tasks in the Airfield Manager Position Certification Guide and duties described in Air Force Manual 13-204 Volume 2 Air Education and Training Command supplement at a military or civil airport. The Advanced Airfield Managers course, if not previously completed, shall be completed within six months of appointment (at the Airfield Management Contractors' expense).

2.4.3. Managerial, Assessment and Documentation Services. The Airfield Management Contractor shall provide managerial services as it relates to hiring qualified personnel, maintaining appropriate documentation and capabilities to perform self- assessment and receive assessment in accordance with Air Force Manual 13-204 Volume 2 Air Education and Training Command Supplement, *Airfield Management*. In the event the Airfield Management Contractor is required to fill any required positions within Airfield Management, the Airfield Management Contractor may hire who they desire except as prohibited by Title 5 of United States Code, 18 United States Code 205, and 18 United States Code 203. The Airfield Management Contractor shall not solicit employment from personnel on active duty or filling a Civil Service position unless that commitment has been terminated or as determined by United States Code. The

Airfield Management Contractor shall provide a copy of the resume of any individuals to be hired to the Contracting Officer's Representative, to ensure qualifications are met. In addition, vacancies within Airfield Management shall be filled as soon as possible after qualified individuals are identified, to ensure Airfield Management Services is not negatively impacted operationally because of insufficient qualified personnel.

Capabilities include but are not limited to:

- Hiring qualified Assistant airfield Management personnel, as determined by Air Force Manual 13-204 Volume 2 Air Education and Training Command Supplement
- Annually reviewing policies/procedures
- Ensuring a training program is established and maintained in accordance with Air Force Manual 13-204 Volume 2 Air Education and Training Command Supplement Reviewing/developing/utilizing airfield management/operations trend data
- Training airfield driving personnel and Airfield Driving Program Managers
- Performing self-assessment
- Receiving/preparing for Unit Effectiveness Inspection/Management Internal Control Toolset
- Maintaining documentation
- Accommodating and completing proficiency training

2.4.4. Essential Functions of Airfield Management Operations Manager. The Airfield Management Contractor shall provide a full time duty position for the Airfield Management Operations Manager to perform essential functions. The Airfield Management Contractor Airfield Management Operations Manager shall provide Airfield Management Services by establishing performance standards, procedures and work priorities for personnel working in the Airfield Management Operations section to support aircrew and Airfield Management activities that ensure safe, effective and efficient airfield operations. These services include but are not limited to review and initial flight plans, traffic logs, Air Force Forms 3616, Notice to Airmen and other supporting flight data information for accuracy, completeness and conformance with established directives. Maintaining a current Read File and updating Management Internal Control Toolset Self-Assessment Communicators as determined by 14th Flying Training Wing, Airfield Operations Flight, Contracting Officer's Representative, and Airfield Manager and in preparation for upcoming Air Force Inspections. The Airfield Management Operations Manager shall comply with the duties and responsibilities listed in Air Force Manual 13-204 Volume 2 Air Education and Training Command Supplement.

NOTE: Contract personnel selected to fill Airfield Management Operations Manager must possess United States Air Force Airfield Management Craftsman/7-Level qualifications or have equivalent education and at least two years management experience executing NCOIC, Airfield Management Operations/Airfield Management Operations Manager duties that correlates to tasks in the 7-Level Qualification Training Package and duties described in Air Force Manual 13-204 Volume 2 Air Education and Training Command supplement at a military or civil airport. Highly recommend the Advanced Management Craftsman course, if not previously completed, to be completed within six months of appointment (at the Airfield Management Contractors' expense).

2.4.5. Essential Functions of the Airfield Management Training Manager. The Airfield Management Contractor Airfield Management Training Manager shall provide Airfield Management Services by developing and managing a training program that meets the specifics to ensure initial qualification, recurring, refresher, and proficiency training in order to support aircrew and airfield management activity that ensure a safe, effective and efficient airfield operations. Training received or provided by the Airfield Management Contractor shall be accomplished and/or performed in accordance with Air Force Manual 13-204 Volume 2 Air Education and Training Command Supplement. The Airfield Management Training Manager shall comply with the training program requirements, duties, and responsibilities listed in Air Force Manual 13-204 Volume 2 Air Education and Training Command Supplement. Update Management Internal Control Toolset Self-Assessment Communicators as determined by 14th Flying Training Wing, Airfield Operations Flight, Contracting Officer's Representative, Airfield Manager and in preparation for upcoming Air Force Inspections. The Airfield Management Training Manager shall comply with the duties and responsibilities listed in Air Force Manual 13-204 Volume 2 Air Education and Training Command Supplement.

NOTE: Contract personnel selected to fill Airfield Management Training Manager must possess United States Air Force Airfield Management Craftsman/7-Level qualifications or have equivalent education and at least two years management experience executing NCOIC, Airfield Management Training/Airfield Management Training Manager duties that correlates to tasks in the 7-Level Qualification Training Package and duties described in Air Force Manual 13-204 Volume 2 Air Education and Training Command supplement at a military or civil airport. Highly recommend the Advanced Management Craftsman course, if not previously completed, to be completed within six months of appointment (at the Airfield Management Contractors' expense).

2.4.6. Essential Functions of Airfield Management Shift Lead. The Airfield Management Contractor shall ensure all Airfield Management Shift Leads are fully qualified, properly trained, and proficient in the use of Airfield Management-related equipment. Airfield Management Shift Leads personnel must be able to represent the Airfield Manager during emergency response situations and during non-duty hours and provide professional customer service to the Columbus flying community at all times. The Airfield Management Contractor Airfield Management Shift Leads shall provide Airfield Management Services by maintaining situational awareness of airfield activities, proficiency in the use of Airfield Management related equipment, and overall responsibility for the Airfield Management Operations section while on duty to ensure safe, effective, and efficient airfield operations. Airfield Management Shift Leads shall brief Airfield Management personnel on emergency and operational activities, conduct and document a shift change briefing prior to signing off-duty, conduct airfield inspections and checks and perform Airfield Management Operations Coordinator duties as required to support airfield/flying operations. Airfield Management Shift Leads are also tasked with monitoring and coordinating airfield and aircraft activities, processing flight plans, providing flight following services/initiating actions for overdue aircraft, requesting Notice to Airmen issuance from the Federal Aviation Administration as required, processing and maintaining Notice to Airmen, maintaining a record of daily events on the Air Force Form 3616 (the Airfield Management Contractor will use approved contractions list from Contracting Officer's Representative), determining and reporting Runway Surface Conditions/Runway Condition Readings, performing Bird Aircraft Safety Hazard/Wildlife responses, monitoring and responding to In-flight Emergencies and Ground Emergencies, operating the Secondary Crash Net, executing Operating Instructions and Quick Reaction Checklists or any other form of checklist The Airfield

Management Contractor has created for the performance of Airfield Management duties. The Airfield Management Contractor shall perform Airfield Management duties and respond to situations requiring immediate action, providing transient aircrew and aircraft support to include processing Prior Permission Required; coordinating parking areas and coordinating aircrew transportation. The Airfield Management Contractor shall provide briefings to base and transient air crews relevant to airfield operations and restrictions. The Airfield Management Contractor shall maintain the flight planning room equipment, maps, displays and publications including checking for Flight Information Publication products for accuracy, currency and availability; replace as necessary to stay current. The Airfield Management Shift Leads shall comply with the duties and responsibilities listed in Air Force Manual 13-204 Volume 2 Air Education and Training Command Supplement.

NOTE: Within six months of assuming a position, all personnel performing the contract must complete local qualification training requirements and conduct and document a review of the most current United States Air Force Position Certification Guide for the duty position being filled. The objective of this review is to provide an individual with existing airfield/airport management experience the minimum standards for working in a United States Air Force Airfield Management facility.

2.4.7. Contract Manager and Assistant Contract Manager Roles and Responsibilities. The Airfield Management Contractor shall provide Columbus Air Force Base with a readily accessible, on-site Contract Manager and Assistant Contract Manager who represent company management. The duties, responsibilities and compensation of the Contract Manager and Assistant Contract Manager will meet the requirements for exemption listed in the United States Department of Labor's "Executive, Administrative, and Professional" exemption criteria found in 29 Code of Federal Regulations, Title 541. In addition, the Contract Manager and Assistant Contract Manager will not be included in the collective bargaining unit that includes the Airfield Management Operations to prevent a conflict of interest regarding the ability to fully manage, supervise and discipline Airfield Management Operations. The duties and responsibilities of the Airfield Manager/Assistant Airfield Manager may be integrated/combined with the Contract Manager's/Assistant Manager's duties, responsibilities, thus creating a single position.

2.5. Airfield Management Services Vehicle Support. Due to the size and complexity of Columbus Air Force Base's airfield, the Airfield Management Contractor shall provide 1 vehicle with an emergency light bar (at the Airfield Manager Contractor's expense) in order to execute Airfield Management Services as outlined in Air Force Manual 13-204 Volume 2 Air Education and Training Command Supplement and this Performance Work Statement to be used as the primary Airfield Management Operations vehicle. Vehicle support must be provided during simultaneous airfield responses. The Airfield Management Contractor shall assure the primary vehicle is dedicated exclusively to Airfield Management Services. The Airfield Management Contractor shall provide all fuel, operations, maintenance, and repair costs in accordance with safe and serviceable standards. The Airfield Management Contractor must obtain the required pass and identification items required by Mississippi law, United States Air Force and Columbus Air Force Base instructions. At a minimum, the Airfield Management Contractor vehicles will meet the following requirements:

- Four-wheel drive capable of year-round operation (snow/rain) inspection and response to infield and perimeter airfield areas (primary vehicle at minimum)

- Capable of carrying three additional passengers for monthly inspections, waiver reviews, etc. (e.g., Sport Utility Vehicle, suburban, 4-door pickup)
- Equipped with a base station radio and/or a tunable multi-channel Ultra High Frequency /Very High Frequency radio to conduct two-w a y communications with other agencies and monitor aircraft operations such as in-flight/ground emergencies (provided by Government)
- Equipped with an emergency light bar (provided by the Airfield Management Contractor)
- Marked and lighted as specified in Technical Order 36-1-191
- Technical and Managerial Reference for Motor Vehicle Maintenance

NOTE: The initial installation and the final removal of the base station radio will be provided at the Government's expense. If primary vehicle becomes unserviceable all equipment must be transferred to a new vehicle at the Airfield Management Contractors' expense in accordance with paragraph 2.5.1. of this Performance Work Statement. The Government is not responsible for any damage due to third party installation and removal of equipment.

2.5.1. Maintenance/Repair Timeframe. If the Airfield Management Contractor's vehicle is inoperable, it is incumbent by the Airfield Management Contractor to perform maintenance to establish operability of the vehicle. Repairs and/or maintenance must be performed and completed within one week from the time vehicle is identified as inoperable. If unable to meet requirement, coordination with Contracting Officer's Representative and Services Acquisition Lead for extended use of Government provided vehicle must be accomplished.

2.6. Airfield Driving Program. The Airfield Management Contractor Assistant Airfield Manager shall develop, revise, maintain and enforce an airfield driving program in strict compliance with criteria specified in Driving Air Force Instruction 13-213 *Airfield Driving*. This program is critical to the safe operation of vehicles, aircraft, and pedestrian movement on and around the airfield environment. The Assistant Airfield Manager, as wing Airfield Driving Program Manager for the Columbus Air Force Base airfield driving program, shall solicit support from base senior leadership and other various base support agencies to ensure the program is effectively implemented and maintained. The Airfield Management Contractor shall inform the Contracting Officer's Representative of dates and times for proposed unit airfield driving program inspections and then provide a copy of inspection results to the Contracting Officer's Representative.

2.7. Determining and Reporting Runway Surface Condition. The Airfield Management Contractor shall be responsible for determining and reporting Runway Surface Condition as required in Air Force Manual 13-204 Volume 2 Air Education and Training Command Supplement, Columbus Air Force Base Instruction 13-204 and Technical Order 33-1-23, *Equipment and Procedures for Obtaining Runway Condition Readings*. The Airfield Management Contractor shall be responsible for disseminating Runway Surface Condition and Runway Condition Report information to the appropriate base flying and support agencies. The Airfield Management Contractor shall coordinate to develop local procedures for determining Runway Surface Condition/Runway Condition Report and shall incorporate them into instructions.

2.8. Airfield Restriction, Closure and Notice to Airmen Procedures. The Airfield Management Contractor shall be responsible for imposing restrictions, closures and suspensions as situations dictate, where it relates to runways, taxiways, ramps and other parking surfaces in strict compliance with provisions outlined in Air Force Manual 13-204 Volume 2, Chapter 6 and

the correlating Air Education and Training Command Supplements, using the Notice to Airmen Manager system. These actions must be taken in collaboration with the Airfield Operations Flight Commander, installation flying community and other airfield support agencies. The Airfield Management Contractor shall ensure appropriate Notice to Airmen are published as required in accordance with Air Force Instruction 11-208 *Department of Defense Notice to Airmen System,* for restrictions, closures and outages as needed. The Airfield Management Contractor will also be responsible for determining when operations may resume on these surfaces and ensure actions and procedures for imposing and resuming airfield restrictions are published in appropriate local guidance and other media for the widest possible dissemination.

2.9. Airfield Safety and Compliance Inspections and Checks. The Airfield Management Contractor shall conduct airfield safety and compliance inspections and checks and document results in accordance with Air Force Manual 13-204 Volume 2 Air Education and Training Command Supplement. All Airfield Management Contractor personnel shall be fully trained and task certified in accordance with the Airfield Management Contractor's training plan and Air Force Manual 13-204 Volume 2 Air Education and Training Command Supplement prior to performing airfield inspections and checks. Inspection results shall be documented on the locally developed airfield inspection form and in the Air Force Form 3616, events log. The Airfield Management Contractor will identify and report all airfield safety hazards and non-compliance with Unified Facilities Criteria 3-260-04, *Airfield Design Criteria,* and applicable runway, taxiway, and apron markings, lighting, signage instructions (Air Force Instruction 32-1042, Unified Facilities Criteria 3-260-01, and Unified Facilities Criteria 3-535-01). In addition, all airfield pavement problems will be identified. The Airfield Management Contractor shall ensure discrepancies identified during inspections are tracked and monitored on a continuous basis until corrected. Airfield checks shall be conducted by the Airfield Management Contractor for situations including, but not limited to, Emergency Responses and Bird Aircraft Safety Hazard support when conditions dictate, and other times as requested by the Air Traffic Control Tower Watch Supervisor or the Supervisor of Flying. Routine daily airfield checks include, but are not limited to, Foreign Object Damage mitigation checks, Airfield Lighting Serviceability and Marking Reflectivity checks and Aircraft Arresting System checks.

NOTE: An airfield check may be conducted in lieu of an airfield inspection when the Airfield Management Contractor personnel are required to open the airfield to launch/recover aircraft for an unscheduled mission.

2.10. Gunshy Auxiliary Airfield. The Airfield Management Contractor shall conduct a monthly inspection of Gunshy Auxiliary Airfield and additional inspections as requested by the Airfield Operations Flight Commander. The Airfield Management Contractor shall conduct a joint airfield inspection on a quarterly basis at Gunshy Auxiliary Airfield in accordance with Air Force Manual 13-204 Volume 2 Air Education and Training Command Supplement. The Airfield Management Contractor shall report and track all discrepancies to appropriate agencies for corrective action. The Airfield Management Contractor shall coordinate, review and provide Airfield Management expertise on all contracts and Civil Engineering work completed on Gunshy Auxiliary Airfield.

2.11. Emergency Response. The Airfield Management Contractor shall respond to In Flight Emergencies/ Ground Emergencies on Columbus' airfield and perform immediate follow-up actions to include, but not limited to, Foreign Object/Debris/Bird Aircraft Safety Hazard checks, Runway Surface Conditions determinations and Runway Condition Reports per Supervisor of

Flying or Air Traffic Control Tower Watch Supervisor directions. The only exception to performing the aforementioned actions shall occur if the Supervisor of Flying notifies the Airfield Management Contractor personnel and specifically takes responsibility for Columbus Air Force Base's airfield conditions at that time. This exception is known as "Supervisor of Flying's Call" in accordance with Air Force Manual 13-204 Volume 2 Air Education and Training Command Supplement. The Airfield Management Contractor shall document all instances when the Supervisor of Flying or Air Traffic Control Tower declines response from the Airfield Management Contractor to emergency situations. In the event of a mishap, the Airfield Management Contractor shall collect and secure all pertinent data as directed by the Airfield Operations Flight Commander.

2.12. Bird Aircraft Strike Hazards Services. The Airfield Management Contractor shall follow Bird Aircraft Safety Hazard procedures as outlined in the Columbus Air Force Base Instruction 91-202, *Bird Aircraft Safety Hazard Plan*, and disperse birds/animals as necessary. The Airfield Management Contractor personnel shall also disperse birds and animals from airfield areas as required by the Supervisor of Flying, or Air Traffic Control Tower Watch Supervisor and document actions in the events logs in accordance with Air Force Manual 13-204 Volume 2 Air Education and Training Command Supplement. The Airfield Management Contractor personnel shall declare bird-watch conditions when the Supervisor of Flying is not present or recommend conditions to the Supervisor of Flying/Air Traffic Control Tower Watch Supervisor in accordance with the Columbus Air Force Base Airfield Operations Instruction and 91-202.. The Airfield Management Contractor shall notify 14th Flying Training Wing/Safety of any remains found on the airfield and will coordinate for proper removal from the airfield. The Airfield Management Contractor shall ensure Civil Engineering is notified if Columbus Air Force Base's airfield grass height does not conform to the 7"-14th" requirements specified in the Columbus Air Force Base Instruction 91-202 Bird Aircraft Safety Hazard Plan. The Airfield Management Contractor personnel shall complete the Wildlife Hazard management computer-based training.

2.13. Foreign Object Damage Mitigation Checks. The Airfield Management Contractor shall perform daily Foreign Object/Debris checks of Columbus Air Force Base's airfield and pick up Foreign Object/Debris, trash and wind-blown debris as observed. If wind-blown airfield trash/debris becomes excessive or uncontrollable, the Airfield Management Contractor shall contact the grounds maintenance Contracting Officer's Representative for assistance and annotate problems on the AF Form 3616, *Daily Record of Facility Operations* or airfield inspection form in accordance with Air Force Manual 13-204 Volume 2 Air Education and Training Command Supplement, Air Force Instruction 21-101 *Aircraft and Equipment Maintenance Management* and applicable supplements. Foreign Object/Debris checks may be performed in conjunction with the daily airfield inspection conducted by the Airfield Management Contractor. Perform one Foreign Object/Debris check before opening airfield and as required by the Supervisor of Flying/Air Traffic Control Tower Watch Supervisor. Additional checks will be performed as required by the Columbus Air Force Base Bird Aircraft Safety Hazard Plan.

2.14. Airfield Lighting Serviceability and Marking Retro-reflectivity Checks. When the Columbus Air Force Base airfield is open, the Airfield Management Contractor shall conduct and document daily airfield lighting serviceability and marking retro-reflectivity checks for all airfield lighting and marking systems at Columbus Air Force Base. When deficiencies are noted, the Airfield Management Contractor shall immediately notify Civil Engineering for corrective action(s) and ensure appropriate Notice to Airmen are published, if required. The Airfield

Management Contractor shall document all actions on the Air Force Form 3616, *Daily Record of Facility Operations*.

2.15. Aircraft Arresting System Checks. The Airfield Management Contractor shall perform and document daily visual inspections of all Columbus Air Force Base arresting systems and barriers in accordance with Columbus Air Force Base Instruction 13-204. When deficiencies are noted, the Airfield Management Contractor shall immediately notify the proper Columbus Air Force Base agency for corrective action.

2.16. Training. The Airfield Management Contractor shall develop a comprehensive training program in accordance with Air Force Manual 13-204 Volume 2 Air Education and Training Command Supplement and Air Force Instruction 36-2670, *Air Force Training Program*, and perform training activities to ensure qualification, proficiency, and recurring training requirements are met. Monthly training test or proficiency test will be incorporated into the training plan. The Airfield Management Contractor shall maintain detailed training records on each individual and present training record to appropriate Government personnel upon request. The Airfield Management Contractor shall provide training to military personnel, as required, to meet position special task certifications (i.e., airfield inspections/checks) in support of local airfield operations policy and Air Force Manual 13-204 Volume 2 Air Education and Training Command Supplement. The Airfield Management Contractor shall provide familiarization training to Airfield Operations Flight Officers in accordance with the 13M Career Field Education and Training Plan. The Airfield Management Contractor may provide familiarization tours to Columbus Air Force Base personnel as requested. The Contracting Officer's Representative w i l l coordinate all training with the Airfield Manager to minimize mission impact.

2.17. Required Travel and Training. The Airfield Management Contractor shall meet basic minimum job and training qualifications as a prerequisite to performance of the AM services contract in accordance with Air Force Manual 13-204 Volume 2 Air Education and Training Command Supplement. The Airfield Management Contractor, based on their position or job prerequisites, may be required to attend annual Airfield Management workshops and conferences. In the event the contract employee is required to travel, the travel requirements shall be determined by and coordinated with the using activity and the Contracting Officer. Estimated amounts shall not be exceeded unless authorized by the Contracting Officer. The costs of unauthorized travel will be neither allocable nor allowable to this contract. Per Diem and travel rates shall not exceed the amount authorized in the Joint Travel Regulations. Airfare shall be at prevailing rates for commercial airlines in tourist (coach) class. Local travel (60-mile radius from the duty station) is considered a cost for doing business and shall not be reimbursed under this contract. Non-local travel is cost-reimbursable for actual costs only and receipts must be submitted with the invoices. Reimbursement to the Airfield Management Contractor for the Government-required travel will be made on the travel contract line item number. The Airfield Management Contractor shall provide to the Contracting Officer's Representative and the Contracting Officer a breakdown of travel expenses, a completed letter of Indemnification and Letter of Identification prior to all travel.

2.18. Distinguished Visitor Support Services. The Airfield Management Contractor shall accomplish the current Distinguished Visitor checklist for all Distinguished Visitor support functions. Additionally, the Airfield Management Contractor shall post the United States Air Force flags prior to Distinguished Visitors arrival and ensure Distinguished Visitor lounge is open and available.

2.19. Customer Service. The Airfield Management Contractor shall provide professional customer service at all times. A wide range of Airfield Management Services is provided to and received from a diverse group of customers to include but not limited to Base/Transient aircrew, infrastructure and activity support agencies such as Civil Engineering, safety, maintenance, logistics, communications, services, command and control and protocol. Other groups include domestic/international aviation organizations, Federal Aviation Administration facilities, Federal, State, local Government, base support agencies, Services Acquisition Lead, Airfield Operations Flight Commander, Contracting Officer's Representative and inspectors. The Airfield Management Contractor shall encourage customer feedback. All corrective actions arising from valid customer complaints/comments are the responsibility of The Airfield Management Contractor. The Airfield Management Contractor will keep customer survey forms available, and report claims at Training Review Board in accordance with Air Force Manual 13-204 Volume 2 Air Education and Training Command Supplement. A copy of all completed customer survey forms will be provided to Contracting Officer's Representative.

2.20. Procedures for Civil Aircraft Using Columbus Air Force Base Parking Areas. The Airfield Management Contractor shall ensure all civilian pilots utilizing Columbus Air Force Base aircraft parking areas possess appropriate landing permits in accordance with Air Force Instruction 10-1001. The Airfield Management Contractor shall notify Security Forces, 14th Operations Group Commander (through the Airfield Operations Flight Commander) and Contracting Officer's Representative of any unauthorized aircraft landing at Columbus Air Force Base.

2.21. Government Performance of Service during Labor Strike. Because the services called for under this contract are of critical importance to the Air Force, the Government reserves the right to take over performance of this contract in the event of a labor strike by the Airfield Management Contractor's employees. In such event, the services shall be performed exclusively by Air Force employees and not a mix of Air Force and non-striking the Airfield Management Contractor employees. Under such circumstances and at the direction of the Contract Officer, the Airfield Management Contractor shall remove its non-striking work force from the performance site and not interfere in any way with Government performance. The Airfield Management Contractor further agrees under such circumstances to permit the Government to use any essential Airfield Management Contractor furnished property. The Airfield Management Contractor property listed in section 5.2 and 5.3 shall be transferred for Government use in full operational condition affirmed by the Airfield Management Contractor prior to transfer. The Airfield Management Contractor will ensure that all Government Furnished Equipment is in proper working condition before equipment is transferred to the Government during a labor strike. The Government reserves the right to inspect and verify that all the Airfield Management Contractor equipment is fully operable for use until such time that services can be resumed by the Airfield Management Contractor.

2.22. Contingency for Airfield Environment in accordance with Air Force Manual 13-204 Volume 2 Air Education and Training Command Supplement. The Airfield Management Contractor by this contract are considered mission essential. During national crisis, the Airfield Management Contractor shall provide all services stated in this contract without interruption.

Normal airfield operating hours are stated in in accordance with paragraph 2.3.1, however, airfield operating hours may be adjusted in support of crisis response. The Contracting Officer will notify the Airfield Management Contractor of a declared crisis through the most expeditious secured means determined at the time of the crisis.

2.23. Airfield Management Involvement in Planning Activities. The Airfield Manager and/or Assistant Airfield Manager shall be involved in planning activities affecting the use of Columbus Air Force Base's and Gunshy Auxiliary runways, taxiways, parking aprons, Air Traffic Control facilities, and Navigational Aids. These activities shall include but are not limited to airfield construction/repair projects, air shows, exercises, deployments, transient operations and any federal, state, or local Government agencies utilizing the aforementioned airfields. The 14th Operations Group Commander or their designated representatives have the authority in accordance with Air Force Manual 13-204 Volume 2 Air Education and Training Command Supplement, paragraph 2.2, to regard the Airfield Manager or Assistant Airfield Manager as trusted agents in certain situations to include but not limited to exercises, sensitive weapons movements, hazardous cargo and transient aircraft movements.

2.24. Joint Airfield Inspections and Annual Waiver Review. The Airfield Management Contractor shall ensure a quarterly joint airfield inspection is conducted with all required agencies in accordance with Air Force Manual 13-204 Volume 2 Air Education and Training Command Supplement. The Airfield Management Contractor will contact the Airfield Operations Flight Commander for assistance with coordination if required, to ensure participation of required agencies during joint airfield inspections. The Airfield Management Contractor shall ensure the annual joint airfield safety and certification inspection is completed. The joint airfield safety and certification inspection and waiver review may be conducted simultaneously. The Airfield Management Contractor shall coordinate as required with Civil Engineering and other appropriate agencies to accomplish the annual waiver review. The Airfield Management Contractor shall identify and notify Civil Engineering Community Planner of all newly identified obstructions or non-compliance markings, signs, and lighting to initiate a temporary or permanent waiver as required.

2.25. Coordination, Maintenance, Documentation of Written Policies, Procedures and Historical Data. The Airfield Management Contractor shall develop and maintain all local policies, procedures, plans, instructions, directives and supplements pertaining to Airfield Management Services in accordance with Air Force Manual 13-204 Volume 2 Air Education and Training Command Supplement. Additionally, the Airfield Management Contractor shall track, maintain, and file Airfield Management forms, events logs, discrepancy logs, spreadsheets and questionnaires which record airfield operations, historical data and customer feedback in accordance with Air Force Instruction 37-138, *Records Disposition—Procedures and Responsibilities*. No historical records, workload data, or customer feedback will be discarded without prior consent from the Government Contracting Officer's Representative, the Contract Officer or Airfield Operations Flight Commander. All Air Force Form 3616's shall be maintained and annotated in accordance with Air Force Manual 13-204 Volume 2 Air Education and Training Command Supplement. All daily events logs shall be submitted to the Contracting Officer's Representative for weekly review. The Airfield Management Contractor's staff or employees shall produce any historical data or written documentation at the request of

Government Contracting Officer's Representative, the Contract Officer or Airfield Operations Flight Commander.

SECTION 3: GENERAL INFORMATION

3.1. Employee Standards. The Airfield Management Contractor shall provide all supervision, qualified personnel, supplies, equipment and services necessary to perform all task as identified in this Performance Work Statement, except those identified as being provided by the Government. The Airfield Manager, Assistant Airfield Manager, and Airfield Management Operations Manager position candidates shall be provided to the Contracting Officer's Representative and the Contract Officer. Contract personnel selected to fill the positions of Airfield Manager (AFM) Assistant Airfield Manager (AAFM), and Airfield Management Operations Manager (AMOM) are required to obtain a security clearance to accomplish duties as outlined in DAFMAN 13-204v2. All Airfield Management Operations positions shall be validated for the minimum qualification standard through the Contracting Officer's Representative and the Contract Officer with consultation from the Airfield Manager, Assistant Airfield Manager, or Airfield Management Operations Manager before the hiring process is completed.

3.1.1. The Airfield Management Contractor personnel shall conduct daily operations involving customers in a professional/courteous manner. They shall present a clean, neat appearance and be easily recognized as the Airfield Management Contractor personnel. Recognition will be accomplished by distinctive clothing (e.g. uniforms, identification badges bearing the company name and/or logo). While on the installation, the Airfield Management Contractor employees must have picture identification in their possession and present it upon request. All of the Airfield Management Contractor employees who operate vehicles must possess a valid state driver's license in order to meet the mandatory prerequisite toward obtaining an airfield driver's license. The Airfield Management Contractor employees who use unclassified automated information systems and base network that have access to sensitive information must complete the appropriate network accessibility requirements prior to gaining access to the base network.

3.2. Security Requirements. The Airfield Management Contractor will review, understand and adhere to all requirements/procedures listed in Columbus Air Force Base Instruction 31-101, Integrated Defense Plan.

3.2.1. Security Training Requirements. In accordance with Air Force Instruction 31-401, the Airfield Management Contractor shall participate in the Government's in-house and web-based security training program under the terms of the contract. The Government will provide the Airfield Management Contractor with access to the on-line system when full time performance or services is required or anticipated to support the Information Security work center or a specific security discipline

3.3. Quality Control. The Airfield Management Contractor shall establish and maintain a Quality Control Plan to ensure the requirements of this Performance Work Statement are satisfied. The Quality Control Plan shall include as a minimum:

3.3.1. A description of the inspection system to cover all services listed on the Services Summary. Description will include specifics as to the areas to be inspected on a scheduled and unscheduled basis to include the frequency of the inspections. The Airfield Management

Contractor shall use Air Force Manual 13-204 Volume 2 Air Education and Training Command Supplement, Air Education and Training Command or Management Internal Control Toolset Items, as a basis for development of the Quality Control Plan.

3.3.2. A description of the methods to be used for identifying and preventing deficiencies in the quality of service performed.

3.3.3. A description of the records to be maintained to document observations and corrective or preventive actions taken.

3.3.4. Throughout the contract performance period, the Airfield Management Contractor shall keep and make available to the Government, any and all records of Quality Control Plan or other self-assessment correspondence.

3.4. Quality Assurance by Government Agencies. The Airfield Management Contractor will provide access to personnel conducting contract Quality Assurance and cooperate with visiting personnel conducting official inspection visits or surveying facilities. The Airfield Management Contractor will be subject to inspections on a random/no notice basis. Safety and occupational health officials, environmental engineers, fire inspectors, and other authorized parties will be allowed to conduct surveys, studies, and inspections during the Airfield Management Contractors normal operating hours. Government personnel, to include the United States Air Force Inspector General, Headquarters United States Air Force staff, Air Education and Training Command inspection teams and Columbus Air Force Base inspection teams are authorized to observe and inspect Airfield Management Contractor operations. The aforementioned personnel, however, may not interfere with the Airfield Management Contractor's performance and execution of the Airfield Management services contract in accordance with Air Force Manual 13-204 Volume 2 Air Education and Training Command Supplement.

3.5. Physical Security. The Airfield Manager is the Controlled Area Monitor for Columbus Air Force Base Airfield and the Base Operations Facility. The Airfield Management Contractor will assist the Security Forces Squadron personnel and Columbus Air Force Base Air Traffic Control Tower personnel to monitor and control airfield activities, unauthorized aircraft movements, unauthorized ground vehicle operations and unauthorized personnel on Columbus Air Force Base's airfield environment during actual, real-world contingency operations and during Columbus Air Force Base exercises. The Airfield Management Contractor will establish procedures to maintain positive control of non-base assigned contract personnel on the airfield. The Airfield Management Contractor will report any suspicious activities and personnel to Security Forces Squadron immediately. The Airfield Management Contractor will provide increased surveillance and heightened security measures of Columbus Air Force Base's airfield, the Airfield Management facility and any assigned vehicles in support of real-world contingency operations and Columbus Air Force Base exercises. The Airfield Management Contractor will coordinate development of local security procedures covering Columbus Air Force Base's airfield, the Airfield Management facility and any assigned vehicles in accordance with Columbus Air Force Base Operations Plan 31-101/10-245 (*Integrated Defense /Antiterrorism Plan*). Air Force restricted and controlled areas are explained in Air Force Instruction 31-101 *Integrated Defense*.

3.6. Emergency, Contingency, and Surge Requirements. The Airfield Management Contractor shall support the activation and/or exercise of contingency plans. Emergency

situations (i.e., accident and rescue operations, civil disturbances, natural disasters and military peacetime/wartime contingency operations and exercises) may require an increase in the Airfield Management Contractor's efforts. The Contract Officer will initiate this effort after consultation with leadership.

3.7. Employment of Department of Defense Employees. The Airfield Management Contractor will not employ any person who is an active-duty or retired employee of the United States Air Force or Department of Defense if employment of the individual creates a conflict of interest as determined by the United States Air Force. Absence of personnel due to military commitments does not waive performance of contract requirements. The Airfield Management Contractor must notify the Contract Officer of intent to hire Department of Defense employees.

SECTION 4: SERVICE SUMMARY

4.1. Monitoring and Evaluation. The Government will monitor and evaluate the Airfield Management Contractor performance by appointing a Contracting Officer's Representative to monitor performance to ensure services are rendered. The Contracting Officer's Representative will evaluate the Airfield Management Contractor performance through inspections of Service Summary items and investigation of all customer service actions and complaints. The Government may inspect each task as completed or increase the number of quality control inspections if deemed appropriate due to repeated failures discovered during quality control inspections or because of repeated customer complaints. Likewise, the Government may reduce the number of quality control inspections if performance standards warrant a decrease. The performance threshold briefly describes the minimum acceptable levels of service required for each performance objective. The absence of any specific contract requirements shall not detract from its enforceability nor limit the rights or remedies of the Government under any other provision of the contract. The contract service requirements are summarized in the objectives below. These objectives relate directly to mission essential items. The performance thresholds describe the minimum acceptable levels of service for each requirement and are critical to mission success. The performance objectives below are the key performance indicators for Management Oversight of Services reporting, as required.

4.2. Service Deficiency. If any of the services do not conform to contract requirements, the Government may require the Airfield Management Contractor to perform the services again in conformity with contract requirements, at no increase in contract amount. When the deficiency in services cannot be corrected by exercising re- accomplishment of the performance, the Government may require the Airfield Management Contractor to take necessary action to ensure future performance conforms to contract requirements and or reduce the contract price to reflect the unsatisfactory services performed.

4.3. Service Summaries.

SS #	Performance Objective	PWS Paragraph	Performance Threshold (This is the maximum error rate. It could possibly be "Zero deviation from standard")	Methods of Surveillance
1	Perform monthly Gunshy Auxiliary Airfield Inspection and develop procedures when performed by others. Identify and report all discrepancies to appropriate agencies.	2.1.1, 2.4.1, 2.4.2, 2.10	100% of the time.	Periodic
2	Conduct airfield inspections/checks and document as required.	2.1.1, 2.4.1, 2.4.2, 2.9, 2.13	100% of the time.	Periodic
3	Identify, correct, and/or report all airfield violations to airfield criteria and safety hazards. Initiate, document, monitor and track all corrective actions taken.	2.4.1, 2.4.2, 2.9, 2.10	90% of the time.	Periodic
4	Identify Runway Surface Condition and disseminate information as required.	2.4.1, 2.4.2, 2.7, 2.11	100% of the time.	Periodic
5	Conduct Bird Aircraft Safety Hazard/Wildlife responses and relay/disseminate appropriate bird watch conditions in accordance with the local.	2.4.1, 2.4.2, 2.9, 2.11, 2.12, 2.13	90% of the time.	As required
6	Transmit, Issue, revision and cancellation of Notice to Airman (NOTAM), as requested or required.	2.4.1, 2.4.2, 2.8	90% of the time.	Periodic
7	Transmit flight plans, transmit/receive aircraft movement messages, perform flight following actions and make appropriate notifications.	2.4.6	90% of the time	Periodic
8	Receive, document, disseminate and respond to airfield/aircraft emergency actions and other related emergency response message over the Primary Crash Alarm System (PCAS) and Secondary Crash Net (SCN)	2.4.1, 2.4.6, 2.11	100% of the time.	Periodic
9	Develop, revise, and utilize Operating Instructions and Quick Reaction Checklists.	2.4.4, 2.4.6	100% of the time.	As required
10	Maintain required flight planning room equipment, displays and ensure availability of current Flight Information Publications and publications and forms.	2.4.6, 5.2.1.2, 5.2.3	90% of the time.	Periodic
11	Develop, maintain and enforce a local Airfield Driver's Familiarization Program.	2.4.2, 2.4.3, 2.6	100% of the time.	Periodic
12	Ensure positive control of Personal Owned Vehicles (POV) and airfield construction/maintenance contractors on the airfield.	2.4.2, 2.6	90% of the time.	Periodic
13	Coordinate on all written base policies, procedures, plans, instructions/regulations, and	2.4.1, 2.25	90% of the time.	Periodic

	supplements pertaining to airfield usage and Airfield Management Operations.			
14	Provide Distinguished Visitor (DV) support services in accordance with established policy.	2.3, 2.3.2, 2.18	100% of the time.	Periodic
15	Properly document and track daily events logs, checklists, forms and workload factors.	2.4.1, 2.4.4, 2.4.6, 2.9, 2.11, 2.12, 2.13, 2.14, 2.15	90% of the time.	Periodic
16	Airfield Management Services personnel meet minimum airfield knowledge requirements and job qualifications.	2.4.2, 2.4.3, 2.4.5, 2.4.6, 2.16, 2.17	90% of the time.	Periodic
17	Maintain files and disposition of written policies, procedures and historical data.	2.25	90% of the time.	Periodic
18	Maintain Quality Control Plan and Unit Effectiveness Inspection items.	2.4.3, 3.3, Appendix B	100% of the time.	Periodic
19	Establish, implement and maintain a formal Airfield Management training program to ensure qualification, recurring, and proficiency training.	2.4.5, 2.16	100% of the time.	Periodic
20	Attend planning and coordination meetings affecting airfield operations at Columbus Air Force Base and Gunshy Auxiliary Airfield to provide input, guidance and solutions.	2.4.1, Appendix F, I	90% of the time.	Periodic
21	Conduct a self-assessment using the Management Internal Control Toolset Self-Assessment Communicators (MICT SAC). Update MICT SAC as needed and in preparation for Unit Effectiveness Inspection	2.4.1, 2.4.2, 2.4.3, 2.4.4, 2.4.5	100% of the time.	As required
22	Participate with other base agencies to ensure an accurate airfield waiver program.	2.4.1, 2.23, Appendix I	90% of the time.	Periodic
23	Update Operations Support Squadron/Director of Operations and/or Commander on status of airfield projects/work orders.	2.4.2	100% of the time.	Periodic

SECTION 5: GOVERNMENT- FURNISHED PROPERTY, EQUIPMENT AND SERVICES.

5.1. Additions and Deletions. All additions or deletions to Government furnished property will be processed through the Contract Officer. All additions and deletions will be processed in a timely manner, as to create the least amount of mission impact possible. The Contracting Officer's Representative will act as the custodian for all Government furnished property.

5.2. Facilities and Equipment Requirements. The Airfield Management Contractor shall maintain and utilize Government-provided facilities and equipment to effectively manage the airfield and provide quality aircrew support. Facilities provided to the Airfield Management Contractor include the Airfield Management Operations section, aircrew lounge, Distinguished Visitor lounge, flight planning room, Flight Information Publications Storage room and the Airfield Manager/Assistant Airfield Manager offices.

5.2.1. General Airfield Management Facility Maintenance Requirements**.** The Airfield Management Contractor shall ensure the equipment and resources, which make up the Airfield Management Operations facility, are fully functional and meet the mission requirements outlined in Air Force Manual 13-204 Volume 2 Air Education and Training Command Supplement. The Airfield Management service provider shall ensure cleaning and housekeeping a minimum of three times a week, or as identified below, for the areas inside (provided areas) and outside (Distinguished Visitor /Red Carpet area) of the Airfield Management facility. The Airfield Management Contractor shall provide all supplies to clean and consumable items (toilet paper, paper towels, soap) to replenish the areas they are responsible for. The Airfield Management Contractor shall maintain an adequate stock of supplies for the common areas at all times. (The Airfield Management Contractor is not responsible for supplying light fixtures or bulbs for the building.) The following specific areas will be maintained:

5.2.1.1. The Distinguished Visitor Lounge/Red Carpet Area shall present a neat and professional appearance at all times; garbage will be disposed of daily and/or when required. Spot cleaning will be conducted a minimum of twice a week and/or prior to Distinguished Visitor using the facility.

5.2.1.2. The Airfield Management Contractor shall ensure the aircrew lounge/flight planning room is maintained at a high standard of cleanliness. Garbage will be disposed of daily prior to closing; spot cleaning will be conducted three times a week or as required.

5.2.1.3. The interior of the facility, to include all common areas (restrooms, break rooms, hallways, and corridors/entryways) will be kept clean and trash disposed of daily.

5.2.1.4. The Airfield Management duty desk shall present a neat and organized appearance at all times.

5.2.1.5. The Airfield Management Contractor is not responsible for cleaning the weather section. The weather section personnel will dispose of garbage and clean their areas of responsibility. The Airfield Management Contractor is not responsible for maintaining the grounds outside the facility. It will be kept clean and free of trash or debris by Government grounds maintenance personnel and/or the Airfield Management Contractors.

5.2.2. Facility Management. Overall facility management issues, which include items in paragraph 5.5.1, for Building 847 will be assigned and delegated to the Airfield Manager/Assistant Airfield Manager as the building custodians. The Airfield Management service provider will report all damaged furniture, fixtures, equipment requiring repair or replacement, or heavily soiled carpets or furniture that might require professional cleaning to the building custodian and 14th Flying Training Wing Protocol Office as required. Contracting Officer's Representative will validate the damage and determine appropriate action. The Airfield Management Contractor will coordinate all maintenance needs with Civil Engineering.

5.2.3. Flight Planning Room Requirements. The Airfield Management Contractor shall ensure the flight planning room is accessible and equipped in accordance with specifications outlined in Air Force Manual 13-204, Volume 2 Air Education and Training Command Supplement. The flight planning room must present a neat and organized appearance at all times. The Airfield Management Contractor shall ensure local base airfield information is accurate at all times in

Flight Information Publications. The Airfield Management Contractor shall ensure availability of publications and maintain forms critical to flight safety.

5.2.4. Government Provided Vehicle. Due to the size and complexity of the Columbus airfield, the Government will provide the Airfield Management Contractor with one secondary vehicle in order to execute Airfield Management duties when primary the Airfield Management Contractor's provided vehicle is inoperable in accordance with paragraph 2.5.1. or as required. The Government will provide all fuel, oil, maintenance, and repair costs in accordance with safe and serviceable standards to the Government vehicle only. The Airfield Management Contractor shall provide all fuel, oil, maintenance, and repair costs in accordance with safe and serviceable standards to the Airfield Management Contractor vehicle only. Specific Government provided vehicle requirements include, but are not limited to:

- 4X4 capable (primary vehicle at a minimum)
- Multiple passenger capability
- Properly marked identifying vehicle as Airfield Management
- Capable of supporting two-way radios (Ultra High Frequency/Very High Frequency/Frequency Modulation radios) (Government Furnished)
- Distinguishing lighting as specified in Technical Order 36-1-191

5.2.4.1. The Airfield Management Contractor may use the secondary vehicle or check out a vehicle from Transportation for required trips to Gunshy Auxiliary Airfield or for joint quarterly inspections to accommodate more passengers.

SECTION 6: APPENDICES

APPENDIX–A ABBREVIATIONS AND ACRONYMS

N/A (removed)

APPENDIX B – REQUIRED REPORTS

B-1. Reports. The Airfield Management Contractor shall submit all required reports as indicated.

Report Title	Description/Form	Submit To:	Date Due	Directive
Quarterly Joint Airfield Inspection	Checklist based on Air Force Manual 13-204 Volume 2 Air Education and Training Command Supplement	Airfield Operations Flight Commander, Contracting Officer's Representative	Quarterly	Air Force Manual 13-204 Volume 2

Joint Airfield Inspection in Conjunction with Annual Waiver Review	Checklist from Air Force Instruction 13-204 Volume 3	Contracting Officer's Representative Airfield Operations Flight Commander	Annually	Air Force Manual 13-204 Volume 2
Columbus Air Force Base Airfield Inspections and logs	Checklist	Contracting Officer's Representative Airfield Operations Flight Commander	Monthly	Air Force Manual 13-204 Volume 2
Workload factors	Task Breakdown/ Spreadsheet	Contracting Officer's Representative	Monthly	
Events Log	Air Force Form 3616	Airfield Operations Flight Commander Contracting Officer's Representative	Weekly	Air Force Manual 13-204 Volume 2
Bird Aircraft Safety Hazard Harassment/depredation	Checklist	Contracting Officer's Representative	As requested	Air Force Instruction 91-202
Management Internal Control Toolset Self-Assessment Communicators/Unit Effectiveness Inspection Self Inspection Report	Checklist	Contracting Officer's Representative Airfield Operations Flight Commander	As directed by Major Command or 14th Flying Training Wing	Air Force Manual 13-204 Volume 2, Air Force Instruction 90-201

Review of Operating Instructions, Quick Reaction Checklists, Plans	Air Force Manual 13-204 Volume 2 Air Education and Training Command Supplement	Airfield Operations Flight Commander	Semi-annually	Air Force Manual 13-204 Volume 2
Employee Training Records	Individual record per Air Force Manual 13-204 Volume 2 Air Education and Training Command Supplement	Contracting Officer's Representative Airfield Operations Flight Commander	Monthly	Air Force Manual 13-204 Volume 2 Air Force Instruction 36-2201
Extended Hours Report	Monthly totals/ Spreadsheet	Contracting Officer's Representative Airfield Operations Flight Commander	Monthly	Performance Work Statement

APPENDIX C - REFERENCES AND SUPPORTING INFORMATION

C-1. Publications. References and supporting information that apply to this Performance Work Statement can be found in the attachment section of Air Force Manual 13-204 Volume 2 Air Education and Training Command Supplement. The Airfield Management Contractor must comply with the required portions of directives (to include applicable, but not limited to, Federal Aviation Administration, Air Education and Training Command, Base and Wing Air Force Instructions, Operating Instructions, Plans and supplements) as specified this Performance Work Statement at the time of contract award. The Government will notify the Airfield Management Contractor of supplements and amendments to listed publications throughout the life of the contract. The Airfield Management Contractor shall immediately implement those changes that result in no change in the contract price. Should a change in the contract price occur, The Airfield Management Contractor shall notify the Contract Officer in writing within 30 calendar days. No changes in price shall be implemented until officially notified in writing by the Contract Officer. Publications can be found at the following Internet site: http://www.e-publishing.af.mil/. Current Federal Aviation Regulations can be found at: https://www.faa.gov/regulations_policies/advisory_circulars/ .

NOTE: In some cases Airfield Management is not specifically tasked, and publications are included for reference only, to aid in the accomplishment of assigned duties.

C-2. Forms. References and supporting information that apply to this Performance Work Statement can be found in the attachment section of Air Force Manual 13-204 Volume 2 Air Education and Training Command Supplement. Forms can be found at the following Internet site: http://www.e-publishing.af.mil/.

APPENDIX D - HISTORICAL WORKLOAD DATA

D-1. Price adjustments. Price adjustments for variations of all workload factors will only be made through the bid schedule structure. **All workload information provided in this Appendix, or any service area of Appendix H is provided as historical data only, and may or may not be indicative of future workloads.**

APPENDIX E – FLIGHT PLAN PROCESSING

Workloads	Estimated Quantity	Frequency
0630L-1630L	6500 per month	As required
1630L-2400L	1800 per month	As required
2400L-0630L	4 per month	As required

E-1. Cross-country aircraft. Cross-country aircraft departing on Thursdays and Fridays cause an estimated 25% increase in workload between 1000L- 2100L. This is in addition to the percentage of work projected normally for this shift.

E-2. Departures. Estimated aircraft first takeoff is 0700L and last landing time is 2100L, Monday through Friday, for base assigned aircraft. Time may shift based upon base flying schedule. Every three weeks, night flying extends the flying window to approximately 2300L.

E-3. Transient Aircraft. Transient aircraft arriving on Thursday and Friday cause an estimated 10% increase in workload. This is in addition to the percentage of work projected normally for these shifts. Transient departures on Sunday and Monday cause an estimated 5% increase in workload.

APPENDIX F – Estimated Workloads Inspections and checks

Workloads	Estimated Quantity	Frequency
Airfield inspections as performed by the Airfield Management Contractor	1 per day when the airfield is open	Daily
Airfield inspections at Gunshy Auxiliary Airfield as performed by the Airfield Management Contractor	1 per month.	Monthly

Airfield checks (Bird Aircraft Safety Hazard, Runway Surface Condition, lighting, etc.) as performed by the Airfield Management Contractor	4 per day airfield is open	As needed
Airfield checks due to emergency or discrepancies	Average 4 per day	Daily
Additional Runway Surface Condition check	Based on weather	Vary

Flight Planning Products

Workloads	Estimated Quantity	Frequency
Publications, maps and charts through National Geospatial-Intelligence Agency and other sources; does not include any publications ordered through the Base Publication Distribution Office.	3300	Quarterly
Publish Notice to Airmen	Average 15 per week	As Required

Other Services

Workloads	Estimated Quantity	Frequency
Approve Prior Permission Required request	Average 31 per month	As required
Arrival/Departure notification of Distinguished Visitors	Average 5 per month	As required
Activate Secondary Crash Net	Average 5 per day	As required
Coordinate Special Events (Airshows, Career Days etc.)	Average 4 per year	As required
Attend Various Meetings	Average 15 per month	As required
Management, to include coordination, policy and instruction development/review, etc.	50% of Airfield Managers workload to include the Assistant Airfield Manager, Deputy Airfield Manager, Airfield Management Operations Manager and Airfield Management Training Manager	Daily
Night flying	Average 104 days per year	As required

After Hour Support response	450 hours per year	As required
Contingency Operations	Based on situation(s)	As required
Train Fire Department personnel on airfield checks for Gunshy Auxiliary Airfield	2 hours initial training: 1 hour refresher training	As required: Annually

APPENDIX G – Historical Hours of Operation based on previous years; (i.e., Projected Airfield Management Operations hours to mirror Tower Hours of Operation)

G-1. Approximate Annual Air Traffic Control Tower hours based on CY 2020

Days and Number Hours	Hours
Weekdays: 260 @ 15.5 hours	4,030
Sundays: 52 @ 6 hours Night Flying: 60 @ 4 additional hours	312 240 4,582
Minus Federal Holidays/Down Days Weekdays: 10 @ 15.5 Weekends: 5 @ 6 hours	155 30 185
Adjusted total hours of operation	4,582 -185 4,397

APPENDIX H – MAPS

H-1. Map Locations. The Airfield Diagram of Columbus Air Force Base can be found in published Approach Plates located in the Airfield Management flight planning room. Maps and other aeronautical information can also be located at the following Internet site: https://www.nga.mil/resources/Aeronautical_Charts_and_Publications.html (registration is required for access).

H-2. Movement Notification. The function of Airfield Management currently occupies space in building 847. No adjustments to the Airfield Management contract price or future reimbursement payments shall be made to the Airfield Management Contractor by the United States Air Force as a result of relocation to new or different facilities located on Columbus Air Force Base. The United States Air Force will move Government Furnished Equipment assigned to the Airfield Management Contractor in the event of a relocation/move to new facilities located on Columbus Air Force Base. The Airfield Management Contractor is responsible for boxing up their personal belongings prior to move and/or any important documentation that could be lost and or destroyed due to the move.

APPENDIX I - COLLATERAL TASKS (DUTIES)

I-1. Collateral Tasks. See Appendix G, Historical Workloads, for historical data in relation to collateral tasks. Collateral tasks denote type and frequency of meetings, councils, and boards per year the Airfield Management Contractor is required to support under this Performance Work Statement. This list is NOT ALL INCLUSIVE; based on activities; the Airfield Management Contractor shall be tasked to attend other meetings that relate directly to the Airfield.

Meetings Requiring The Airfield Management Contractor Attendance

Meeting Name	Meeting Frequency	Estimated Duration
Airfield Operations Board	Quarterly	1.5 hours
Airfield Operations Flight Staff Meeting	Weekly	1 hour
Foreign Object/Debris Meeting	Quarterly	1 hour
Columbus Air Force Base Air show	Bi-Annual Air show (10 meetings)	2 hours
Bird Hazard Working Group	Semi-Annual	1.5 hours
Joint Airfield Inspections of Columbus Air Force Base	Quarterly	2.5 hours
Joint Airfield Inspections of Gunshy Auxiliary Airfield	Bi-Annual	4.5 hours (includes travel time)
Pilot/Airfield Operations Flight Liaison Program	Quarterly	2 hour
Columbus Air Force Base Waiver Review & Joint Inspection	Annual	3 hours
Airfield Tours & Familiarization	As Requested	1 hour
Training Review Board	Monthly	1 hour

NOTE: Services Acquisition Lead, Contract Officer, Airfield Operations Flight Commander and/or Contracting Officer's Representative may require attendance at additional meetings.

APPENDIX J - Operation Plans AND SUPPORT AGREEMENTS

J-1. Operation Plans and Support Agreements. The Operation Plans and Support Agreements identified in Appendix D apply to this Airfield Management services contract. The Airfield Management Contractor shall adhere to and execute all duties and responsibilities associated with Airfield Management Services listed within the Columbus Air Force Base Operation Plans.

APPENDIX K - REQUIRED SPECIALIZED TRAINING, CERTIFICATIONS AND/OR LICENSING

K-1. Training, Certification, and/or Licensing. The Airfield Management Contractor is solely responsible for meeting all Performance Work Statement, Federal, State and Local training, licensing, and certification requirements whether or not specifically identified below. All cost associated with training requirements will be at the Airfield Management Contractors expense. All Airfield Management personnel assigned to any specific Airfield Management position shall be fully qualified to perform all required duties, tasks and responsibilities associated/assigned to the Airfield Management position prior to assuming the Airfield Management position. Additional training, certification, and/or licensing requirements specific to each service area is listed below.

NOTE: The course/class/workshop/conference locations listed below may change in the future. All offers, to include the selected Airfield Management Contractor must factor these contingencies into the overall contract price of their contract proposals.

Required Training	Course Title	Position Requiring Training
YES	Advanced Airfield Manager Course (E3AZR1C791)	Airfield Manager and Assistant Airfield Manager (recommended for Airfield Management Operations Manager)
YES	Bird Aircraft Safety Hazard Equipment, 12 gauge shotgun, 15 MM Screamer Pistol and Pyrotechnic Equipment Training	All Airfield Management Contractor Personnel (coordinated through Security Forces)
YES	Airfield Management Craftsman Course (E3ACR1C771)	Airfield Management Operations Manager and Airfield Management Training Manager

APPENDIX L – CONTRACTOR LABOR HOURS REPORTING

L-1. Data collection functionality can be found at the System for Award Management (SAM) (https://www.sam.gov/SAM/). The Service Contract Reporting (SCR) opened 16 October 2020.

L.2.1. The contractor shall report ALL contractor labor hours (including subcontractor labor hours) required for performance of services provided under this contract. The contractor shall completely fill in all required data fields using the following web address: https://www.sam.gov/SAM/. Reporting inputs will be for the labor executed during the period of performance for each Government FY, which runs 1 October through 30 September. While inputs may be reported any time during the FY, all data shall be reported no later than 31 October of each calendar year.

L.2.2. Reporting inputs will be for the labor executed during the period of performance for each Government FY, which runs 1 October through 30 September. While inputs may be reported any time during the FY, all data shall be reported no later than 31 October of each calendar year.

L.2.3. Uses and Safeguarding of Information: Information from the secure web site isconsidered to be proprietary in nature when the contract number and contractor identity are associated with the direct labor hours and direct labor dollars. At no time will any data be released to the public with the contractor name and contract number associated with the data.

L.2.4. See https://SAM.gov for Service Contract Reporting information.