



DEPARTMENT OF THE NAVY  
HEADQUARTERS UNITED STATES MARINE CORPS  
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From: Commandant of the Marine Corps  
To: Distribution

Subj: FORMATION OF THE USMC PERFORMANCE WORK STATEMENT BOARD OF DIRECTORS (PWS-BOD)

Encl: (1) SSACOE/USMC Tailored Responsibility Matrix  
(2) Functional Sponsor List

1. Purpose. Marine Requirements Oversight Council (MROC) Decision Memorandum 06-2004, 15 December 2003, approved a centralized implementation strategy for realigning Marines to core combat capabilities. This strategy necessitates the establishment of a PWS-BOD to oversee PWS development for all Office of Management and Budget (OMB) Circular A-76 competitions. The PWS-BOD, taking guidance from the Department of Navy Component Competitive Sourcing Official (CCSO) and Strategic Sourcing Acquisition Center of Excellence (SSACOE), will be responsible for ensuring that preliminary planning and PWS development occurs to the satisfaction of overarching USMC goals and missions. The PWS-BOD shall also monitor post decision performance for all USMC A-76 competitions.

2. Background. To accomplish the tasks outlined in the OMB Circular A-76, and to improve program execution, a PWS-BOD will be established to bridge DON SSACOE and USMC interests in program execution as outlined in enclosure (1). The PWS-BOD will coordinate with the CCSO and SSACOE to ensure department-wide consistency in preliminary planning, PWS development, and solicitation requirements.

3. Overarching Responsibilities.

a. Identify specific A-76 competition candidates for phased execution in accordance with MROC Decision Memorandum 06-2004.

b. Nominate the PWS Team Leader to CCSO. The PWS Team Leader is a competition official required by OMB Circular A-76.

c. Approve scope and grouping of function(s) to be competed.

d. Approve the program Plan of Action and Milestones for all competitions to include scheduling preliminary planning and public announcements.

e. Approve the final preliminary planning report.

f. Approve the final draft PWS and Quality Assurance Surveillance Plan (QASP).

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g. Ensure post decision performance is monitored for all competitions.

4. Chair. The PWS-BOD is organized and chaired by HQMC (LR). HQMC (LR) may delegate roles and responsibilities to the board members as necessary.

5. Membership. The PWS-BOD is comprised of three levels of membership: core, ad hoc, and advisory. Members shall be senior level with decision-making authority in order to represent their commands.

a. Core members shall be permanent and include representatives from HQMC (LR, LB, and M&RA), the Intermediate Commands (Marine Forces Atlantic, Marine Forces Pacific, Marine Corps Logistics Command), and Training and Education Command.

b. Ad hoc members are temporary, determined by the function being competed, and will include representatives from the command and the HQMC program sponsor for the function under competition. Enclosure (2) provides a functional sponsor list with associated processes.

c. Advisory members will include the PWS Team Leader, SSACOE representative, HQMC (P&R, CL, and LK), and other HQMC personnel as needed.

6. Meetings. The board will operate primarily through email and conference calls. Formal meetings, as required, will be called by the PWS-BOD chair. As a rule, a formal kickoff meeting, at the start of preliminary planning, and a post award conference will be hosted by the command conducting the competition. An initial PWS-BOD meeting will provide more details on responsibilities and administrative issues.

7. Firewalls. Members (core, ad hoc, and advisory) of the PWS-BOD are restricted from participating in the development of the agency tender. They shall also not disclose any details of the PWS before the document is publicly released.

8. Point of Contact (POC). The HQMC (LR) POC and USMC Program Manager for Competitive Sourcing is Mr. Thomas Upton, 614-4760 or DSN 224.



RICHARD L. KELLY  
Deputy Commandant  
Installations and Logistics

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DIRECTORS (PWS-BOD)

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## SSACOE/USMC Tailored Responsibility Matrix

Competition Phase	USMC	SSACOE
Prior to Preliminary Planning	<ul style="list-style-type: none"> <li>• Identify functions for competition</li> <li>• Identify contract support requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Provide input for Navy/Marine Corps competitions</li> </ul>
Preliminary Planning	<ul style="list-style-type: none"> <li>• Develop program POA&amp;M</li> <li>• Determine scope/grouping of function</li> <li>• Define business unit requirements and performance levels</li> <li>• Determine workload and data collection systems</li> <li>• Determine baseline costs</li> <li>• Determine type of competition</li> <li>• Identify PWS, HRA, and ATO competition officials</li> <li>• Make local public announcement of competition</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitate preliminary planning effort</li> <li>• Develop competition POA&amp;M</li> <li>• Concur with scoping &amp; grouping decisions IAW Navy metrics</li> <li>• Conduct market research to validate scoping and grouping</li> <li>• Identify KO and SSA competition officials</li> <li>• Define acquisition strategy</li> <li>• Provide contractor support services</li> <li>• Review proposed competition officials for firewall issues</li> <li>• Make public announcement in FedBizOps</li> </ul>
PWS	<ul style="list-style-type: none"> <li>• Identify PWS/QASP requirements</li> <li>• Draft the PWS/QASP</li> <li>• Determine GFP</li> <li>• Approve draft PWS/QASP</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor budget and POA&amp;M for studies and support contracts</li> <li>• Provide PWS team member and PWS development CSS</li> <li>• Provide acquisition counseling</li> <li>• Provide PWS templates</li> <li>• Concur with PWS requirements</li> <li>• Approve PWS for contractibility</li> <li>• Issue draft PWS for public comment</li> </ul>
Solicitation	<ul style="list-style-type: none"> <li>• Provides personnel to staff evaluation teams &amp; boards</li> <li>• Announce decision to employees</li> <li>• Provide support for contests &amp; protests</li> <li>• Provide support in response to solicitation questions and amendment development</li> </ul>	<ul style="list-style-type: none"> <li>• Finalize acquisition strategy</li> <li>• Develop &amp; issue solicitation to include compliance matrix</li> <li>• Conduct source selection</li> <li>• Complete cost comparison and announce decision in FedBizOps</li> <li>• Defend contests, protests, and litigation (in all phases)</li> <li>• Approve appointments of all source selection participants</li> <li>• Make performance decision</li> </ul>
Post Competition	<ul style="list-style-type: none"> <li>• Implement Decision</li> <li>• Administer post-award organization</li> <li>• Coordinate A-76 recompetition with SSACOE</li> <li>• Perform ACO duties</li> <li>• Prepare lessons learned and best practices</li> </ul>	<ul style="list-style-type: none"> <li>• Award contract or issue letter of obligation (LOO)</li> <li>• Defend against protests/litigation</li> <li>• Transition award to USMC</li> </ul>

## Functional Sponsor List

HQMC Office	Functional Category/Process
Administration and Resource (AR)	<ul style="list-style-type: none"> <li>• Command support</li> </ul>
Aviation Logistics Support (ASL)	<ul style="list-style-type: none"> <li>• Aviation ops support</li> </ul>
Command, Control, Communications, and Computers (C4)	<ul style="list-style-type: none"> <li>• Voice services</li> <li>• Data services</li> <li>• Ground electronic maintenance</li> </ul>
Combat Development (CD)	<ul style="list-style-type: none"> <li>• Military training</li> <li>• Range management</li> <li>• Simulation support</li> </ul>
Counsel for the Commandant (CL)	<ul style="list-style-type: none"> <li>• Legal services (contract /procurement law, civilian personnel law, environmental law, ethics, fiscal law, land use law)</li> </ul>
Staff Judge Advocate (JA)	<ul style="list-style-type: none"> <li>• Legal services (administrative law, military justice, international and operational law, legal assistance to Marines)</li> </ul>
Contracts (LB)	<ul style="list-style-type: none"> <li>• Procurement services</li> </ul>
Facilities and Services Division (LF/LS)	<ul style="list-style-type: none"> <li>• Real property and land management</li> <li>• Facilities services</li> <li>• Sustain, restore, and modify facilities</li> <li>• Utilities</li> <li>• Environmental services</li> <li>• Housing</li> <li>• Fire protection and emergency services</li> <li>• Food services</li> <li>• Provide transportation</li> </ul>
Logistics Plans (LP)/ Facilities and Services Division (LF)	<ul style="list-style-type: none"> <li>• Supply operations</li> </ul>
Business Enterprise Division (LR)	<ul style="list-style-type: none"> <li>• Manage business practices</li> </ul>
Manpower Information (MI)	<ul style="list-style-type: none"> <li>• Personnel support</li> </ul>
Personal and Family Readiness Division (MR)	<ul style="list-style-type: none"> <li>• Family readiness</li> <li>• Recreation</li> <li>• Physical wellness</li> <li>• Personal support</li> <li>• Retail/Resale goods and services</li> <li>• Lodging services</li> <li>• Information and referral services</li> <li>• Personal and professional development</li> <li>• Civilian training</li> </ul>
Manpower and Reserve Affairs (MR&A)	<ul style="list-style-type: none"> <li>• Personal and professional development</li> <li>• Civilian training</li> </ul>
Public Affairs (PA)	<ul style="list-style-type: none"> <li>• Community relations</li> </ul>
Programs and Resources (P&R)	<ul style="list-style-type: none"> <li>• Finance</li> </ul>
Security Division (PS)	<ul style="list-style-type: none"> <li>• Provide security</li> </ul>
Chaplain of the Marine Corps (REL)	<ul style="list-style-type: none"> <li>• Religious support</li> </ul>
Safety Division (SD)	<ul style="list-style-type: none"> <li>• Manage safety programs</li> </ul>