

**CMI101 Training Note:** This document represents a sample of a preaward survey (PAS) which would be accessed online and formatted differently than what is represented here for training purposes.

## PRODUCTION

I. RECOMMENDATION DETAILS	Serial No. S2809X8818APC
<b>AWARD INFO</b>	
Recommendation: Complete Award On-Site Survey: Performed on 07 SEP 2016	
Please provide the following information: <ul style="list-style-type: none"> <li>• Describe the relationship between management, production, and inspection. If available, attach an Organization Chart.</li> <li>• Describe the prospective contractor's production control system. Is the production control system operational?</li> <li>• Evaluate the prospective contractor's production control system in terms of: (a) historical effectiveness, the proposed contract, and total production during performance of the proposed contract.</li> <li>• Comment on or evaluate other areas unique to this survey.</li> </ul> (Include all special requests by the contracting office and any other information pertinent to the proposed contractor item classification).	

### NARRATION

#### PRODUCTION CAPABILITY (SATISFACTORY)

A Preaward Survey was performed on September 7, 2016 at Independent Projectiles, La Rue 10, Luxembourg, Luxembourg D5467 to determine their capability to produce AA16, 9MM FRANGIBLE AMMUNITION IAW NSWC Hybrid Specification HS/4063/C02/1266 Rev C (live and dummy round types) at a rate of 1.5 million rounds per month (solicitation W16PKN-17-R-0908) in addition to their current Short Range Training Ammunition (SRTA) contractual requirement of 1.4 million rounds/mo.

The following personnel were in attendance:

Melissa Everlane, IS, DCMA Germany  
 Quinn Elston, QAR, DCMA Germany  
 Martin Isthenname, Safety, DCMA Germany

Ali Bods, Military Program Manager, Independent Projectiles  
 Sean McCormack, Production Manager, Independent Projectiles  
 Johann Bastit, Quality Manager, Independent Projectiles  
 Antoinette Schmidt, Safety and Security Manager, Independent Projectiles

#### PLANT FACILITIES & EQUIPMENT (SATISFACTORY)

Independent Projectiles. operates out of 300 buildings with a total manufacturing space of approximately 719,000 square feet. The buildings are primarily made of masonry and steel.

The equipment needed for this solicitation is in good condition and is currently being utilized to manufacture similar rounds.

## MATERIALS, PURCHASED PARTS AND SUBCONTRACTS (SATISFACTORY)

The government will provide the bullet component for this contract as GFE. The government will purchase the bullet from Performance Bullet Supply, Inc, due to the specialized type of material and the long lead time to acquire it. Performance Bullet is currently supplying similar items to Independent Projectiles. Performance Bullet's cycle time for the bullet mold is 12.5 seconds, or 525,000 per day.

Independent Projectiles Brass will supply all other components. Independent Projectiles Brass and Performance Bullet Supply, Inc have worked together to produced components in sufficient quantities for a recently concluded, 5 million round per month 5.56mm M855 contract.

## PERSONNEL (SATISFACTORY)

There are currently forty employees who manufacture and pack SRTA rounds. They are well trained and experienced. The same personnel will be utilized to perform on this solicitation, if awarded. There is no additional need for more personnel to meet the requirements of the solicitation.

## ORGANIZATION AND MANAGEMENT (SATISFACTORY)

The Production Managers and the Director of Quality report directly to the Vice President of Manufacturing Operations. The VP of Manufacturing Operations reports to the President of Independent Projectiles.

Independent Projectiles Production Control System is completely computerized utilizing the SAP (Systems Application and Products) operating system. It starts with a Bill of Material (BOM) that is generated by the Document Control Department. Then, when a Master Schedule for an item is entered into the computer, the BOM is used to generate material requisitions for both internal and external suppliers. Once production of an item begins, the BOM facilitates both the tracking of inventory throughout the manufacturing process and the collection of Performance-To-Standards data.

SAP, using the BOM and the scheduler's entry for the finished part production, then calculates the quantity and date required for each of the parts used to make up the final product. This information is then used to develop production plans for each of the components made in house. It is also used to generate purchase orders for all of the raw materials.

This system has been operational for several years and has been very effective in controlling multiple contracts and millions of rounds of ammunition that have been shipped on time or met early delivery dates. The system will work well for the current solicitation as it has for the current SRTA contract and also a previous SRTA contract.

The following questions/answers are by special request:

1. Bullet Supply - Verify that the offeror has viable quotes from their bullet supplier Performance Bullet to supply the monthly quantities of bullets to support Independent Projectiles proposed schedule.
  - A. The offeror supplied an email from John Kelly, the molding manager at Performance Bullet, in reply to Independent Projectiles request for the cycle time/monthly capacity on the mold. Performance Bullet stated in their reply that they can produce 525,000 bullets/day. The email from Performance Bullet referred to an attached quotation but that document was not presented to the Industrial Specialist. They have already produced a large quantity of bullets due to the government order placed last year in anticipation of the long lead time required to acquire the specialized alloy.
2. Cases - Verify that the offeror has viable quotes from sources for supply of cases in sufficient quantities to fulfill the monthly production quantities in support of Independent Projectiles proposed schedule.

- A. Independent Projectiles produces/manufactures their own cases with cups supplied from their sister company Independent Projectiles Brass. Independent Projectiles did not produce a quote from Independent Projectiles Brass. They did state that Independent Projectiles Brass can produce 35 million pounds per year. There was no explanation of how many cups that one pound of brass can produce. The offeror only stated that Independent Projectiles Brass has never reached maximum capacity. In addition, Independent Projectiles states that Independent Projectiles Brass supplied Independent Projectiles with Brass Cups in sufficient quantities for the recently concluded 5 million round per month 5.56 mm M855 Second Source contract. With that contract alone concluded capacity is freed up for this solicitation.
3. Cups - Verify that the offeror has viable quotes from their sister company Independent Projectiles Brass to supply cups in sufficient quantities to fulfill the monthly production quantities in support of Independent Projectiles proposed schedule.
- A. (see answer for question #2)
4. What is the offeror's monthly production capacity that will be dedicated for this contract if awarded this contract?
- A. For this contract Independent Projectiles will make available capacity of 1.5 million rounds per month, or a total of 18 million rounds/year. This in addition to the current SRTA contractual requirement.
5. The offeror has stated that the production line will be running 3 shifts, 7 days per week. In the past has the offeror run their production lines for this item or similar items 3 shifts 7 days per week? Does the offeror have adequate staffing to run 3 shifts 7 days per week? How will the offeror plan for maintenance of equipment during these periods?
- A. Independent Projectiles Technical Proposal, Volume I, page 19, indicated the PC53 Manurhin loader "...CAN run 3 shifts, 7 days a week as needed to meet production demands." Independent Projectiles stated that this statement is true, but that production schedule will not be necessary to meet requirements of this solicitation and the existing SRTA contract. The Manurhin will load 3 million rounds/month on a 3-8-5 shift (3 shifts - 8hrs/shift - 5 days/week) basis with installation of a new bullet feed bowl. That will leave ample time for maintaining the equipment. Independent Projectiles has determined that a new/better feed bowl will increase load capacity. IF the offeror receives this contract, they intend to procure a new Bullet Feed Bowl for the loader in addition to a new high-speed Capper and a new Carton printer.
- Existing employees will be assigned to specific production areas as needed.
6. The offeror has stated that they have only one loader. Is the offeror planning to acquire an additional loader if awarded this procurement?
- A. The offeror did not state that they will acquire an additional loader if awarded this contract. They did say that IF government orders warrant, Independent Projectiles will procure a new Bullet Feed Bowl for the loader that will increase capability to 50,000 rounds per 8-hour shift. This production rate equates to an average of 3 million rounds loaded per month on a 3-8-5 shift basis.
- The current loader, as equipped is capable of loading 40,000 rounds per 8-hour shift.
7. The offeror has identified contracts W16PKN -05-C-0500 and W16PKN -03-C-9876 as evidence of past performance on similar items. Please include comments on these two contracts during your review of the contractor's past performance.

- A. W16PKN -05-C-0500 - Independent Projectiles negotiated a schedule extension on this contract to a completion date of July 2008. They delivered two months ahead of schedule on the new schedule. Delays were encountered on this contract due to Vendor (NEURY PRO Corp) bullet lots not passing Independent Projectiles quality inspection and four cartridge lots failing residual stress testing.

Prove-out lots were successfully conducted on the two bullet lots and government approval was received to utilize them on normal production. Another bullet vendor, Performance Bullet Supply, Inc, was qualified for supply of the SRTA bullet.

To resolve the residual stress LAT issue Independent Projectiles modified, with government approval, the loading process to apply minimal collet crimp and instituted a bullet pull check after the collet crimp, along with standard check after the die crimp.

W16PKN -03-C-9876 - Delivery schedule on this contract was delayed 60 days due to a critical defect/mixed cartridges. The packing operation was moved, with government approval, to prevent mixing. The issue was resolved and has not occurred again.

SUMMARY:

Independent Projectiles production capability is satisfactory. Performance risk is low based on past and current performance on SRTA production and Independent Projectiles effective production management system.

Based on the above findings, award is recommended for Independent Projectiles, Inc. Corporation.

Melissa Everlane – Industrial Specialist

DCMA Germany

0049/868-3500

## PRODUCTION

<b>I. PLANT FACILITIES</b>	<b>Serial No. S2809X8818APC</b>				
<b>A. REAL PROPERTY FACTS</b>					
<table style="width: 100%; border: none;"> <tr> <td style="width: 25%;">Size of Tract: 888 acres</td> <td style="width: 25%;">Area Under Roof: 900,000 sq. ft.</td> <td style="width: 25%;">No. Of Buildings: 300</td> <td style="width: 25%;">Lease Expires: N/A</td> </tr> </table>		Size of Tract: 888 acres	Area Under Roof: 900,000 sq. ft.	No. Of Buildings: 300	Lease Expires: N/A
Size of Tract: 888 acres	Area Under Roof: 900,000 sq. ft.	No. Of Buildings: 300	Lease Expires: N/A		
<b>OWNED BUILDINGS</b>					
<p>Primarily masonry and steel                  (Independent Projectiles has numerous locations where packed rounds can be stored)</p>					
<b>B. SPACE</b>					
<b>Manufacturing:</b>	<b>Area:</b>	<b>Adequate Space:</b>			
Total Manufacturing Space	719,000 sq. ft.	YES			
Available for Offered Item	same as current	YES			
<b>Storage:</b>	<b>Area:</b>	<b>Adequate Space:</b>			
Total Storage Space	same as current	YES			
Space Available for Offered Item		YES			
For Inspection Lots		YES			
For Shipping Quantities		YES			
Convertible Storage for Mfg.		N/A			
<b>C. MISCELLANEOUS PLANT OBSERVATIONS</b>					
<ol style="list-style-type: none"> <li>1. Good Housekeeping Maintained: YES</li> <li>2. Power and Fuel Supply Adequate to meet Production: YES</li> <li>3. Alternate Power and Fuel Source Available: YES</li> <li>4. Adequate Material Handling Equipment Available: YES</li> <li>5. Transportation Facilities Available for Shipping: YES</li> </ol>					
<b>NARRATION</b>					

## PRODUCTION

II. EVALUATION CHECKLIST					Serial No. S2809X8818APC			
MAJOR EQUIPMENT REQUIRED FOR PROPOSED CONTRACT								
Category:	Description:	Qty Req'd:	Total Qty Req'd During Life:	Qty On-Hand:	Condition:	Qty Short:	Source (if not On-Hand):	Verified Delivery Date:
Manufacturing	Rockwell Furnace	1	1	1	G			
Manufacturing	1st Draw Press	1	1	1	G			
Manufacturing	2nd Draw Press	1	1	1	G			
Manufacturing	3rd Draw Press	1	1	1	G			
Manufacturing	Baird Tub	1	1	1	G			
Manufacturing	Header	1	1	1	G			
Manufacturing	Head Turn	1	1	1	G			
Manufacturing	Body Anneal	1	1	1	G			
Manufacturing	Soaper	1	1	1	G			
Manufacturing	Reducer	1	1	1	G			
Manufacturing	Relief Anneal Furnace	1	1	1	G			
Manufacturing	Mouth Anneal	1	1	1	G			
Manufacturing	Primer Manufacturing Equipment	1	1	1	G			
Manufacturing	Primer inserting Press	1	1	1	G			
Manufacturing	Loader	1	1	1	G			
Manufacturing	Cobb Polisher	1	1	1	G			
Manufacturing	Gauge & Weigh	1	1	1	G			
Manufacturing	Lube Tumbler	1	1	1	G			
Manufacturing	Carton Printer	1	1	1	G			
Manufacturing	20 round Military Packer	1	1	1	G			
Manufacturing	Can Printer	1	1	1	G			

Manufacturing	Pallet Bander	1	1	1	G				
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## PRODUCTION

IV. PURCHASED PARTS, MATERIALS, AND SUBS

Serial No. S2809X8818APC

PURCHASED PARTS / MATERIALS / SUBCONTRACTS WITH LONGEST LEAD TIME OR CRUCIAL ITEMS

Description:	Source:	Verified Delivery Date:
Bullet	Performance Bullet Supply, Inc	
Brass cup	Independent Projectiles Brass	
Powder	Schlanger Ammo Powder	

MATERIAL CONTROL SYSTEM

See narrative in section I



## PRODUCTION

V. PERSONNEL

Serial No. S2809X8818APC

**EMPLOYEE DETAILS**

Type of Employee:	No. on Board:	Add. No. Req'd:	Available:	Source:
Skilled production	40	0	YES	
Unskilled production	10		YES	
Engineering	10		YES	
Administrative	10		YES	
<b>Totals</b>	<b>70</b>	<b>0</b>		

**WORK DETAILS**

Work **will** be performed...       **First Shift**       **Second Shift**       **Third Shift**

Union Affiliation:	Agreement Expiration Date:
IBEW Local 649	07 DEC 2018
International Assoc. of Machinists & Aerospace Work	07 DEC 2018
Carpenters Local 1186	07 DEC 2018
Teamsters Local 525	07 DEC 2018
Painters Local 471	07 DEC 2018
Utilities Local 399/525	07 DEC 2018
Laborers Local 338	07 DEC 2018
Boilermakers Local 483	07 DEC 2018
International Chemical Workers Local 6C	07 DEC 2018
United Assoc. of Journeymen & Apprentices Plumbing	07 DEC 2018

**RELATIONSHIP WITH LABOR**

Relationship with Labor Indicates Problems Affecting Timely Performance of Proposed Contract: NO

## PRODUCTION

<b>VI. DELIVERY PERFORMANCE RECORD</b>						<b>Serial No. S2809X8818APC</b>			
CURRENT PERFORMANCE: Satisfactory									
Independent Projectiles is currently delivering 2 months ahead of schedule on SRTA contract W16PKN-05-C-0500									
Number of:	Open:	Delinquent:	By Line Item:	0 - 30:	31 - 60:	61 - 90:	Over 90:	By Line Item:	Delays:
Contracts / POs	1	0	Length of Delay	0	0	0	0	Contractor Responsibility	0
Line Items	5	0	Forecasted Recovery	0	0	0	0	Government Responsibility	0
COMMERCIAL ORDERS / PERFORMANCE									
NA									
SAME / SIMILAR ITEMS PERFORMANCE									
See Narrative in section 1 for contracts W16PKN-05-C-0500 and W16 PKN – 03-C-9876 (similar items)									

## PRODUCTION

### VI. DELIVERY PERFORMANCE RECORD (Cont.)

Serial No. S2809X8818APC

PAST PERFORMANCE: Satisfactory

See narrative Section I for same items current and completed contracts for the same item.

Number of:	Completed:	Comp. Delq:	Delq. During Life:	By Contract:	0 - 30:	31 - 60:	61 - 90:	Over 90:	By Contract:	Delays:
Contracts / POs	2	0	0	Length of Delay	2	0	0	1	Contractor Responsibility	3
Line Items	43	3	0						Government Responsibility	0

### OVERALL PERFORMANCE

Overall performance is satisfactory. Independent Projectiles negotiated a schedule extension on SRTA contract W16PKN-05-C-0500. Delays were encountered due to Independent Projectiles rejected receiving material (bullets) and four lots failing testing. Independent Projectiles has a new bullet vendor and the residual stress test issue was resolved. The current contract is now 2 months ahead of the current schedule.

Completed SRTA contract W16PKN-03-C-9876 was delayed due to critical defect/missed cartridges. The issue was resolved and has not occurred again.

## PRODUCTION

VII. PREVIOUS PRODUCTION				Serial No. S2809X8818APC		
PAST YEAR (Government) RELATED PRODUCTION						
Item Name:	National Stock Number:	Contract Number:	Identical Item:	On Schedule:	Quantity:	Dollar Value(\$000):
Short Range Training Ammunition	1305-01-111-234	W16PKN-03-C-9876	YES	YES		

## PRODUCTION

VIII. CONCURRENT PRODUCTION												Serial No. S2809X8818APC	
BEING PRODUCED: (Government and Civilian concurrent production using the same equipment/personnel as offered item)													
Item Name:	Contract Number:	Unsat?:	1st:	2nd:	3rd:	4th:	5th:	6th:	7th:	8th:	9th:	10th:	Balance:
Short Range Tng Ammunition	W16PKN - 05-C-0500	NO	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.5	1.5	2	
SRTA 0605 (yr 2008)		NO	2	2	2	2	2	2	2				0
PENDING AWARD: (Solicitation and Delivery information)													
Item Name:	Contract Number:	1st:	2nd:	3rd:	4th:	5th:	6th:	7th:	8th:	9th:	10th:	Balance:	
Short Range Tng Ammunition	W16PKN - 07-R-9876											1.5	
yr 2008		0.5	0.5	0.5	0.5	0.5	0.5	0.5	1	1.5	1.5	1.5	