

IDIQ

SECTION J - LIST OF DOCUMENTS, EXHIBITS AND OTHER ATTACHMENTS

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## List of Acronyms

ACofE	Army Corps of Engineers
AMD	Asset Management Division
AO	Acquisition Office
BI	Background Investigation
BOE	Basis of Estimate
BORIS	Boeing Opportunities, Risk and Issues System
CATEX	Categorical Exclusion
CBP	Customs and Border Protection
CCB	Configuration Control Board
CIS	Citizenship and Immigration Services
CLIN	Contract Line Item Number
CM	Configuration Management
CMMI	Capability Maturity Model Integration
CO	Contracting Officer
CoE	Center of Excellence
COP	Common Operating Picture
COTR	Contracting Officer's Technical Representatives
COTS	Commercial Off-The-Shelf
CPRs	Contract Performance Reports
CS	Contract Specialist
C/SSR	Cost/Schedule Status Reports
CWBS	Contractor Work Breakdown Structure
DAWIA	Defense Acquisition Workforce Improvement Act
DHS	Department of Homeland Security
DoD	Department of Defense
DOORS	Dynamic Object Oriented Requirements System
EA	Environmental Assessment
EF	Enterprise Framework
EIS	Environmental Impact Statement
ESC	Executive Steering Committee
EVM	Earned Value Management
FAQ	Frequently Asked Questions

FAR	Federal Acquisition Regulation
FFRDC	Federally Funded Research and Development Center
FONSI	Finding of No Significant Impact
FTE	Full Time Equivalent
GAO	Government Accountability Office
GFE	Government Furnished Equipment
GFP	Government Furnished Property
GOTS	Government Off-The-Shelf
GWBS	Government Work Breakdown Structure
HCA	Head of the Contracting Activity
IAA	Inter-Agency Agreements
IAW	In Accordance With
IBR	Integrated Baseline Review
ICE	Immigration and Customs Enforcement
IDIQ	Indefinite Delivery-Indefinite Quantity
ILSP	Integrated Logistics Support Plans
IMP	Integrated Master Plan
IMS	Integrated Master Schedule
IPT	Integrated Product Team/Integrated Project Team
IV&V	Independent Validation and Verification
LCCE	Life Cycle Cost Estimate
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
NOI	Notice of Intent
OIG	Office of Inspector General
OIT	Office of Information Technology
OMB	Office of Management and Budget
OTD	Office of Training and Development
PID	Program Integration Division
PM	Program/ Project Manager
PMO	Program Management Office
PMOSS	Program Management Office Support Services
PMP	Program Management Plan
PMR	Program Management Review
PWS	Performance Work Statement

REC	Record of Environmental Consideration
ROD	Record of Decision
SB	Small Business
SBCC	Secure Border Coordination Council
SBI	Secure Border Initiative
SBI <sub>net</sub>	Term used to describe the SBI's System
SEMP	Systems Engineering Management Plan
SEP	System Engineering Plan
SLA	Service Level Agreements
SME	Subject Matter Expert
SPO	System Program Office (also referred to as "SBI <sub>net</sub> ")
SSA	Source Selection Authority
SSP	Source Selection Plan
SSEB	Source Selection Evaluation Board
SSO	Source Selection Organization
TEMP	Test and Evaluation Master Plan
TET	Technical Evaluation Team
TI	Tactical Infrastructure
TO	Task Order
TWP	Temporary Worker Program
WBS	Work Breakdown Structure

## PERFORMANCE WORK STATEMENT

### 1.0 General

#### 1.1 Objective

The Department of Homeland Security (DHS), U.S. Customs and Border Protection (CBP), Secure Border Initiative (SBI) currently receives contractor support services from more than four contractors providing advisory and assistance services in the areas of program management support. The SBI Program Management Office (PMO) desires to establish a single IDIQ contract and contractor to coordinate and deliver all required PMO support efforts, including the contractor's administrative responsibility associated with managing this *Program Management Office Support Services* contract and all subsequent task orders (TOs). The Contractor can provide these services totally within its own organizational resources, or can propose a team or subcontractor relationship under its single management; in any event, the Government's intent is to coordinate with, and hold accountable for delivery of products and services, the single successful Contractor.

The SBI PMO and SBI Acquisition Office (AO) intend to award TOs under the IDIQ contract. Task Order 01, *SBI Program Management Office Support*, is incorporated into this solicitation as Attachment 14. The AO anticipates awarding future TOs, as needed, to meet SBI requirements. Future TOs will have their own unique performance-based work statements and other requirements, and require technical and cost proposals from the contractor.

#### 1.2 Scope

Contractor-provided program management support services represent a significant portion of the SBI's current support. For Task Order 01, the Government intends to increase its Government staff and reduce reliance on contractors over the period of this IDIQ contract and TO 01. Notionally, the Government anticipates reducing contractor personnel from approximately 120 personnel for the SBI PMO to approximately 47 contractor personnel over a two year period. The Government anticipates making staffing adjustments on a quarterly basis. For more information pertaining to Task Order 01, see Attachment 8, *Notional Labor Categories and FTEs for Task Order 01*. For the current list of SBI support contractors by labor category and number of employees see Attachment 16. One primary goal of this procurement and IDIQ contract is to establish more than one TO for program support that will enable the PMO and SBI Program Managers (PMs) to meet dynamic requirements and accomplish their mission objectives.

The SBI, in general, and SBI.net is a dynamic organization where the Government's expectation is that contractors contribute to meeting goals and objectives, add value and are not simply at CBP to complete assigned tasks. The PMO has established an environment where particular value is placed on contract resources that act and perform in an advisory manner. Contractor staff is expected to engage in an open, free exchange of ideas that challenge the status quo, to ask probing questions to ensure progress is properly aligned, and ensure full consideration is given to competing options and ideas. The Government emphasizes the

Contractor working in a positive, professional and collaborative manner with Government as an *Industry Partner*.

The scope of this IDIQ contract includes business management, program management services, possible trade studies and research supporting the PMO with the following functions and activities:

- Performance, Planning and Metrics;
- Budget & Financial Management Support;
- Program Management Support;
- Program Control Support;
- Systems Engineering Support;
- Organizational Development & Quality Management Support;
- Planning & Business Operations;
- Operational Requirements;
- Integrated Logistics Support & Planning;
- Deployment;
- Environmental Planning & Real Estate Support;
- Organization & Administration Support; and
- Transitional Planning & Support

The Contractor shall provide support in all aspects of planning, developing, revising, coordinating, managing and implementing program and project management processes, tools and procedures. The Contractor shall also provide functional support for tasks by ensuring each work product is complete and providing analytical tools and techniques to ensure continual progress toward implementing the SBI. Over the life of the contract, additional support service areas may be identified by the PMO related to management or technical services.

### **1.3 Contract and Task Order Management**

Contract and TO management is a mandatory element under this IDIQ contract and all task orders. The objective of contract and TO management is to provide the program management, project control and contract administration necessary to manage a contract with multiple TOs for a large, diversified SBI Program so that the cost, schedule and quality requirements of each task order are tracked, communicated to the Government, and ultimately attained. The Government encourages using commercially available automated tools and then applying expertise on processes and metrics that support contract and TO management. The objective of the tools is to provide quicker access, improved accuracy, and enhanced accessibility for Contractors/clients, real-time monitoring of status/deliverables, tracking the quality of work products and gauging overall customer satisfaction.

## 1.4 Background

Secretary Chertoff created the SBI early in his tenure at the DHS to bring clarity of mission, effective coordination of DHS assets, and greater accountability to the work of DHS in securing the Nation's borders. In addition, the SBI has galvanized DHS action in supporting former President Bush's objectives for comprehensive immigration reform. Former President Bush outlined a comprehensive approach to immigration reform and these objectives have been translated into three long-term goals: (1) gain effective control of the borders; (2) strengthen interior enforcement and compliance with immigration and customs laws; and, (3) support Congressional passage and Executive Branch implementation of a Temporary Worker Program (TWP). These long-term goals are highly interdependent and must be addressed simultaneously and collectively to achieve border security. Multiple programs and ongoing efforts within DHS and other Executive Departments support these long-term and annual performance goals; SBI serves to align and coordinate these goals as a whole.

Simultaneous pursuit of all three goals allows DHS to build upon considerable progress to date in gaining control of the border. This work includes: strong border security enhancements that incorporate new technology, security infrastructure, and additional personnel to identify and interdict illegal entries; vigorous interior enforcement of immigration laws that encourage employers to hire legal workers; and, efforts to pass an effective TWP that is well regulated, highly visible, and rests upon a secure form of identification.

Achieving effective control of the border requires an optimal mix of personnel, technology, and infrastructure, as well as response assets, which will provide maximum tactical advantage in each unique border environment. Risk-based deployment of the solution, along with a new regime of complementary regulations and legislation will be required. Success will also require flexibility and responsiveness throughout the entire immigration system to include maximizing the use of detention resources, personnel, transportation, and removal capabilities.

### 1.4.1 Supported Organizations

The SBI programs are responsive to needs and requirements of the mission elements who share responsibility for the security of our Nation's borders. Within CBP, those mission elements include the Office of Border Patrol (OBP), the Office of Field Operations (OFO), the Office of Air and Marine Operations, and the Office of Intelligence and Operations Coordination (OIOC). In addition, SBI is charged to integrate and respond to requirements of mission elements outside of CBP—including but not limited to the United States Coast Guard (USCG), Immigration and Customs Enforcement (ICE), and the Department of Homeland Security Office of Intelligence and Analysis (I&A).

Elements of border security are carried out by many organizations within the DHS. The Department has established the Secure Border Coordination Council (SBCC), which is chaired by the Deputy Secretary, and consists of seven additional members including the Executive Director of the Secure Border Coordination Council Office; the Assistant Secretary for Policy; the Commissioner of CBP; the Assistant Secretary for ICE; the Director of USCIS; the Commandant of the USCG; and the Assistant Secretary for I&A. The responsibilities of the SBCC are as follows:

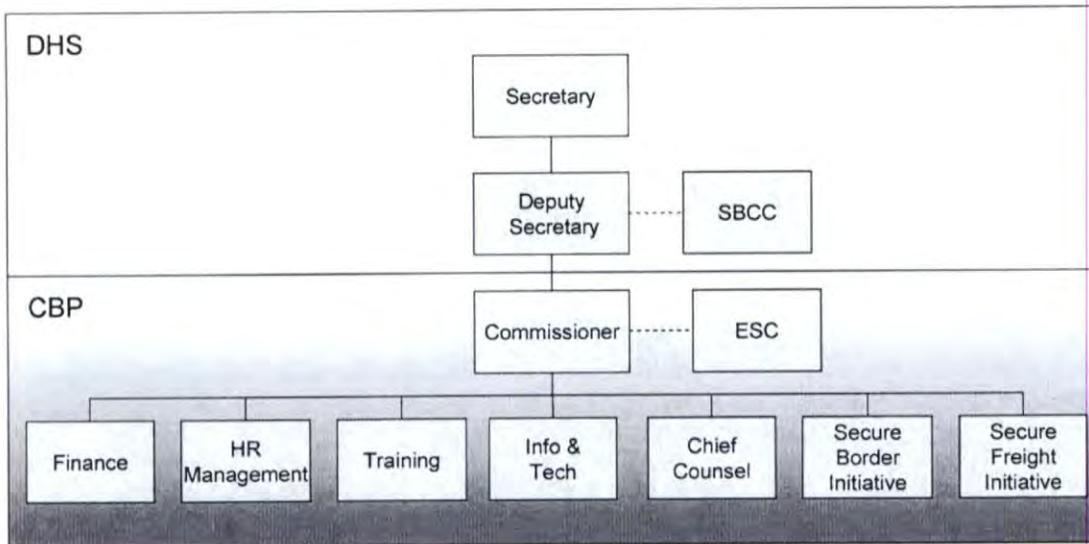
- Provide the leadership and oversight required to achieve SBI goals.

- Drive integration as needed throughout DHS components to ensure alignment with the SBI strategic plan and supporting programs, the Secretary’s priorities, and the goals, objectives and commitments DHS components.
- Consistently inform and engage other internal and external SBI stakeholders to build trust and maintain momentum.
- Provide oversight to component SBI programs and ensure they have the appropriate resources to execute their programs.

The Commissioner of CBP established an Executive Steering Committee (ESC), comprised of the Commissioner, Deputy Commissioner, and Associate Commissioners of all CBP line organizations, and the SBI Executive Director. The ESC acts as an advisory and decision-making body for SBI-related matters. The ESC brings together a small group of leaders to make corporate decisions on priorities of work, scope of work, acceptability of work, and integration, in relation to activities elsewhere in CBP. The ESC defines scope to be everything CBP is doing for border security: how money is being spent, the hiring/training of Border Patrol agents and upgrades to technology, facilities and air support.

**1.4.2 Program Governance**

The SBI Executive Director reports directly to the CBP Commissioner. Figure 1 depicts the CBP Program Governance Structure.



**Figure 1: CBP Program Governance Structure**

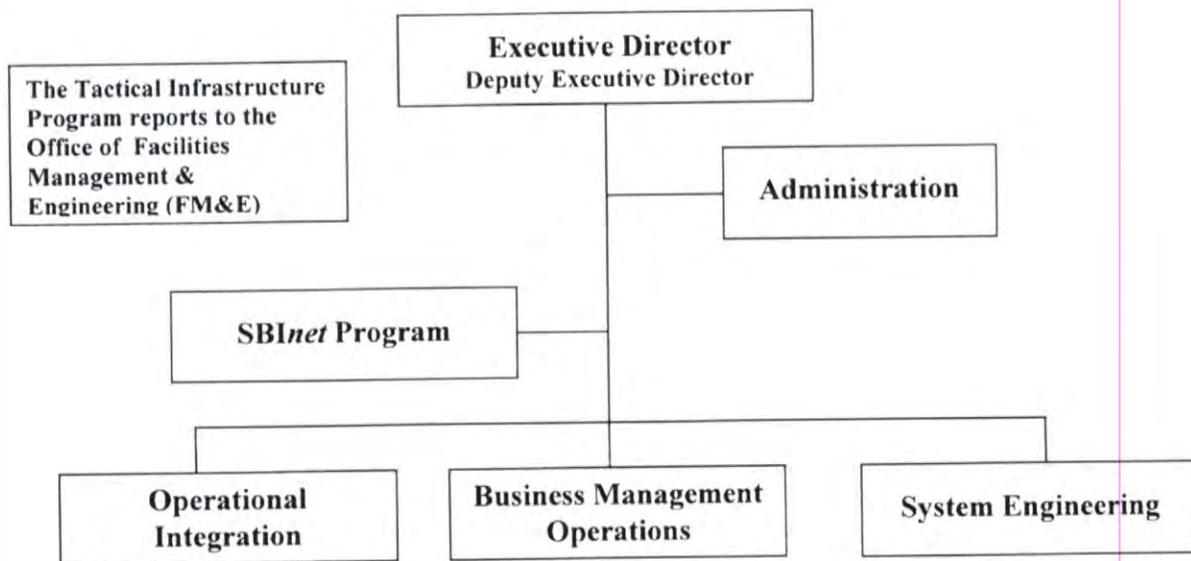
Figure 2 depicts the SBI organizational structure which complements the SBI governance structure. The acquisition programs under SBI include SBInet and the Tactical Infrastructure Program.

The PMO and SBInet are responsible for developing and installing the technology solution for border control at and between our ports of entry. Furthermore, SBInet will build a Common Operating Picture (COP) of the border environment within a command center

environment, which will provide uniform data to all DHS agencies and be interoperable with stakeholders external to DHS. The goal of SBInet is to field the most effective proven technology, staffing and response platforms; and integrate them into a single comprehensive border security solution. Other programs areas that fall under the SBI include Business Management Operations, Operational Integration, and Systems Engineering.

Tactical Infrastructure (TI) is an important aspect of the Initiative but, organizationally, is not part of the SBI. TI is responsible for developing, installing and maintaining tactical infrastructure including roads, lighting, pedestrian fencing, and vehicle fencing solutions for CBP. A recent achievement of the Tactical Infrastructure Office has been to deploy over 370 miles of primary fence and 300 miles of vehicle fence by the end of calendar year 2008.

The roles and responsibilities of the SBI support divisions are described in the SBI Program Management Plan (PMP) and program documents found in the pre solicitation notices at FedBizOpps.gov.



**Figure 2: SBI Organizational Structure**

**1.4.3 Other Contract Support**

In addition to the program management services to be contracted and awarded through this procurement, the Executive Director’s Office will maintain existing contracts or award new contracts. The *PMOSS* contractor on this contract may interface with other support contractors to help meet program or project objectives. Examples of other contracts include, but are not limited to, the following:

- Federally Funded Research and Development Center (FFRDC) support for assistance regarding strategic planning, governance, stakeholder coordination, Solutions Architect oversight, acquisition planning, and technical solutions as related to the FFRDC (Contractor: The Mitre Corporation).

- Full life cycle Independent Validation and Verification (IV&V) services (Contractor: Keane Federal Systems, Inc.).

## **2.0 General Program Support**

The successful contractor of this IDIQ contract and subsequent TOs is expected to coordinate and cooperate with the SBI "System Prime" contractor (i.e., currently The Boeing Company) and other contractors as while working with the SBI PMs and as directed by the TO Contracting Officer's Technical Representatives (COTRs). The Contractor shall assist the Government by participating in Integrated Product Teams (IPTs), among other tasks, for the purpose of facilitating and accomplishing program activities.

Prior to providing acquisition or procurement-related support, the Contractor shall sign all Non-Disclosure Agreement and Organizational Conflict-of-Interest documents applicable to each division or TO.

This contract requires access to classified national security information up to the TOP SECRET level. The successful contractor must possess the appropriate security level clearance and be a participant under the National Industrial Security Program (NISP) prior to award. This requirement also applies to any subcontractors utilized by the Contractor. A DD-254 Form (Contract Security Classification Specification) and security classification guide will be incorporated and made a part of this contract.

Task Order 01 program management support is more defined in the TO. At the contract level, program management support shall include but not be limited to the following:

### **2.1 General Management**

The Contractor shall provide program management support under this IDIQ contract to the PMO, SBIInet, and their support divisions. Contractor support includes coordination of invoice submittals and reviews, travel requests and authorizations, requests and authorizations for additional work hours, Problem Notification Reports; and the management and oversight of all activities performed by contractor/subcontractor personnel to satisfy the requirements identified in this contract and TOs. The Contractor shall identify a Senior Lead Management Principal [i.e., Program Manager (PM)] who shall provide management, direction, administration, quality assurance, and leadership to the execution of this IDIQ contract.

### **2.2 General Program Management**

Other program management and support functions include:

- Attending TO and project kick-off meetings and status meetings
- Providing TO Status Reports and Trip Reports
- Submitting requests for authorization to travel or work over regular hours
- Supporting SBI PMs and project managers with Acquisition Reviews, Program Management Reviews (PMRs), performance and other project-related reviews such as an Integrated Baseline Reviews (IBRs)
- Participating in Prime program activities including PMRs, reviews (CDRs, PDRs, etc)

- Developing, tracking and maintaining program artifacts; and assisting with the organization, dissemination and control of artifacts
- Assisting with the central coordination of data, performance measures, reports, analysis and strategic planning
- Monitoring and tracking program compliance
- Assisting in formulating and executing program and project budgets, including planning, programming, budgeting, and execution of the program or project budgets.
- Providing cost estimating support (analysis, models, research, and documentation) to develop all forms of cost estimates including System Life Cycle Cost Estimates, Independent Government Cost Estimates, individual project estimates, and other ad hoc estimates
- Assisting in pre-award functions associated with awarding a new task order, including integrated planning with other pre-award activities; and advise and assist the SBI PMs regarding contract or task order issues involving scope and compliance
- Working for CBP while working with other contractors such as the *System Prime*, the IV&V contractor and contractors as necessary

Although the Government does not require the Contractor develop and deliver many program artifacts, the Contractor shall support the PMO with reviewing, revising and managing program artifacts; those artifacts include the following and may include additional artifacts:

- Program Management Plan (PMP)
- Program/Project Spend Plan(s)
- Communication Plan
- Risk Management Plan
- Test and Evaluation Master Plan (TEMP)
- Integrated Master Plan (IMP)
- Integrated Master Schedule (IMS)
- Requirements Development and Management Plan
- Systems Engineering Management Plan (SEMP)
- Requirements Development and Management Plan
- Concept of Operations Plans

### **2.3 General Operational and Engineering Support**

The Contractor shall assist the Government in developing program operational requirements in the form of functional specifications, sector and geographic requirements; serve the PMO as a support function with CBP operational components to provide current and desired operational capabilities and requirements; and ensure requirements meet the needs of the user community and comply with operational policies, mandates, rules, and regulations. This support shall also include but not be limited to:

- Coordinating with other CBP and DHS organizations impacting SBI requirements, identifying requirements, requirements analysis, and requirements management functions;
- Support the PMO as it validates the technical and interface requirements baselines;

- Assist in the maintenance, validation, configuration management, and dissemination of a systems lay-down database; and identifying geographical location, environmental, and real estate information on planned deployment sites;
- Collect and analyze data;
- Support the SBI Program offices as they maintain manning and staffing requirements;

The Contractor shall assist the Government in developing and applying system and design specifications, performance baselines, testing processes and activities, engineering processes, technical risk management, configuration management, software development, enterprise architecture integration; and reliability, maintainability, availability and sustainability. This support shall include but is not limited to:

- Align SBI as a system within the DHS and CBP enterprise to ensure program alignment, and mapping to the business architecture and technology standards;
- Submitting technical documents to the appropriate review boards for inclusion in the DHS and CBP Enterprise Architecture Technical Reference Model;
- Assist with Government participation in all Systems Engineering activities, including the development and integration of communications systems;
- Provide Configuration and Change Management (CM) support, to include document and deliverable management and control; and develop, implement and maintain a configuration management baseline and change control procedures
- Maintain a CM library of all systems, interfaces, items, detailed and material specifications, and processes developed by the System Prime;
- Assess the development, design, and/or creation of software that satisfies SBI Command, Control, Communications, and Intelligence (C3I) system operational needs or objectives;
- Conduct offsite and onsite independent trade studies;
- Participate in Systems Engineering activities and act as the SME for the development, integration and accreditation of SBI Information Technology (IT) Infrastructure;
- Provide deployment and installation, technical and program support in the field, including logistics, oversight, quality assurance, and integration testing support as needed.

#### **2.4 General Organizational Development and Quality Management Support**

The Contractor shall assist the Government in developing strategies for organizational development, including allocation of tasks to organization elements, definition and assessment of key processes, strategic planning, and development of the workforce. The Contractor shall also support developing a robust quality and process management infrastructure. The Contractor shall maintain cognizance with a broad set of theories and models for organizational development and quality management, and shall recommend application of the appropriate theories and models to the PMO. Activities shall include but not be limited to:

- Provide SBI management with timely quality assurance information;
- Identify opportunities for quantitative measurements that can enhance SBI program management;
- Advise the PMO on the suppliers' conformance to quality and process management requirements and practices; and

- Assist in identifying, managing, mitigating, and closing program cost, schedule, and technical risks.

## **2.5 General Integrated Logistics Support and Planning**

The Contractor shall assist in maintenance and support planning for program solutions including deployment planning and management, site preparation support, development and implementation of operator and maintenance training required to support SBI technologies, and site readiness assessments in coordination with the appropriate operational elements. This shall include but is not limited to:

- Provide training expertise and support curriculum development;
- Coordinate the integration between the Office of Training and Development (OTD), the Office of Information and Technology (OIT), DHS internal and external stakeholders, and SBI offices on all SBI training initiatives;
- Ensure that supply sources must be accessible to operational components in the field to sustain the availability of program assets; and ensure that government assets are properly accounted for in the property and financial system of record, and include real property and land acquisition;
- Provide support for field offices, support and integration sites to include logistics tracking, technical coordination between the System Prime and program office, oversight, metric collection, and assistance in troubleshooting; and
- Support the development of Integrated Logistics Support Plans (ILSP), and support the development of program-required documentation.

## **2.6 General Environmental Planning & Real Estate Support**

The Contractor shall assist the government in implementing an Environmental Planning Program in accordance with CBP policy and DHS Management Directives 5100, to ensure program compliance with environmental laws and regulations. The contractor shall analyze potential effects on the environment due to implementing the SBI, prepare reports and documentation, provide environmental guidance to SBI Program Managers; and advise the PMs on the process of obtaining environmental approvals from the relevant agencies and stakeholders. This shall include but is not limited to:

- Coordinate with the CBP and DHS designated authority for determination whether the use of a Categorical Exclusion (CATEX) requiring a Record of Environmental Consideration (REC) is appropriate, approval and signature for a REC for a CATEX, a Finding of No Significant Impact (FONSI) for an Environmental Assessment (EA), and a Notice of Intent (NOI) and/or Record of Decision (ROD) for an Environmental Impact Statement (EIS);
- Analyze SBI solutions for impacts on CBP/SBI facilities planning and operational requirements for facilities owned, leased, or occupied by CBP personnel supporting operations impacted by the SBI program;
- Advise the project managers on appropriate lead time for real estate acquisition and planning schedules for any facilities construction required to support SBI;

- Analyze any proposals from the System Prime for facilities construction as part of the SBI solution, and make a recommendation as to its suitability for the program;
- Coordinate with CBP and DHS authorities for DHS to acquire real estate necessary to support SBI deployments;
- Ensure that all preconditions for site leasing or land use agreements have been met, define requirements for leasing, and define requirements for inter-governmental agreements for land use;
- Utilize national online real estate databases to search property records; and maintain a database of real estate data including rights-of-entry, lease information for SBI, and track expirations of lease and land use agreements; and
- Participate in the process to acquire land parcels either by lease or purchase, to include providing legal description of property, formal appraisal/ market survey, waiver valuation (if < \$10,000), title search/ preliminary title report.

## 2.7 General Organization and Administration Support

The Contractor shall assist the Government in the day-to-day coordination of mission support and office operations necessary to support the PMO including office management activities, information technology support, training, property/inventory, office security, emergency planning, files management, and receptionist/administrative support. This shall include but is not limited to:

- Development and maintenance of standardized office policies, processes and procedures;
- Ensure a smooth transition process for all new hires, and morale, assist in the development and execution of orientation training for all new hires;
- Develop and implement processes to track all correspondence, deliverables, action items and issues and ensure the timely and accurate execution of all task requests from outside the PMO;
- Execution of office logistics planning, including space/facilities planning, allocation and utilization for the office, and emergency preparedness;
- Develop processes to support planning and tracking of PMO resources, including development of staffing plans, position descriptions, and human capital plans; which includes a manning and staffing requirements model and forecasts to assess and predict the Department's manpower needs;
- Maintain and update the SBI Training Plan, manage and coordinate training activities, and conduct or coordinate training across the program; develop and conduct training in support of the SBI Executive Director's Office process improvement activities and other project management areas;
- Perform all activities associated with the identification and control of SBI correspondence and be responsible for identifying, cataloging, filing, and controlling program data files;
- Plan, organize, and participate in project-related meetings; including capturing action items, documenting meeting minutes and distribute minutes to attendees and/or IPT members;

- Provide administrative staff support for the day-to-day activities necessary to support program senior staff;
- Provide support in the area of property management and maintain SBI property management records; oversee implementation of a property management system in compliance with SBI policies;
- Continued development and maintenance of collaboration environments such as SharePoint including organization, functionality addition and training; and
- Provide training management, data tracking, and tracking of training-related issues.

## **2.8 Transitional Planning and Support**

Before expiration of this contract or subsequent TOs, the Contractor shall provide transition planning support that shall identify transition support activities for all transition efforts for follow-on requirements to minimize disruption of services.

**(End of Performance Work Statement)**

## Problem Notification Report

PNR NUMBER: \_\_\_\_\_ DATE: \_\_\_\_\_

1. Nature and sources of problem:
2. COTR was notified on: (date) \_\_\_\_\_
3. Is action required by the Government? Yes \_\_\_\_\_ No \_\_\_\_\_
4. If YES, describe Government action required and date required:
5. Will problem impact delivery schedule? Yes \_\_\_\_\_ No \_\_\_\_\_
6. If YES, identify what deliverables will be affected and extent of delay:
7. Can required delivery be brought back on schedule? Yes \_\_\_\_\_ No \_\_\_\_\_
8. Describe corrective action needed to resolve problems:
9. When will corrective action be completed?
10. Are increased costs anticipated? Yes \_\_\_\_\_ No \_\_\_\_\_
11. Identify amount of increased costs anticipated, their nature, and define Government responsibility for problems and costs if applicable:

### REQUEST FOR TRAVEL AUTHORIZATION

**Contract Number:**  
**Project Title:**  
**Travel Authorization No.**  
**PMP Number:**  
**Name of Traveler:**  
**Company:**  
**CLIN Number:**  
**Origination:**  
**Destination:**  
**Dates of Travel:**  
**Organization(s) to be Visited:**  
**Purpose of Travel:**  
**Requested by:**  
**Trip Report Required:**

	<u>Daily Amt</u>	<u>No of Days</u>	<b>Totals</b>
<u><b>Estimate of Approved</b></u>	Airfare		0.00
<u><b>Travel Funds including</b></u>	Rental Car		0.00
<u><b>G&amp;A:</b></u>	Lodging		0.00
	Meals and Incidental Expenses (M&IE)		0.00
	Parking at Airport		0.00
	<u>Other: POV &amp; Gas, Phone</u>		0.00
	Subtotal		0.00
	G&A		
	<b>Total</b>		<b>0.00</b>
<u><b>Program Manager</b></u>			



### Key Personnel Qualification Matrix

Proposed Personnel Name:  
Proposed Position:  
Proposed Labor Category:  
Clearance Level:

Requirements	Years of Experience	Source of Experience (Name of Company/ Military Service)	Description of qualifications and experience
Contract Section			

Note:

## **Small Business Subcontracting Plan Outline**

**U.S. CUSTOMS AND BORDER PROTECTION (CBP)  
SMALL, HUBZone SMALL, SMALL DISADVANTAGED, WOMEN-OWNED &  
VETERAN-OWNED SMALL BUSINESS SUBCONTRACTING PLAN OUTLINE**

**U.S. CUSTOMS AND BORDER PROTECTION (CBP)  
SMALL, HUBZone SMALL, SMALL DISADVANTAGED, WOMEN-OWNED &  
VETERAN-OWNED SMALL BUSINESS SUBCONTRACTING PLAN OUTLINE**

The following outline meets the minimum requirements of Public Law 95-507 and the Federal Acquisition Regulation (FAR) Subparts 19.7. It is intended to be a guideline. It is not intended to replace any existing corporate plan which is more extensive. If assistance is needed to locate small business sources, contact the U.S. Customs and Border Protection (CBP) Small Business Specialist, Mr. Clarence Abernathy (317) 614-4562.

Please note that CBP has subcontracting goals of 47% for small business, 3.0 for HUBZONE small business, 5.0% for small disadvantaged business, 5.0% for women-owned small business and 3% goal for Service Disabled Veteran-Owned (a subset of veteran owned small businesses) small business concerns for fiscal year 2008.

For full and open transactions, CBP traditionally includes the Subcontracting Plan and other socio-economic criteria as evaluation factors for award. In these instances, the highest socio-economic scores are given to the offeror proposing the highest cumulative dollars in all socio-economic categories. Accordingly, the offeror proposing the highest cumulative subcontracting dollars combined with the best historical record for achieving subcontracting goals derives a competitive advantage. The CBP offerors are to propose socio-economic subcontracting goals that exceed the goals in each socio-economic category whenever possible. *(See the specific Request for Proposal/Quote or Task Order Request for criteria pertaining to a specific requirement.)*

Identification Data:

Company Name: \_\_\_\_\_  
 Address: \_\_\_\_\_  
 Date Prepared: \_\_\_\_\_ Solicitation Number: \_\_\_\_\_  
 Item/Service: \_\_\_\_\_  
 Place of Performance: \_\_\_\_\_

1. TYPE OF PLAN: (Check only one).

\_\_\_\_\_ INDIVIDUAL PLAN: *In this type of plan all elements are developed specifically for this contract and are applicable for the full term of this contract.*

\_\_\_\_\_ MASTER PLAN: *In this type of plan, goals are developed for this contract; all other elements are standard. The master plan must be approved every three (3) years. Once incorporated into a contract with specific goals, it is valid for the life of the contract.*

\_\_\_\_\_ COMMERCIAL PLAN: *This type of plan is used when the contractor sells products and services customarily used for nongovernment purposes. Plan/goals are negotiated with the initial agency on a company-wide basis rather than for individual contracts. The plan is effective only during year approved. The contractor must provide a copy of the initial agency approval.*



2. GOALS:

*FAR 19.704(a) (1) requires separate dollar and percentage goals for using small business concerns, HUBZone small business concerns, small disadvantaged business concerns, women-owned small business and veteran-owned small business concerns as subcontractors for the base year and each option year. (Please note that the goals for HUBZONE small business, small disadvantaged business, women-owned small business, and veteran-owned small business concerns are subsets of the small business goal).*

A. Estimated dollar value of all planned subcontracting, i.e., to all types of business concerns under this contract is:

FY__ BASE	FY__ 1 <sup>ST</sup> OPTION	FY__ 2 <sup>ND</sup> OPTION	FY__ 3 <sup>RD</sup> OPTION	FY__ 4 <sup>TH</sup> OPTION**
\$ _____	\$ _____	\$ _____	\$ _____	\$ _____

B. Estimated dollar value\* and percentage of planned subcontracting to small business concerns is:  
 (\*This figure includes the amount in C., D., E., and F. below.)

FY__ BASE	FY__ 1 <sup>ST</sup> OPTION	FY__ 2 <sup>ND</sup> OPTION	FY__ 3 <sup>RD</sup> OPTION	FY__ 4 <sup>TH</sup> OPTION**
\$ _____ _____ %	\$ _____ _____ %	\$ _____ _____ %	\$ _____ _____ %	\$ _____ _____ %

C. Estimated dollar value and percentage of planned subcontracting to HUBZone small business concerns is:

FY__ BASE	FY__ 1 <sup>ST</sup> OPTION	FY__ 2 <sup>ND</sup> OPTION	FY__ 3 <sup>RD</sup> OPTION	FY__ 4 <sup>TH</sup> OPTION**
\$ _____ _____ %	\$ _____ _____ %	\$ _____ _____ %	\$ _____ _____ %	\$ _____ _____ %

D. Estimated dollar value and percentage of planned subcontracting to small disadvantage business concerns is:

FY__ BASE	FY__ 1 <sup>ST</sup> OPTION	FY__ 2 <sup>ND</sup> OPTION	FY__ 3 <sup>RD</sup> OPTION	FY__ 4 <sup>TH</sup> OPTION**
\$ _____ _____ %	\$ _____ _____ %	\$ _____ _____ %	\$ _____ _____ %	\$ _____ _____ %

E. Estimated dollar value and percentage of planned subcontracting to small women-owned business concerns is:

FY <u>BASE</u>	FY <u>1<sup>ST</sup> OPTION</u>	FY <u>2<sup>ND</sup> OPTION</u>	FY <u>3<sup>RD</sup> OPTION</u>	FY <u>4<sup>TH</sup> OPTION**</u>
\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
_____ %	_____ %	_____ %	_____ %	_____ %

F. Estimated dollar value and percentage of planned subcontracting to veteran-owned small business concerns is:

FY <u>BASE</u>	FY <u>1<sup>ST</sup> OPTION</u>	FY <u>2<sup>ND</sup> OPTION</u>	FY <u>3<sup>RD</sup> OPTION</u>	FY <u>4<sup>TH</sup> OPTION**</u>
\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
_____ %	_____ %	_____ %	_____ %	_____ %

\*\*IF ANY CONTRACT HAS MORE THAN FOUR OPTIONS, PLEASE ATTACH ADDITIONAL SHEETS SHOWING DILLAR AMOUNTS AND PERCENTAGES.

G. Supplies and/or services to be subcontracted under this contract, business size (i.e., SB, HUBZone, SDB, WOSB, VOSB and LB), and the estimated dollar expenditure, are: (Check all that apply).

SUPPLY/ SERVICE	COMPANY NAME (IF KNOWN)	BUSINESS SIZE (SB, HUBZone, SDB, VOSB, LB)	DOLLAR AMOUNT
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(Attach additional sheets if necessary.)

H. Explain the methods used to develop the subcontracting goals for small, HUBZone small business, small disadvantaged, women-owned small business, and veteran-owned small business concerns. Explain how the product and service areas to be subcontracted were established, how the areas to be subcontracted to small, HUBZone small business, small disadvantage, women-owned small, and veteran-owned small businesses were determined, and how the capabilities of small, HUBZone small, small disadvantage, women-owned small, and veteran-owned small businesses were determined. Identify all source lists used in the determination process.



A. Developing and promoting company/division policy statements that demonstrate the company's/division's support for awarding contracts and subcontracts to small, HUBZone small, small disadvantaged, women-owned small, and veteran-owned small business concerns.

\_\_\_\_\_ YES \_\_\_\_\_ NO

B. Developing and maintaining bidders' lists of small, HUBZone small, small disadvantage, women-owned small, and veteran-owned small business concerns from all possible sources.

\_\_\_\_\_ YES \_\_\_\_\_ NO

C. Ensuring periodic rotation of potential subcontractors on bidders' lists.

\_\_\_\_\_ YES \_\_\_\_\_ NO

D. Assuring that small, HUBZone small, small disadvantaged, women-owned small, and veteran-owned small businesses are included on the bidders' list for every subcontract solicitation for products and services they are capable of providing.

\_\_\_\_\_ YES \_\_\_\_\_ NO

E. Ensuring that subcontract procurement "packages" are designed to permit the maximum possible participation of small, HUBZone small, small disadvantage, women-owned small, and veteran-owned small businesses.

\_\_\_\_\_ YES \_\_\_\_\_ NO

F. Reviewing subcontract solicitations to remove statements, clauses, etc., which might tend to restrict or prohibit small, HUBZone small, small disadvantaged, women-owned small, and veteran-owned small business participation.

\_\_\_\_\_ YES \_\_\_\_\_ NO

G. Ensuring that the subcontract bid proposal review board documents its reasons for not selecting any low bids submitted by small, HUBZone small, small disadvantage, women-owned small, and veteran-owned small business concerns.

\_\_\_\_\_ YES \_\_\_\_\_ NO

H. Overseeing the establishment and maintenance of contract and subcontract award records.

\_\_\_\_\_ YES \_\_\_\_\_ NO

I. Attending or arranging for the attendance of company counselors at Business Opportunity Workshops, Minority Business Enterprise Seminars, Trade Fairs, etc.

\_\_\_\_\_ YES \_\_\_\_\_ NO

J. Directly or indirectly counseling small, HUBZone small, small disadvantaged, women-owned small, and veteran-owned small business concerns on subcontracting opportunities and how to prepare responsive bids to the company.

\_\_\_\_\_ YES \_\_\_\_\_ NO

K. Providing notice to subcontractors concerning penalties for misrepresentations of business status as small, HUBZone small, small disadvantage, women-owned small, or veteran-owned small business for the purpose of obtaining a subcontract that is to be included as part or all of a goal contained in the contractor's subcontracting plan.

\_\_\_\_\_ YES \_\_\_\_\_ NO

L. Conducting or arranging training for purchasing personnel regarding the intent and impact of Public Law 95-907 on purchasing procedures.

\_\_\_\_\_ YES \_\_\_\_\_ NO

M. Developing and maintaining an incentive program for buyers which supports the subcontracting program.

\_\_\_\_\_ YES \_\_\_\_\_ NO

N. Monitoring the company's performance and making any adjustments necessary to achieve the subcontract plan goals.

\_\_\_\_\_ YES \_\_\_\_\_ NO

O. Preparing and submitting timely reports.

\_\_\_\_\_ YES \_\_\_\_\_ NO

P. Coordinating the company's activities during compliance reviews by Federal agencies.

\_\_\_\_\_ YES \_\_\_\_\_ NO

4. EQUITABLE OPPORTUNITY:

*FAR 19.704 (a) (8) requires a description of the efforts your company will make to ensure that small, HUBZone small, small disadvantaged, women-owned small, and veteran-owned small business concerns will have an equitable opportunity to compete for subcontracts. (Check all that apply.)*

a. Outreach efforts to obtain sources:

- Contacting minority and small business trade associations
- Contacting business development organizations
- Attending small and minority business procurement conferences and trade fairs
- Finding sources from the Small Business Administration's Procurement Network (ProNet)

b. Internal efforts to guide and encourage purchasing personnel:

- Presenting workshops, seminars and training programs
- Establishing, maintaining and using small, HUBZone small, small disadvantaged, women-owned small, and veteran-owned small business source lists, guides and other data for soliciting subcontracts
- Monitoring activities to evaluate compliance with the subcontracting plan

c. Additional efforts: (Please describe.)

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5. CLAUSE INCLUSIONS AND FLOW DOWN:

*Far 19.704 (A) (9) requires that your company include FAR 52.219-8, "Utilization of Small Business Concerns", in all subcontracts that offer further subcontracting opportunities. Your company must require all subcontractors, except small business concerns, that receive subcontracts in excess of \$550,000 (\$1,000,000 for construction) to adopt and comply with a plan similar to the plan required by FAR 52.219.9, "Small Business Subcontracting Plan."*

Your company agrees that the clause will be included and that the plans will be reviewed against the minimum requirements for such plans. The acceptability of percentage goals for small, HUBZone small, small disadvantaged, women-owned small, and veteran-owned small business concerns must be determined on a case-by-case basis depending on the supplies and services involved, the availability of potential small, HUBZone small, small disadvantaged, women-owned small, and veteran-owned small business subcontractors and prior experience. Once the plans are negotiated, approved, and implemented, the plans must be monitored through the submission of periodic reports, including the Electronic

Subcontracting Reporting System (eSRS), at <http://www.esrs.gov>). The electronic reporting substitutes for the (SF) 294 and (SF) 295. eSRS also automates the subcontract reporting process.

6. RECORDKEEPING:

*FAR 19.704 (a) (11) requires a list of the types of records your company will maintain to demonstrate the procedures adopted to comply with the requirements and goals in the subcontracting plan.*

List of Support Contractors

Major Subcontractor Name(s): *Include Street Address, City, State, and Zip Code*

(b) (4)