U.S. Customs and Border Protection
Office of Information and Technology
Program Management Support
Statement of Work for Secure Border Initiative

This task order Statement of Work is issued in accordance with the terms and conditions of BPA #HSBP1006A01067.

1. INTRODUCTION

The U.S. Customs and Border Protection (CBP) Office of Information and Technology (OIT) has awarded a Blanket Purchase Agreement to the BPA Holder for program management (PM) support to OIT.

Under the BPA, the BPA Holder is to provide the full range of program management support services to the CBP Office of Information and Technology in the following program areas:

- Provide program management service, advice, assessments, and tracking in a variety of program areas.
- Provide financial management support
- Provide acquisition management support.
- Support internal and external reporting and program oversight requirements.
- Develop, implement, and maintain program documents, plans, and performance measures
- Develop and maintain databases, tracking, and reporting systems
- Prepare and Support Templates, Models, Guides and Training.
- Support unspecified program management tasks.

The U.S. Customs and Border Protection (CBP) Secure Border Initiative (SBI*net*) Program Management Office (PMO) has prepared this Statement of Work (SOW) for program management (PM) support to the SBI*net* Program.

The term SBI*net* Solutions Contractor is used throughout this Statement of work to refer to the contractor awarded the prime contract as well as other entities that may be awarded contracts to provide elements of SBI*net* goals and objectives.

2. SCOPE OF EFFORT

This BPA Holder's scope of effort includes all aspects of Program Management consultation throughout the SBI*net* Program. Key areas of program management support include, but are not limited to, the following:

- Acquisition/Investment/Financial Management
- Program Control
- Communications
- Human Resources

- Risk Management
- Technical Integration
- Requirements Management
- Configuration Management
- Program Delivery Management and Logistics
- Program Administration

The BPA Holder is expected to provide expert program management services to the SBI*net* Program that will:

- Provide the SBI*net* Program Office (PO) with the PM support necessary for the PO to effectively manage the program;
- Assist the PO with SBI*net* Program oversight and facilitation of the SBI*net* Solutions;
- Provide effective strategic planning recommendations;
- Assist the SBI*net* Program in effectively identifying, managing, mitigating, and closing the SBI*net* business and management risks;
- Assist SBI*net* Program in forecasting and addressing any issues that may influence the SBI*net* Program, and coordinating these issues with appropriate offices;
- Coordinate the creation and routing for approval of an SBI Acquisition Plan, Program Plan, Acquisition Program Baseline, Fiscal Year Expenditure Plans, and Cost Benefit Analyses (CBA);
- Meet or exceed the expectations of oversight bodies in the areas of program management control and communications by implementing best practices and by responding to oversight inquiries;
- Meet or exceed the expectations of SBI*net* Program management related to the timely assistance and quality of program management knowledge;
- Assist SBI*net* Program in aligning practices associated with people (human capital), performance, and work processes with CBP mission and key business drivers;
- Assist the PO in organizational planning, staff acquisition, and team training for the SBI*net* Program, to include training for deployment, maintenance, and operations;
- Assist SBI*net* Program leadership in managing integration across projects as well as between projects and external stakeholders and CBP.
- Support PO effective Communications planning and management.
- Support the execution and analysis of program surveys as required by the program office.

The BPA Holder shall provide operational support directly to the SBI PMO and SBI*net* Program leadership and actively participate in program planning and management activities.

The BPA Holder will collaborate with stakeholders as identified by the SBI*net* PM. These stakeholders include, but are not limited to, the SBI Program Executive Office, CBP OIT and other CBP Offices, the General Accounting Office (GAO), the Office of the Inspector General (OIG), the Department of Homeland Security (DHS) Investment

Review Board (IRB), DHS, Office of Management and Budget (OMB), and the Software Engineering Institute (SEI).

The contractor shall provide support to the centralized SBI*net* PO and to the on-site delivery/implementation projects, in alignment with the SBI*net* Implementation Plan.

The BPA Holder will support PO efforts to maintain SBI*net* Program alignment with the strategic planning efforts of the CBP, including linking SBI benefits to DHS goals.

The BPA Holder will integrate with other support contractors.

3. REQUIREMENTS

Requirements for key areas of program management are discussed in more detail in the subsections below.

3.1 BPA Holder Executive Program Management

Executive Program Management (EPM)

The BPA Holder shall provide Executive Program Management (EPM) support, including strategic program management recommendations, strategic, program, and acquisition planning support and consultation.

The BPA Holder shall also manage the staff and services/support provided by the BPA Holder and shall be responsible for the day-to-day management and direction of the BPA Holder staff and work. EPM ensures that the BPA Holder executes consistent, responsive, and integrated program-wide management among all functional elements of program management, and among all delivery/task orders using industry best practices. This includes optimizing and synthesizing all reporting to accurately report consolidated SBI*net* Program status.

Ad-hoc Program Management Support

In addition to the work described below, the BPA Holder shall provide ad-hoc program management support as requested. To accommodate the SBI*net* Program needs within the scope of this SOW to resolve unforeseen issues and circumstances, the BPA Holder shall be prepared to deliver additional expertise and/or perform additional unforeseen program activities on short notice as part of the unplanned activities.

Lessons-Learned

The BPA Holder shall incorporate "lessons-learned" in recommending organizational flexibility in the management of the activities identified in this SOW to deal with changes caused by legislation, regulations, government priorities, directives, and other world events which impact DHS and the SBI Program.

3.2 Acquisition/Investment/Financial Management

The BPA Holder shall provide integrated support in various areas of acquisition management, including procurement, contract management, task order management, and incentive/award fee planning and management. In executing this support, the BPA Holder shall take a proactive role in identifying, analyzing, forecasting, and developing recommendations addressing acquisition issues that may influence the SBI*net* Program, and coordinate these issues with other stakeholders as appropriate. A description of the BPA Holder's activities in each of these areas follows.

The BPA Holder shall perform acquisition activities regarding specific project plans, SBI*net* Program policy, and acquisition business processes to support compliance consistent with a maturing acquisition organization with CMMI as a guideline for process management and improvement. This includes developing, documenting, controlling, and evaluating SBI*net* Solutions Contractor performance against task order requirements and established cost, schedule, and technical baselines.

Procurement – The BPA Holder shall support SBI*net* Program procurement activities, as directed, including providing expertise in structuring of program- and project-level award/incentive/performance fees, developing task order Requests for Proposals (RFPs) and task statements, and coordinating proposal evaluations and negotiations, and conducting Integrated Baseline Reviews.

Contract Management – The BPA Holder shall support contract strategy development, provide contracting advice, and support acquisition strategy development and acquisition planning, as requested. The BPA Holder shall coordinate and manage program activities and inputs that feed into contract actions and responses. This includes identifying Points of Contact (POCs) for contract-related actions and responses, coordinating with those POCs to consolidate this input, and providing the consolidated input to the CO's support staff. The BPA Holder shall also support the Contracting Officer's Technical Representative (COTR) related reviews of invoices, assisting the COTRs in reconciling billing and performance information and providing requisite analyses supporting the accurate allocation of costs. The BPA Holder shall also work with the CO in developing other requisite contractual correspondence.

Award and Incentive Fee Management – The BPA Holder shall participate in developing the strategies that will influence SBI*net* Solutions Contractor performance via award fees and incentive fees and shall document the resultant incentive/award fee plans, processes and procedures. The BPA Holder shall also administer the Award/Performance Fee plans and generate the Award/Performance Fee reports. As part of this administration, the BPA Holder shall coordinate periodic Award/Performance Fee evaluation meetings, assist in the development of fee structures, evaluation criteria and measures, and actual performance evaluations.

The BPA Holder shall provide integrated business, budget, and investment support required for effectively managing and reporting SBI*net* Solutions Contractor Program efforts and supporting oversight functions. BPA Holder deliverables and work products

shall be comprehensive and complete in their description of the SBI*net* Program and shall reflect the current SBI*net* Program budgets and forecasts. In executing this work, the BPA Holder shall develop and support executive briefings related to SBI*net* Program financial management activities. The BPA Holder shall develop integrated plans, processes, and products that comply with the SBI*net* Program Investment Management Process, statutory and directed requirements, and respond to DHS IRB, OMB, GAO, and CBP requests for business data.

The BPA Holder shall write/update the SBI*net* Program Plan, Acquisition Program Baseline, and Expenditure Plans as required given the stage of the Government Fiscal planning cycle. The BPA Holder shall develop and track all budgetary documentation and information necessary for the timely and accurate planning, programming, and execution of SBI*net* Program funds. The BPA Holder shall develop and sustain an effective budget management process and system. The BPA Holder shall develop integrated financial management plans, processes, and procedures for adequately accounting for and safeguarding the funds allotted to the SBI*net* Program. The contractor shall be responsible for the entry of SBI*net* Program requisitions into the CBP financial system, act as the project manager within the CBP financial system for all SBI*net* Program implementation task orders, process receiver documents within the CBP financial system for all SBI*net* Solutions Contractor invoices, and provide invoice review and approval guidance to SBI*net* Program Managers.

For financial matters, the BPA Holder shall provide analyses, forecasts, and recommendations addressing issues that may influence the SBI*net* Program, and coordinate these issues appropriately. In doing so, the BPA Holder shall analyze, track and report on obligations, expenditures, status of funds, and the impacts of performance and risks on budget projections.

3.3 Program Control

The BPA Holder shall participate in SBI*net* Program management planning activities including the continued definition and documentation of the SBI*net* Program approach to program management. This shall include the definition of roles and responsibilities; the description and documentation of PM functions; support the development of new, and updating of current, SBI*net* Program plans, processes and procedures; coordinating, maintaining and updating the SBI*net* Program Management Plan; the SBI*net* Program Work Breakdown Structure (WBS)/ Organization Breakdown Structure (OBS); and the SBI*net* Program Document Tree; and SBI*net* PO Concept of Operations.

The BPA Holder shall ensure that the appropriate program-level and project-level PM information, tools, and products are integrated and available and that the PM information is current and accurate. The BPA Holder shall provide support for the selection and technical insertion – in accordance with CBP policy – of tools to better enable program management as needs are identified and approved. The BPA Holder shall provide analyses, forecasts, and recommendations addressing issues that may

influence the SBI*net* Program and projects, and coordinate these issues with the appropriate CBP offices.

The BPA Holder shall be responsible for conducting the integrated program control activities. As part of this tasking, the BPA Holder shall ensure that all cost, schedule and technical performance objectives are integrated, developed, tracked, monitored, and communicated. In executing this function, the BPA Holder shall also oversee the SBI*net* Solutions Contractor program control activities, provide support for SBI*net* Solutions Contractor audits as directed and perform the following program control activities for the SBI*net* PO:

Schedule analysis and management – The BPA Holder shall define appropriate schedule activities for its work and combine the schedule activities for select SBI*net* Program stakeholders. The BPA Holder shall maintain and update the schedules, provide both quantitative and qualitative analysis of the SBI*net* Solutions Contractor schedules, and integrate findings within weekly status reports and other products as necessary. The BPA Holder shall also oversee the SBI*net* Solutions Contractor schedule management activities, ensuring that the SBI*net* Solutions Contractor is maintaining an accurate and complete IMS and provide qualitative and quantitative schedule analysis.

Measurement Program – The BPA Holder shall implement and integrate SBI*net* Program performance metrics across the program. In conducting this function, the BPA Holder shall update the SBI*net* Program Metrics Plan and the Metrics Handbook to reflect the metrics actually being created and maintained. The BPA Holder shall also analyze the current set of metrics and identify other metrics that should be implemented to support the Program as it enters new stages of the life cycle. The BPA Holder shall continuously monitor the implemented metrics and define new metrics as appropriate. Additionally, the BPA Holder shall collect, aggregate and analyze metrics data, and recommend corrective action for keeping the SBI*net* Program within the established baselines. The BPA Holder's analysis, coupled with findings and recommendations, shall be presented to the SBI*net* PM for action and shall be entered, tracked and managed in the SBI*net* Program action item databases.

Earned Value Management (EVM) – The BPA Holder shall perform monthly analyses of the EVM data provided by the SBI*net* Solutions Contractor in their monthly Cost Performance Reports (CPRs), Cost/Schedule Status Reports (C/SSRs), or other data provided from the SBI*net* Solutions Contractor EVM or cost management systems. As a result of these analyses, the BPA Holder shall identify and report deficiencies, performance trends, and other findings in a monthly CPR analysis report or project status reports as necessary. When necessary to assess the source, cause, and/or extent of performance deficiencies and trends, the BPA Holder shall perform in-depth special analyses and report the results. The BPA Holder shall provide timely forecasts of cost and schedule performance problems based on CPR data and results of analyses performed and prepare presentations, white papers, and contract letter content, as appropriate. The BPA Holder shall oversee the SBI*net* Solutions Contractor 's EVMS

implementation. The BPA Holder shall also work with the SBI*net* Solutions Contractor at the beginning of each new task order to ensure that earned value principles are appropriately applied to the contract performance measurement baselines. When necessary, the BPA Holder shall perform assessments and surveillance of the SBI*net* Solutions Contractor EVM systems, processes, and procedures to ensure compliance with EVM principles and standards, and that the SBI*net* PO is receiving accurate, reliable earned value data and reports.

Integrated Baseline Reviews (IBRs) – The BPA Holder shall maintain and update as required, the SBI*net* Program IBR process. The BPA Holder shall also provide IBR training to the SBI*net* PMO staff; plan, coordinate, and control the execution of IBRs; document their results; and obtain approvals necessary to establish the task order baselines. The BPA Holder shall analyze and evaluate the IBR data and record action items, risks, and issues identified during IBRs and ensure that they are addressed prior to closing out the IBR activity.

Program Analysis – The BPA Holder shall analyze the program data provided by the SBI*net* Solutions Contractor via its deliverables, work products, and other sources, ensuring that the data provides usable, integrated, and accurate program information. The BPA Holder shall develop findings and recommendations, as appropriate, based on the analyses, and shall track and manage the resultant actions, risks or issues until closure.

Management Reporting and Reviews – The BPA Holder shall provide integrated program expertise for controlling, disseminating, and reporting on the SBI*net* Program and its various projects. As part of this role, the BPA Holder shall compile, analyze, and report on status for all SBI*net* Program projects in Weekly Status Reports (WSRs), or similar integrated project status reporting tool. The WSRs shall represent a consolidation of the status of PM activities against each project and an assessment of all aspects of each projects' activities. WSRs shall present key headlines, activities, and areas of concern. The BPA Holder shall provide analyses, forecasts, and recommendations addressing issues that may influence the SBI*net* Program, and coordinate these issues with the SBI*net* leadership team at the appropriate levels.

The BPA Holder shall compile, analyze, and report on all SBI*net* Program and project PM status in a consolidated SBI*net* program report card, or accountability framework as directed, on monthly basis. Incorporated in this report card shall be a consolidation and integration of status presented in the periodic reports; analyses of the SBI*net* Program's status; projections of cost, schedule and technical performance against program and project baselines; key risks, issues and action items; analyses of past and present performance trends; forecast of future performance and their impacts to the program; recommendations for executive action; and a presentation of upcoming key events. This executive-level product shall synthesize and integrate all program status and information to provide a past, present and future perspective on the program in a comprehensive and succinct narrative to enable the SBI*net* PM to understand what they need to plan for and act on.

The BPA Holder shall develop and present program-level management reviews, as requested, for CBP management. The BPA Holder shall support preparing SBI*net* Program staff for and participate in the monthly SBI*net* Solutions Contractor Program Management Reviews (PMRs) and Cost Performance Reviews and shall provide feedback on the information provided at these reviews and the review structure, as needed, to the SBI*net* PMO leadership.

Issues and Action Items Management – The BPA Holder shall provide management, support and liaison activities to ensure that SBI*net* Program issues and action items are identified and properly managed. This shall include the ongoing review of the SBI*net* Program and SBI*net* Solutions Contractor issues and action items databases to ensure that it is accurate, up-to-date, and complete. The BPA Holder shall present information as necessary to trigger necessary management action, as well as highlight issues and actions requiring greater management attention. The BPA Holder shall also identify issues and action items in the program management area and resolve issues and action items assigned to the BPA Holder for resolution. The BPA Holder shall analyze the progress and impacts of outstanding issues and action items across the program, develop findings and recommendations, and proactively manage open issues and action items until they achieve closure. The BPA Holder shall also synthesize outstanding status and coordinate the integration of all issue and action item information into SBI*net* Program status reporting.

3.4 Program Technical Integration Services Management

The BPA Holder shall provide comprehensive oversight of and expert opinion on the technical integration status and progress of the SBI*net* Program, as being defined, planned, and executed by SBI*net* Solutions Contractor focusing on how deviations from the plan impact cost and schedule. The BPA Holder will closely monitor and regularly report the status of the systems architecture, systems engineering and design, and software development disciplines, as they impact the SBI*net* Solutions Contractor's ability to deliver the desired objectives (e.g., functionality, capability, end items, infrastructure, etc.). The focus of technical oversight activities will be reliability, supportability, maintainability, interoperability, and integration within the DHS and CBP technical environments. The BPA Holder will provide technical integration, oversight and guidance in each of the following areas (other providers may be tasked with architecture and engineering performance):

- Enterprise architecture compliance and integration – includes activities to ensure that the SBInet Program is properly integrated into the DHS and CBP environments.
- Systems architecture - includes the definition and development of a comprehensive SBInet architecture and transition plan that extend from or align with associated content at the DHS and CBP Enterprise Architecture levels. The SBInet architecture will be used to drive lower-level architecture and design activities.

- Environment engineering and planning - includes activities related to the planning, design, implementation, verification, certification, and configuration management of the SBInet environments.
- Human factors engineering (508 compliance) includes all planning, design, evaluation, testing, and development activities to ensure SBInet compliance with applicable 508 standards.
- Security engineering- includes the planning, development, implementation oversight, and support of SBInet security architecture and engineering, in coordination with and with guidance from the DHS and CBP security organizations.
- Performance engineering – includes performance engineering management and oversight, planning and design, modeling and testing, testing, validation, analysis, tuning, monitoring, reporting, and capacity planning.
- Disaster recovery engineering– includes the management, design, and engineering of SBInet disaster recovery requirements, to be performed in close coordination with and under the guidance of the DHS/CBP Disaster Recovery Operations Center (DROC).

The BPA Holder will track, facilitate, and manage the technical dependencies across projects throughout the full lifecycle of the SBI*net* Program.

The BPA Holder will perform deep dive assessments of the SBI*net* Solutions Contractor plans, artifacts, work products, and deliverables on an ad hoc basis, as directed. For IT-related projects, the BPA Holder will assist by participating in SDLC tailoring activities and by facilitating the establishment/refinement of SDLC gate criteria and participating in the assessment of criteria at SDLC gate reviews. The BPA Holder will utilize all available information and formulate the BPA Holder's recommendation on the project's readiness to proceed to the next SDLC stage.

The BPA Holder shall assist in the identification of risks associated with the technologies included in SBI*net* Program solutions and risks associated with the methods and techniques used to develop those solutions.

3.5 Requirements Management

The BPA Holder shall create the SBI Program Requirements Development and Management (RDM) plans, processes, and procedures, including the development of new processes and procedures as appropriate for contract requirements.

The BPA Holder shall recommend procedures for and execute accomplishment of a centralized requirements review process. This process must be integrated with the existing DHS and CBP Policies, procedures and mission needs.

The BPA Holder shall provide oversight of the SBI*net* Solutions Contractor technical requirements development and management activities, ensuring that the SBI*net* Solutions Contractor has developed all necessary RDM plans, processes, and

procedures for these activities. The BPA Holder shall verify that technical requirements are traceable to Change Requests (CRs), test cases, and developed system components, as appropriate.

The BPA Holder shall prepare change management processes and practices to enable the Government and the SBI*net* Solutions Contractor to carefully control all technical requirements. The BPA Holder shall review CRs for technical and contract requirements completeness and provide recommendations to PMO regarding approval of the CRs. The BPA Holder shall verify that impact analysis has been done on all CRs that change the requirements baseline. The BPA Holder shall modify the contract requirements baseline when a CR that impacts contract requirements is approved. The BPA Holder shall monitor the technical requirements baseline to assure that approved CRs that modify the technical requirements have been implemented. The BPA Holder shall ensure that each CR is complete, including the impact and independent pricing analysis if required, prior to submitting the CR to the appropriate CCB for disposition. The BPA Holder shall also coordinate with POCs assigned to develop or respond to CRs, and shall monitor and track CRs to their completion. The BPA Holder shall also analyze and report on CRs to identify root causes for the initiation of CRs to include feedback of recommendations to improve the requirements management process. As part of coordinating and tracking the CRs, the BPA Holder shall support the government in coordinating changes to the scheduled delivery of products and provide the necessary information for integration into the IMS.

3.6 Configuration Management

The BPA Holder shall perform integrated Configuration Management (CM) activities for the SBI*net* Program configuration items. This shall include maintaining the CM repository for SBI*net* Program documents that are placed under CM control, generating baselines as appropriate and managing the baselines once generated, and updating the configuration baselines as required upon approval of an update to a configuration item. The BPA Holder shall also conduct the SBI*net* Program configuration control activities. This shall include supporting the Government-chaired Change Control Boards (CCBs) and performing the administration of the overall CCB process including the coordination of the CCB meetings. CCB coordination includes, at a minimum, the scheduling of the meetings, production of the agendas, packaging of the Change Requests (CRs), and production of the meeting minutes.

The BPA Holder shall establish and maintain an effective document management capability/system.

The BPA Holder shall also oversee the SBI*net* Solutions Contractor configuration management process and the systems used to manage end items and perform configuration status accounting, and configuration audits maintaining all of the configuration records and producing status accounting reports and CM metrics.

The BPA Holder shall interface with the Procurement staff in the areas of configuration and change management contractual correspondence and change disposition when a contract modification is required.

3.7 Risk Management

The BPA Holder shall create a Risk Management Plan and execute that plan to implement a robust, integrated Risk Management Program for SBI*net*. The BPA Holder shall identify and manage SBI*net* Program cost, schedule, and technical risks as well as acquisition-sensitive risks, and shall develop and execute risk resolution plans for risks assigned to the BPA Holder. The BPA Holder shall oversee the SBI*net* Solutions Contractor in implementing risk management program across the SBI*net* Program. In doing so, the BPA Holder shall develop, execute and monitor the risk management processes and proactively identifying methods for improving the processes. The BPA Holder shall analyze open and closed risks and determine if there are significant findings that may result impacts to the SBI*net* Program, and coordinate these issues with the SBI*net* Program leadership. The BPA Holder shall also coordinate the integration of appropriate risk information into the SBI*net* Program status reporting.

The BPA Holder shall capture risks such that problems are identified and fully described, options or actions are comprehensively captured, and recommendations are made. Across the SBI*net* Program, the BPA Holder shall proactively identify risks and provide support to SBI*net* Solutions Contractor and the SBI*net* PO to ensure SBI*net* Program and risks are effectively mitigated within reasonable timeframes. In doing so, the BPA Holder shall be responsible for monitoring open risks until they have been successfully closed. The BPA Holder shall conduct administrative oversight of the SBI*net* Solutions Contractor's risk management activities ensuring that the SBI*net* Solutions Contractor is following its plans, processes, and procedures and keeping its risk database up-to-date and that SBI*net* Solutions Contractor mitigation plans are being executed within the allocated timeframes.

3.8 Communications Management

The BPA Holder shall support the coordination of communications efforts; provide communication consultation and inputs to communications products; support the SBI*net* Program in coordinating responses to oversight bodies; provide input to and coordinate the development of strategic and tactical communications products, and support the creation and operations of critical SBI*net* governance structures. Each of these areas of integrated communications management is further described in the below paragraphs.

In collaboration with other CBP Communications staffs, the BPA Holder shall create and maintain the Communications Strategy and Action Plan and provide input to communications planning products. At the request of the SBI*net* Program leadership, the BPA Holder shall also review and provide feedback on other communications products. Examples of communications products that shall be developed by the BPA Holder include, but are not limited to, news releases, articles, brochures, talking points,

briefings, public hearing materials, media events and preparation of other media as required to effectively communicate about the SBI*net* Program to various program stakeholders.

The BPA Holder shall review and monitor the SBI*net* Solution Contractor's communications plan(s) and communications products development and production, as directed.

In conducting communications activities, the BPA Holder shall develop, update, and maintain a Communications Management Plan that will include all necessary communications processes and procedures that will help ensure the efficient and effective flow of information to both internal and external stakeholder audiences. The BPA Holder shall support the delivery schedules for all SBI*net* program communications products and shall ensure that the associated schedules for communications activities are integrated into the SBI*net* Program schedule.

With respect to Governance, the BPA Holder shall provide consultative services to the SBI*net* Program Manager to leverage existing CBP governance structures, assist in the establishment of SBI*net*-specific governance structures as needed, and manage the resultant governance bodies by providing efficient scheduling of agenda topics; effective inter-staff communications and coordination in support of governance briefing; and to align SBI*net* Program information and decisions consistent with the CBP Strategic Plan. The contractor will function as the Secretariat for governance boards and committees.

The BPA Holder shall coordinate and ensure timely delivery of communications to stakeholders, including but not limited to Congress, GAO, OMB, and various DHS offices (e.g. Management Directorate, OIG). This shall include, but not be limited to, the coordination and compilation of inputs from CBP and other contractors in response to oversight questions, recommendations, and audit findings. The BPA Holder shall ensure that all responses to oversight bodies are thoroughly reviewed and coordinated with affected stakeholders, and maintain a historical database of responses and the status of the SBI*net* Program actions to resolve findings and shall update this status on a quarterly basis, or as requested.

The BPA Holder shall coordinate the development, review, approval and release of press-related material with the SBI*net* PO and SBI PMO, and CBP and DHS offices as appropriate.

The BPA Holder shall develop responses and take actions to address Oversight findings and questions and shall participate in meetings with Oversight on PM topics.

3.9 Human Resources Management

The contractor shall develop the SBI*net* Human Capital Management Plan. Requirements include determining human capital needs via development and maintenance of the SBI*net* Program staffing planning; analyzing position definition; and

supporting and facilitating SBI*net* Program recruiting, selection, retention, and performance management efforts, focused on providing support staff and managing internal Government resources, and facilitating organizational change management focused on preparing the organization to adopt and adapt to emerging technologies and address the cultural changes that will result from SBI*net*.

The BPA Holder shall conduct performance improvement work related to SBI*net* Program operations including defining and analyzing performance gaps, proposing solutions, and evaluating solutions once implemented. The BPA Holder's performance improvement support includes benchmarking SBI*net*s human capital needs and developing a Human Capital Capability Scorecard assessment report. The BPA Holder shall also assist CBP in establishing the link(s) between human capital and achievement of organizational objectives.

The contractor shall perform all aspects of learning and development work related to execution of the SBI*net* Program including development, maintenance, and execution of the SBI*net* Program Training Management Plan, annual training needs assessment, and the development of fiscal year training plans, as directed. The BPA Holder shall develop an annual training plan each fiscal year in support of the Training Management Plan. The training scope includes functional training to close identified skill gaps, training on SBI*net* process assets, training on technology tools used specifically by the program office, and SBI*net* Program Orientation. The BPA Holder shall ensure training objectives are aligned with SBI*net* Program objectives; develop or revise and implement processes, procedures, and standards as necessary to manage the learning and development function.

3.10 Program Administration

The BPA Holder shall provide integrated program administration support planning, coordination, management, and oversight for the day-to-day administrative activities necessary to support the SBI*net* Program executive staff, including managing SBI*net* Program Executive's calendars. The BPA Holder shall perform all activities associated with the identification and control of all SBI*net* Program correspondence and shall be responsible for identifying, cataloging, filing, and controlling program data files.

The BPA Holder shall be responsible for logistics and documentation of meetings as directed. These meeting minutes shall be distributed to attendees archived. The BPA Holder shall also be responsible for capturing action items at all meetings and assigning/managing them.

The BPA Holder shall assist Government with facilities acquisition, management, and operations activities, as needed. The BPA Holder shall be responsible for operation of inter-office video conference rooms for SBI*net* Program offices. The BPA Holder shall maintain a process to govern the use of these SBI*net* Program assets and shall manage the integration and use of these assets.

The BPA Holder shall provide support in the area of property management and shall be responsible for maintaining SBI*net* Program inventory and accountability of property management records. In addition, the BPA Holder shall oversee the SBI*net* Solutions BPA Holder's implementation of a property management system in compliance with CBP policies. The BPA Holder shall coordinate facility access, equipment requirements, and LAN, e-Mail system, and Internet access for cleared personnel, and ordering and managing consumable supplies.

3.11 Program Delivery Management and Logistics

The BPA Holder shall provide Business Managers (BMs) to be the single point of contact for securing and delivering effective support to Government PM's. The BMs shall orchestrate dedicated and matrixed resources to provide full-service project management support. This includes assisting with oversight of SBI*net* Solutions Contractor and government activities; performing program control, financial management, and other project management support functions; and facilitating the government's role in overseeing SBI*net* Solutions Contractor performance. BMs review and update the project's integrated master schedule; serve as a focal point for identification and tracking of issues and risks; maintain the budget; prepare status reports and reviews; facilitate planning and configuration management activities; support the invoice review process; manage the deliverable review process; and perform other related PM duties to ensure cost, schedule, and performance goals are successfully achieved.

The BPA Holder shall assist in developing and validating performance baselines; analyzing, managing and reporting progress against task orders; identifying and managing risks, issues, and actions; scheduling, coordinating, and documenting meetings and activities; and implementing and executing plans, processes and procedures consistent with CMMI. The BPA Holder will implement baseline management philosophy, and establish and monitor project level acquisition project baselines consistent with new DHS guidance.

As part of the pre-award activities associated with awarding a new SBI*net* Solutions Contractor Task Order, the BPA Holder will plan for and coordinate the activities associated with getting the authorization necessary to award new SBI*net* Solutions Contractor Task Orders. This includes integrated planning with other pre-award activities, consolidating artifacts, scheduling meetings, and preparing/coordinating gate review presentations y the government PM as needed.

Logistics support includes deployment planning and management, site preparation support, CBP employee training coordination and site readiness assessments, in coordination with appropriate support and operations elements. The BPA Holder shall also support deployment activities and the transition of developed systems to operations elements. The BPA Holder shall provide oversight and management support for any tasks contracted through the SBI*net* Solutions Contractor for on-site development and implementation. The BPA Holder shall coordinate the planning and execution of

transition to support operations including interfaces with OIT Technology Operations Division and other operations and maintenance organizations as needed.

4. DELIVERABLES AND WORK PRODUCTS

See Appendix A for sample deliverables and work products.

The BPA Holder shall provide monthly and weekly status as described in the terms of the Blanket Purchase agreement. All deliverables and work products shall meet the following requirements:

- File editing – All text and diagrammatic files shall be editable by CBP.
- Format – Deliverables and work products shall conform to CBP and Government standards for correspondence and written products. The BPA Holder shall submit these deliverables and work products in both hard copy and soft copy. Soft copies shall be submitted in Microsoft Professional Office Suite, Visio, or as needed on a case-by-case basis using versions currently supported by CBP.
- Timeliness – Deliverables shall be submitted in accordance with the IMS baselines as established by mutual agreement between the BPA Holder and the COTR, or as directed by the SBI*net* Program Manager.

5. QUALITY

The BPA Holder will display a thorough understanding of the CBP and SBI*net* Program current and future needs to ensure the support across all areas of responsibility will meet customer requirements. The BPA Holder shall provide program management expertise and support that meet or exceed the SBI*net* Program process maturity goals. The BPA Holder is expected to demonstrate continual improvement of its overall performance. Deliverables and work products are to be delivered in such a manner that they may be sent forward to any organization without correction in grammar and format.

6. PERIOD OF PERFORMANCE

The period of performance of this task order is for one year from July 5, 2006 through July 4, 2007.

7. PLACE OF PERFORMANCE

The majority of the work will be performed at various SBI*net* Program locations in the Washington, D.C. metropolitan area and at regional on-site locations.

8. BPA HOLDER PERSONNEL

The BPA Holder shall provide qualified and experienced personnel and shall provide all supervision to its personnel. The BPA Holder may provide its own administrative support (a single staff person) for BPA Holder staff. This staff will not be considered, or priced, as a part of this SOW. The same level of space and computer equipment support listed in Section 11 shall be made available to this person.

8.1 Estimated Level of Effort

Refer to the chart below for labor categories and estimated staffing hours.

Labor Category	Estimated Staffing Hours
(b) (4)	
Total Estimated Staffing Hours	(b) (4)

The labor categories and hours shown are estimates only. Estimates of the staffing requirement envisioned under the task order are for planning and pricing purposes and are no guarantee of business.

8.2 Key Personnel

The key personnel specified in this Contract are considered to be essential to the work being performed hereunder. Prior to diverting any of the specified individuals to other programs, the BPA Holder shall notify the Contracting Officer reasonably in advance and shall submit justification (including proposed substitutions) in sufficient detail to permit evaluation of the impact on the program. No diversion shall be made by the BPA Holder without the written consent of the Contracting Officer; provided, that the Contracting Officer may confirm in writing such diversion and such confirmation shall constitute the consent of the Contracting Officer dictated by this clause. As appropriate, the government during the term of the Contract to either add or delete personnel may modify the list of key personnel.

The BPA Holder shall assign to this Contract the following key personnel:

Personnel	Title
(b) (6)	Executive Program Manager

All requests for substitutions must provide a detailed explanation of the circumstances necessitating the proposed substitutions, a complete resume for each proposed

substitute, and any other information requested by the Contracting Officer. All proposed substitutes must have qualifications that are equal to or better than the qualifications of the person being replaced as related to the contract work. The Contracting Officer shall evaluate such requests and promptly notify the BPA Holder whether the proposed substitution has been approved or disapproved.

9. GOVERNMENT-FURNISHED EQUIPMENT

SBI*net* PMO will provide adequate working space for all BPA Holder employees, LAN access to those meeting the CBP security requirements, standard desktop computers and peripherals (with appropriate application software to perform the tasks in this SOW), and consumable supplies for personnel working directly on this contract.

10. OTHER DIRECT COSTS (ODCS)

The only ODC allowed is travel.

Local travel expenses: To include roundtrip or one-way mileage at the prevailing government approved reimbursement rate for official business trips of BPA Holder staff in support of SBI*net* Program authorized meetings and business purposes. Where appropriate, parking and toll charges/fees will also be reimbursed. Local travel approval procedures will be issued separately by the COTR.

Out-of-the-area travel expenses. To include travel at the specific request of the Government to support SBI*net* Program mission and objectives. The contractor shall submit travel price quotes in advance for approval by the COTR as a direct charge to the task order. This travel may include the full range of travel expenses to include air/rail fares, lodging expenses, car rentals, and other miscellaneous expenses. In all cases of this type of travel, reimbursement by the Government will be guided and governed by the Federal Travel Regulation and the Joint Travel Regulation. Out-of-the-area travel approval procedures will be issued separately by the COTR.

11. SECURITY

Security processes are addressed in the Blanket Purchase Agreement (BPA) governing this task order. Non-disclosure certification requirements are also addressed in the BPA. An SBI*net*-specific Non-Disclosure Agreement form will be provided to and completed by all BPA Holder personnel. Department of Defense Secret and/or Top Secret clearance levels may be required for select BPA Holder personnel.

APPENDIX A: SAMPLE DELIVERABLES AND WORK PRODUCTS

Title	Deliverable or Work Product	Delivery Date*
SBI*net* PO Concept of Operations	Deliverable	Draft delivered CA + 30 Days
SBI*net* Program Plan	Deliverable	Draft delivered CA + 90 Days
SBI*net* Acquisition Program Baseline	Deliverable	Draft as needed in conjunction with Program Plan
SBI*net* Expenditure Plan	Deliverable	Annually, as needed
SBI*net* Process Improvement Plan (PIP)	Deliverable	Draft delivered CA + 90 days
Draft SBI*net* Process Assets	Work Products	Tailored based on PIP priorities
SBI*net* Human Capital Management Plan	Deliverable	Draft delivered CA + 90 days
SBI*net* Communications Management Plan	Deliverable	Draft delivered CA + 120 days
SBI*net* Communications Strategy and Action Plan	Deliverable	Draft delivered CA + 90 days
SBI*net* Status of Funds Report	Deliverable	Monthly
GAO/OIG Audit Recommendations Updates	Deliverable	Monthly
Weekly Project Reports (WPRs)	Work Product	Weekly, one per project
SBI*net* Program Report Card/Metrics Review/Accountability Framework	Deliverable	Draft delivered CA + 30 days
Award/Performance Fee Plan	Deliverable	As necessary
Performance Evaluation Reports	Deliverables	Award Fee Period End + 30 days
Training Management Plan	Deliverable	Draft delivered CA + 60 days
Annual Training Plan (for the next Fiscal Year)	Deliverable	Draft Provided 90 days after approval of PIP and Training Management Plan
Process Training	Work Products	Materials and Training sessions provided in conjunction with PIP priorities and with process approval
DHS, CBP, OMB and Congressional Reports	Deliverable	Quarterly
DHS, CBP, OMB and Congressional Briefings	Deliverable	Quarterly
Commissioner Updates	Deliverable	Bi-weekly

* All days refer to calendar days.