U.S. Customs and Border Protection
Office of Information and Technology
Program Management Support
Statement of Work for Cargo Systems Program Office (CSPO)
Performance–Based Program Management Support

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

1 0 INTRODUCTION

1.1 The U.S. Customs and Border Protection (CBP) Office of Information and Technology (OIT) awarded a Blanket Purchase Agreement (BPA) to the BPA Holder for program management (PM) support to OIT. All programs and organizations within CBP may use the program management support BPA.

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.

2 .0 SCOPE OF EFFORT

This statement of work provides Project Management Support to all systems identified and assigned to the Cargo Systems Program Office.

2.1 The scope of this task order includes, but is not limited to, the following:

- Acquisition Planning and Management
- Cargo IT Integration
- Program Planning and Control (Earned Value Management (EVM), Integrated Baseline Reviews (IBRs), Program Analysis, Risk and Issue Management, Configuration Management, Process Management,)
- Financial Management
- Communications, Deployment, and Outcomes

- Program Administration

The overall program support work profile will consist of 90% planned activities and 10% unplanned activities.

2.2 In providing program management support services, the contractor shall:

- Provide CSPO with program management support;
- Provide program oversight and facilitation of contractor performance monitoring;
- Provide effective strategic planning and management to help align CSPO initiatives with Department and Agency Strategic Plans;
- Assist CSPO in effectively identifying, managing, mitigating, closing, and minimizing business and management risks and manage the risk management system operation;
- Support the development of ACE Modernization Program Plan, the ACE Modernization Expenditure Plan and related documents;
- Perform Independent Government Cost Estimating activities
- Continue to improve and institutionalize the plans, processes, and procedures that enable the organization to perform continuous improvement activities;
- Coordinate with OIT Enterprise Data Management & Engineering (EDME) Division process improvement leadership to ensure that the CSPO process improvement activities fit within the OIT Enterprise Process Improvement approach and timeline and contribute to the creation of enterprise assets;
- Assist CSPO in managing integration across projects as well as between projects and external stakeholders throughout the Modernization Program, and, Guide, create and coordinate communications efforts such that ACE Modernization efforts, progress, and plans are effectively communicated to internal and external stakeholder communities.
- Work with CBP to identify, track and align agency strategic goals, business outcomes and performance measures.
- Meet or exceed the expectations of CSPO management by assisting the government in performing independent cost estimates.

2.3 The Contractor shall provide contract management administrative assistance in the following areas:

- Receipt and logging of incoming deliverables.
- Coordination or distribution of correspondence to be sent to the contracting officer.
- Assist in processing and review of invoices.
- Routing of contracting actions to appropriate members of the Modernization Program.

In addition, the Contractor shall provide support for the coordination and review of deliverables, generation of input to Contracting Officer correspondence for program management related deliverables and resolution of program office contract-related actions, as assigned.

The Contractor shall not provide contracting support to the government Contracting Officer (CO).

3. 0 REQUIREMENTS

3.2 Ad-hoc Program Management Support

In addition to the work described below, the Contractor shall provide ad-hoc program management support as requested within the budget of this SOW. The Contractor shall reasonably accommodate the unplanned needs, up to 10 percent of the total support effort provided, within the scope of this SOW to resolve unforeseen issues and circumstances. The Contractor shall be prepared to deliver additional expertise and/or perform additional unforeseen program activities on short notice as part of the unplanned activities.

3.3 Acquisition Planning and Management

The Contractor shall provide integrated support in various areas of acquisition management including planning, procurement, contract management, task order management, project management support, incentive fee management, and CSPO deliverables management as follows:

- Provide end-to-end life cycle program management in order to support, consistent and integrated project management practices.

- Provide Business Managers (BMs) to be the single point of contact for securing and delivering effective, full-service project management support to the CSPO Directors, Team Leads, and project teams. The BMs will perform acquisition activities in support of specific project plans, consistent with CSPO policy and acquisition business processes. The BMs role is further defined below:

  - The BMs shall support the Director at Cost Performance Reviews and Program Management Reviews; analyzing project data and providing advice and recommendations to the Director.
  - The BMs shall perform independent analyses of project activities and contractor progress reports, developing forecasts and monitoring contractor performance metrics and measures.
  - The BMs support the Director and COTR in technical invoice review activities which include confirming deliverables received/accepted, ascertaining the reasonableness of hours worked by the contractor, reviewing WBS identifiers on the invoice to ascertain that they are appropriate for the work being charged to the task order(s), ascertaining the reasonableness of other direct costs, and providing input into recommendations to the government lead for invoice payment.
  - The BMs shall maintain project acquisition management files (official contract files are maintained by the Office of Procurement).
  - The BMs shall perform program office project closeout activities in support of the Director.
- Provide expertise in developing Statements of Work (SOW), Requests for Proposals (RFPs), task statements, and coordinating procurement activities.
- Provide project management support for all task orders managed by CSPO, including a documented standard model or approach for developing project management activities across all task orders.
- Plan for and coordinate the Modernization activities associated with obtaining the Project Work Authorization necessary to award the task order.
- Support Modernization contract strategy development and provide related contracting advice in the acquisition of projects and programs; coordinate and manage program activities and inputs that feed into contract actions and responses; and support the Director's review of invoices, assisting in reconciling billing and performance information, and providing requisite analyses supporting the accurate allocation of costs.
- Provide input to the structuring of project-level incentives that allow the implementation contractors to focus on the most critical aspects of Modernization; support measuring the implementation contractor's performance against these incentives; and make recommendations for fee/incentive authorizations based on the outcomes.
- Coordinate the development of task statements, providing related Program Management (PM) input; support task order technical evaluations and negotiations; coordinate task order pre-award development, solicitation, evaluation, and negotiation activities; develop agendas and document meeting minutes; and collect all associated artifacts from the execution of these processes.
- Ensure that:
  - Facilitate CSPO in award of contracts or task orders that effectively and efficiently support CSPO.
  - Contract actions are efficiently executed in the best interest of CPB and contract requirements are met.

  - Tactical acquisition planning is effective in supporting CSPO.
  - The CSPO project acquisition life cycle is managed effectively.
- Support the Directors in the planning of and preparing for the Project Initiation Review and Authorization (PIRA) and Project Definition Completion Review (PDCR) gate review milestones.
- Coordinate the reviews of all PM-related prime contractor deliverables; consolidate the Government teams' comments on these deliverables; and prepare the final responses to the implementation contractor.
- Participate in the System Development Life Cycle or System Life Cycle tailoring required for new projects.
- The contractor shall support data calls from oversight agencies, such as DHS, GAO, and OMB.
- Provide project management in support of the various Acquisition and Program Planning activities undertaken by CSPO for the ACE Modernization Program.
- The contractor in the last 6 months of the period performance will transfer knowledge on the activities that they perform to government staff.

3. 4 Cargo IT Integration

The Contractor shall provide program management insight and expert opinion to CSPO Integration manager on the status and progress of CSPO projects as being defined, planned, and executed by the ACE Support Team (AST), focusing on how deviations from the plan impact cost and schedule, including the following:

- Closely monitor the enterprise architecture, systems engineering, and software development disciplines, environment engineering and planning, human factors engineering (Section 508 compliance), security engineering, performance engineering, and disaster recovery engineering, monitoring CSPO systems development/integration contractors are aligning systems to existing and emerging standards.
- Assist project Directors by facilitating the integration of Cargo IT Integration activities with CSPO program planning activities and CSPO release level projects, including enterprise architecture, ACE architecture, strategic planning, and engineering services.
- Track, facilitate, and manage the dependencies across CSPO implementation projects throughout the full lifecycle of the project.

3.5 Program Management Group

The Contractor shall provide for consultation, planning, and implementation support for conducting integrated program control activities on behalf of CSPO and the Director of Program Control. The Contractor shall ensure that all cost, schedule, process, and technical performance objectives are integrated, developed, tracked, monitored, implemented, and communicated for the following areas:

3.5.1 Schedule

- The contractor shall maintain an RG schedule on RG Deliverables.

3.5.2 Earned Value Management (EVM)

- The Contractor shall support monthly analyses for CSPO use of the EVM data provided by the AST in their monthly Cost Performance Review (CPRs).
- The Contractor shall perform in-depth special analyses, as required, and report the results to CSPO leadership.
- The Contractor shall provide timely forecasts of cost performance problems based on CPR data and the results of analyses performed and prepare presentations, white papers, and contract letter content, as appropriate.
- The Contractor shall provide guidance, training and mentoring for CSPO staff to ensure understanding and proper application of contract requirements and industry EVM standards and to assist, as needed, in Earned Value analysis.
- The Contractor shall work with the AST and other contractors to improve their implementation of EVM. Contractor shall work with the implementation

contractors at the beginning of each new task order to ensure that earned value principles are appropriately applied to the contract performance measurement baselines.

- The Contractor shall perform assessments for CSPO concerning the implementation of contractor EVM systems, processes, and procedures to determine compliance with EVM principles and standards, and that CSPO receive accurate, reliable earned value data and reports.
- The Contractor shall provide guidance, training, and assistance to the CSPO staff to ensure understanding and proper application of contract requirements and industry EVM standards, and to assist the staff with Earned Value analysis.
- The contractor shall maintain an awareness of EVM industry best practices and DHS EVM standards.
- The contractor shall support EVM compliance reviews as required.

3.5.3 Integrated Baseline Reviews (IBRs)

- The Contractor shall analyze and evaluate the IBR data from a PM perspective, and shall record action items, risks, and issues identified during.

3.5.4 Program Analysis

- The Contractor shall analyze the program data provided by implementation contractors via their deliverables, work products, and other sources, ensuring that the data provides usable, integrated, and accurate program information.
- The Contractor shall develop findings and recommendations, as appropriate, based on the analyses, and shall track and manage the resultant actions, risks or issues until closure.
- The Contractor shall provide/produce input to the OIT Program Reviews (named SRT in past), DHS Periodic Report, and any other OIT or compliance organizations request for status reports, in accordance with the requirements set forth by the OIT measurement initiative. The Contractor shall provide analyses, forecasts, and recommendations addressing program-level and tactical issues that may influence CSPO, and coordinate these issues with the appropriate offices. The Contractor shall provide support for the data update and review processes required by these reporting requirements and shall facilitate the use of the government specified tools used for these reporting requirements.
- The Contractor shall create and maintain the Acquisition Program Baseline in accordance with the DHS IRB requirements.
- The Contractor shall develop and present program-level management reviews, as requested, for OIT/CBP management. The Contractor shall support preparing CSPO staff for, and participate in, monthly Program Management Reviews (PMRs) and Cost Performance Reviews, providing analyses and findings to the appropriate Director-level CSPO staff.

- The Contractor shall proactively manage open action items until they achieve closure.
- The Contractor shall maintain, revise, and prepare the annual ACE Program Plan documentation that accompanies the annual ACE Expenditure Plan to Congress for approval.

Deliverables: ACE Program Plan, ACE Expenditure Plan and ACE/ITDS Acquisition Program Baseline

3.5.5 Risk and Issue Management

- The Contractor shall analyze open, update and close risks and issues to determine if there are significant findings that may result in program-level and tactical issues that may influence CSPO, and coordinate these issues with CSPO leadership.

Deliverables: CSPO Process Assets and Process Asset Training

3.5.6 Configuration Management

- The Contractor shall perform integrated Configuration Management (CM) activities for CSPO Program configuration items. This includes maintaining the physical and electronic CM repository for CSPO documents that are placed under CM control, supporting the Government-chaired Change Control Boards (CCBs), and performing the administration of the overall CCB process including the coordination of the CCB meetings.
- The Contractor shall maintain and update the CM plan and associated processes, procedures and job aids.

Deliverables: Configuration Management Plan, CSPO Process Assets and Training on Process Assets

3.5.8 Process Management

The Contractor shall coordinate all activities related to process management and improvement within CSPO. In conducting the process management function, key activities that the Contractor shall address include, but are not limited to, the following:

- Facilitating, actively participating in, and supporting the Asset Process Group (APG). This includes assisting the process owners in identifying, developing and institutionalizing their plans, processes, procedures and job aids. In addition, the Contractor shall support process presentations, development of agendas, capturing and communicating meeting minutes and coordinating APG activities.
- Identify and facilitate continuous improvement activities across CSPO.
- The Contractor shall maintain and update the process asset repository.

Deliverables: Annual Asset Portfolio Review, CSPO Process Asset, Process Asset Training and Integrated Master Schedule

3.6 Financial Management

The Contractor shall provide consultation, planning, and implementation support for:

- CSPO budget formulation activities and products that comply with statutory requirements and the CBP and DHS Investment Management processes,

resulting in sufficient funding levels for CSPO activities included in the Administration's annual budget submission to Congress.

- CSPO budget justification activities and products that respond to CBP, DHS, Office of Management and Budget (OMB), and GAO requests for information, resulting in timely release of sufficient funding to maintain progress and momentum of all CSPO projects.
- Perform independent cost estimating activities, resulting in a life cycle cost model and independent government cost estimates that are consistent with the latest program direction and technical baseline, while meeting GAO expectations. These activities should result in positive assessments against the Software Engineering Institute's (SEI) Cost Estimating Checklist
- CSPO budget execution and reporting activities and products that execute, track, and report on all available CSPO funding, resulting in sound fiscal management of all available CSPO funding.
- Create the CSPO Life Cycle Cost Model (LCCM) that comprehensively describes the entire Modernization effort and quantifies the projects, task orders, and all other programmatic costs in support of financial and programmatic needs.
- Support ACE/ITDS budget meetings

Deliverables: ACE Smart Book, Status of Funds Report, ACE OMB 300, CSPO Process Assets and Process Asset Training; Independent Government Cost Estimations, Life Cycle Cost Model;

3.7 Communication, Deployment, and Outcomes (CDO)

CDO activities are vital to the success of the ACE program. Communication to both a broad audience and key stakeholder groups such as agency, departmental leaders, and Congress helps ensure awareness and understanding, and ultimately support for the program. The national deployment of ACE must be carefully orchestrated, ensuring CBP end users have the information and equipment needed to transition to new technology in an efficient way while minimizing the impact to current operations. Demonstrating that ACE capabilities are enabling CBP to achieve desired business outcomes and support both DHS and CBP strategic objectives, which is critical to showing ACE Cargo's return on investment.

In support of these functional areas, the Contractor shall provide consultation, planning, and implementation support for:

- Communication activities and products about cargo processing, resulting in effective communication to the public, CBP workforce, and the general trade community.
- Support Key Government decision/information papers, briefings, reports, and other senior-level documents, resulting in effective communication to CBP and DHS officials, and Congress.
- The CBP Modernization Board of Directors, resulting in issues that are well positioned for discussion and decision-making.

- Assist in the development of models for CBP trade-related jobs of the future, such as Import Specialists and Entry Specialists that supports the agency's future vision for trade-related job functions.
- Business Performance Measurement, resulting in the effective identification, alignment, monitoring, collection, aggregation, analysis, and reporting of business-related outcome measures for cargo processing.
- Support the Cargo Import Process Board Meetings.

Deliverables: Congressional Brief, Congressional Report, Communications Questionnaire, MboD Read-Ahead Package, MboD Minutes and Action Items, Deliverable Report, CSPO Process Assets and Process Asset Training, CSPO mailbox administration, ad hoc articles, Position Description workshop minutes,

3.8 Program Administration

The Contractor shall provide integrated executive and program administrative the daily administrative activities. Such support will include, but not be limited to:

- Executive Administrative and analytical support to the Executive Director, Deputy Director and the Directors in the following areas: ACE Communication Training and Deployment Director (1); ACE Program Control Directors (2); Cargo, Control & Release Director (1); Technical Integration Director (1) and backup support for one (1) Director whose executive support is a government employee. This support includes calendar management, travel, taking minutes of Executive Director's staff meetings, and analyzing program and/or administrative information provided to CSPO Leadership.
- Providing resources necessary to answer and assist callers to the CSPO main 5000 line and the Directors lines from 8:30 to 5:00 weekdays, when Government is in normal business operations.
- Provide administrative support for the monthly Program Management Reviews (PMRs).
- Coordinating cube assignments with senior CSPO staff for Cargo contractors moving into and out of Beauregard and Tyson's Corner.
- Conducting a periodic physical review of Beauregard cube assignments.
- Contractor shall be responsible for monitoring the CSPO Mailbox, forwarding Action Items that are sent to CSPO to the responsible government personnel for resolution.

4.0 DELIVERABLES AND WORK PRODUCTS

The Schedule of deliverables and work products is attached in Appendix A

The Contractor shall provide a monthly progress report and invoice to the COTR that measures the current results against the performance baseline. All deliverables and work products shall meet the following requirements:

- File editing – All text and diagrammatic files shall be editable by OIT.
- Format – Deliverables and work products shall conform to OIT and Government standards for correspondence and written products. The Contractor 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 CSPO.
- Timeliness – Deliverables shall be submitted in accordance with the Integrated Master Schedule baselines as established by mutual agreement between the Contractor and the COTR, or as directed by the CSPO Executive Director.
- Deliverables shall be at a level of accuracy that does not require "return for correction" by the Director for typographical and grammatical errors.

5.0 QUALITY

The Contractor shall display a thorough understanding of CSPO and OIT current and future needs to ensure the support across all areas of responsibility will meet customer requirements. The Contractor 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.

6.0 PERIOD OF PERFORMANCE

The period of performance is a base period of one year from May 1, 2010, through April 30, 2011.

7.0 PLACE OF PERFORMANCE

The majority of the work will be performed at various CBP locations in the Washington, D.C. metropolitan area. The principal place of performance will be in the Alexandria, Virginia area, but is subject to change.

8.0 CONTRACTOR PERSONNEL

The Contractor shall provide qualified and experienced personnel and shall provide all supervision to its personnel. Where specified in this SOW, personnel provided must meet the experience qualifications noted. The Contractor may provide its own administrative support (a single staff person) for Contractor 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.

- **Full Performance Level of Effort**

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

Recommendation for 2010-2011 GSA MOBIS Schedule Labor Category	Full-Time Position Labor Category Hours	Part time	Total hours by labor category
(b) (4)	(b) (4)		
Total Hours	(b) (4)	(b) (4)	(b) (4)

The full performance staffing hours for this period of performance are (b) (4)

(b) (4)

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9.0 KEY PERSONNEL

The key personnel specified in this Task Order are considered to be essential to the work being performed hereunder. Prior to diverting any of the specified individuals to other programs, the Contractor 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 Contractor 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 may modify the list of key personnel during the term of the Task Order to either add or delete personnel.

The Contractor shall assign to this task order the following key personnel:

Title	Name of Personnel
Team Lead, Business Management Team	(b) (6)
(b) (4)	(b) (4); (b) (6)

All requests for substitutions or changes 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 Contractor whether the proposed substitution has been approved or disapproved.

10.0 GOVERNMENT-FURNISHED EQUIPMENT

OIT will provide adequate working space for all Contractor employees, LAN access to those meeting the OIT 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.

11.0 CONTRACT TYPE AND PERFORMANCE MEASURES

This SOW is a firm fixed-price incentive performance-based task order with the following performance measures applicable during the period of performance. The Contractor shall report on achievement against the specific performance metrics on the basis indicated in the following using Appendix D, with supporting documentation:

Performance Measure 1: On-Time Deliverables

All planned deliverables shall be scheduled as agreed to by the COTR. During the period of performance, previously unplanned deliverables shall be scheduled upon identification, with the schedule dependent on COTR agreement. Once scheduled, all deliverables shall be tracked and managed using the Integrated Master Schedule (IMS). On-time delivery will be measured monthly, (b) (4) See the Task Order Performance Incentive Matrix. The incentive calculation will be (b) (4)

Performance Measure 2: Knowledge Base Retention

The Contractor shall track and status its retention of key staff identified in Section 9.0, Key Personnel. The retention shall be measured monthly, and will be (b) (4) See the Task Order Performance Incentive Matrix. The incentive calculation will be as of the last day of the month, (b) (4)

Performance Measure 3: Average Staff Retention

The Contractor shall track and status its total staff retention rates on a monthly basis during the period of performance. The retention rate will be measured on a monthly basis, and (b) (4) See the Task Order Performance Incentive Matrix. The incentive calculation will be as of the last day of the month, the total number of (b) (4)

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Performance Measure 4: Deliverable Quality

Performance Measure 4 focuses on the quality of each deliverable. This measure includes as "items" the following: 1) all deliverables in Appendix A due during the month measured; and, 2) all Blue Sheets signed by the final government person listed on the Blue Sheet during the month measured. (b) (4) See the Task Order Performance Incentive Matrix. The incentive calculation will be (b) (4)

Performance Measure 5: Quality Assurance Surveillance Plan

Performance Measure 5 focuses on the quality of program support delivered to the Modernization Program and OIT organization. It measures, by COTR-conducted performance quality survey, the quality of support delivered in all critical areas of program support. The performance measure may be modified as required by mutual agreement of the Contractor and the Contracting Officer. This measure is the government's Quality Assurance Surveillance Plan (QASP). This performance measure will be measured on a (b) (4) See the Task Order Performance Incentive Matrix (b) (4)

12.0 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 Contractor staff in support of CSPO 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 CSPO 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.

13.0 SECURITY

No Government data will be processed by non-cleared contractor personnel on contractor equipment (Laptop, Desktop etc) or at the contractor's facility. All services provided under this contract must be compliant with DHS Information Security Policy, identified in MD4300.1, *Information Technology Systems Security Program* and *4300A Sensitive Systems Handbook*.

Interconnections between DHS and non-DHS IT systems shall be established through controlled interfaces and via approved service providers. The controlled interfaces shall be accredited at the highest security level of information on the network. Connections

with other Federal agencies shall be documented based on interagency agreements, memoranda of understanding, service level agreements or interconnect service agreements. Components shall document interconnections with other external networks with an Interconnection Security Agreement (ISA). Interconnections between DHS Components shall require an ISA when there is a difference in the security categorizations for confidentiality, integrity, and availability for the two networks. ISAs shall be signed by both DAAs or by the official designated by the DAA to have signatory authority.

Security Review and Reporting

The Contractor shall include security as an integral element in the management of this contract. The Contractor shall conduct reviews and report the status of the implementation and enforcement of the security requirements contained in this contract and identified references.

The Government may elect to conduct periodic reviews to ensure that the security requirements contained in this contract are being implemented and enforced. The Contractor shall afford DHS including the organization of the DHS Office of the Chief Information Officer, Office of Inspector General, the CBP Chief Information Security Officer, authorized Contracting Officer's Technical Representative (COTR), and other government oversight organizations, access to the Contractor's and subcontractors' facilities, installations, operations, documentation, databases, and personnel used in the performance of this contract. The Contractor will contact the DHS Chief Information Security Officer to coordinate and participate in the review and inspection activity of government oversight organizations external to the DHS. Access shall be provided to the extent necessary for the government to carry out a program of inspection, investigation, and audit to safeguard against threats and hazards to the integrity, availability, and confidentiality of DHS/CBP data or the function of computer systems operated on behalf of DHS/CBP, and to preserve evidence of computer crime.

Security Requirements for Unclassified Information Technology Resources

The Contractor shall be responsible for Information Technology security for all systems connected to a DHS network or operated by the Contractor for DHS, regardless of location. This clause applies to all or any part of the contract that includes information technology resources or services for which the Contractor must have physical or electronic access to sensitive information contained in DHS unclassified systems that directly support the agency's mission.

The Contractor shall provide, implement, and maintain an IT Security Plan. This plan shall describe the processes and procedures that will be followed to ensure appropriate security of IT resources that are developed, processed, or used under this contract.

(1) Within 60 days after contract award, the contractor shall submit for approval its IT Security Plan, which shall be consistent with and further detail the approach contained in the offeror's proposal. The plan, as approved by the Contracting Officer, shall be incorporated into the contract as a compliance document.

(2) The Contractor's IT Security Plan shall comply with Federal laws that include, but are not limited to, the Computer Security Act of 1987 (40 U.S.C. 1441 et seq.); the Government Information Security Reform Act of 2000; and the Federal Information Security Management Act of 2002; and with Federal policies and procedures that include, but are not limited to, OMB Circular A-130.

(3) The security plan shall specifically include instructions regarding handling and protecting sensitive information at the Contractor's site (including any information stored, processed, or transmitted using the Contractor's computer systems), and the secure management, operation, maintenance, programming, and system administration of computer systems, networks, and telecommunications systems.

Examples of tasks that require security provisions include–

(1) Acquisition, transmission, or analysis of data owned by DHS with significant replacement cost should the contractor's copy be corrupted; and

(2) Access to DHS networks or computers at a level beyond that granted the general public (e.g., such as bypassing a firewall).

At the expiration of the contract, the contractor shall return all sensitive DHS information and IT resources provided to the contractor during the contract, and certify that all non-public DHS information has been purged from any contractor-owned system. Components shall conduct reviews to ensure that the security requirements in the contract are implemented and enforced.

Within 6 months after contract award, the contractor shall submit written proof of IT Security accreditation to DHS for approval by the DHS Contracting Officer. Accreditation will proceed according to the criteria of the DHS Sensitive System Policy Publication, 4300A (Version 2.1, July 26, 2004) or any replacement publication, which the Contracting Officer will provide upon request. This accreditation will include a final security plan, risk assessment, security test and evaluation, and disaster recovery plan/continuity of operations plan. This accreditation, when accepted by the Contracting Officer, shall be incorporated into the contract as a compliance document. The contractor shall comply with the approved accreditation documentation.

Contractor Employee Access

Sensitive Information means any information, the loss, misuse, disclosure, or unauthorized access to or modification of which could adversely affect the national or homeland security interest, or the conduct of Federal programs, or the privacy to which individuals are entitled under section 552a of title 5, United States Code (the Privacy Act), but which has not been specifically authorized under criteria established by an Executive Order or an Act of Congress to be kept secret in the interest of national defense, homeland security or foreign policy. This definition includes the following categories of information:

(1) Protected Critical Infrastructure Information (PCII) as set out in the Critical Infrastructure Information Act of 2002 (Title II, Subtitle B, of the Homeland Security Act, Public Law 107-296, 196 Stat. 2135), as amended, the implementing regulations thereto (Title 6, Code of Federal Regulations, Part 29) as amended, the applicable PCII Procedures Manual, as amended, and any supplementary guidance officially communicated by an authorized official of the Department of Homeland Security (including the PCII Program Manager or his/her designee);

(2) Sensitive Security Information (SSI), as defined in Title 49, Code of Federal Regulations, Part 1520, as amended, "Policies and Procedures of Safeguarding and Control of S SI," as amended, and any supplementary guidance officially communicated by an authorized official of the Department of Homeland Security (including the Assistant Secretary for the Transportation Security Administration or his/her designee);

(3) Information designated as "For Official Use Only," which is unclassified information of a sensitive nature and the unauthorized disclosure of which could adversely impact a person's privacy or welfare, the conduct of Federal programs, or other programs or operations essential to the national or homeland security interest; and

(4) Any information that is designated "sensitive" or subject to other controls, safeguards or protections in accordance with subsequently adopted homeland security information handling procedures.

Information Technology Resources include, but are not limited to, computer equipment, networking equipment, telecommunications equipment, cabling, network drives, computer drives, network software, computer software, software programs, intranet sites, and internet sites.

Contractor employees working on this contract must complete such forms as may be necessary for security or other reasons, including the conduct of background investigations to determine suitability. Completed forms shall be submitted as directed by the Contracting Officer. Upon the Contracting Officer's request, the Contractor's employees shall be fingerprinted, or subject to other investigations as required. All contractor employees requiring recurring access to Government facilities or access to sensitive information or IT resources are required to have a favorably adjudicated background investigation prior to commencing work on this contract unless this requirement is waived under Departmental procedures.

The Contracting Officer may require the contractor to prohibit individuals from working on the contract if the government deems their initial or continued employment contrary to the public interest for any reason, including, but not limited to, carelessness, insubordination, incompetence, or security concerns.

Work under this contract may involve access to sensitive information. Therefore, the Contractor shall not disclose, orally or in writing, any sensitive information to any person unless authorized in writing by the Contracting Officer. For those contractor employees authorized access to sensitive information, the contractor shall ensure that these persons receive training concerning the protection and disclosure of sensitive information both during and after contract performance.

The Contractor shall include the substance of this clause in all subcontracts at any tier where the subcontractor may have access to Government facilities, sensitive information, or resources.

Before receiving access to IT resources under this contract the individual must receive a security briefing, which the Contracting Officer's Technical Representative (COTR) will arrange, and complete any nondisclosure agreement furnished by DHS.

The contractor shall have access only to those areas of DHS information technology resources explicitly stated in this contract or approved by the COTR in writing as necessary for performance of the work under this contract. Any attempts by contractor personnel to gain access to any information technology resources not expressly authorized by the statement of work, other terms and conditions in this contract, or as approved in writing by the COTR, is strictly prohibited. In the event of violation of this provision, DHS will take appropriate actions with regard to the contract and the individual(s) involved.

Contractor access to DHS networks from a remote location is a temporary privilege for mutual convenience while the contractor performs business for the DHS Component. It is not a right, a guarantee of access, a condition of the contract, or Government Furnished Equipment (GFE).

Contractor access will be terminated for unauthorized use. The contractor agrees to hold and save DHS harmless from any unauthorized use and agrees not to request additional time or money under the contract for any delays resulting from unauthorized use or access.

Non-U.S. citizens shall not be authorized to access or assist in the development, operation, management or maintenance of Department IT systems under the contract, unless a waiver has been granted by the Head of the Component or designee, with the concurrence of both the Department's Chief Security Officer (CSO) and the Chief Information Officer (CIO) or their designees. Within DHS Headquarters, the waiver may be granted only with the approval of both the CSO and the CIO or their designees. In order for a waiver to be granted:

(1) The individual must be a legal permanent resident of the U.S. or a citizen of Ireland, Israel, the Republic of the Philippines, or any nation on the Allied Nations List maintained by the Department of State;

(2) There must be a compelling reason for using this individual as opposed to a U. S. citizen; and

(3) The waiver must be in the best interest of the Government.

Contractors shall identify in their proposals the names and citizenship of all non-U.S. citizens proposed to work under the contract. Any additions or deletions of non-U.S. citizens after contract award shall also be reported to the contracting officer.

Upon award, the contractor shall provide to the COTR a signed DHS 11000-6 Standard Non-Disclosure Agreement Form for each employee working under the contract. The contractor shall also provide this signed form each time a new employee is assigned to the contract.

Access to Unclassified Facilities, Information Technology Resources, and Sensitive Information

The assurance of the security of unclassified facilities, Information Technology (IT) resources, and sensitive information during the acquisition process and contract performance are essential to the DHS mission. DHS Management Directive (MD) 11042.1 *Safeguarding Sensitive But Unclassified (For Official Use Only) Information*, describes how contractors must handle sensitive but unclassified information. DHS MD 4300.1 *Information Technology Systems Security* and the *DHS Sensitive Systems Handbook* prescribe policies and procedures on security for IT resources. Contractors shall comply with these policies and procedures, any replacement publications, or any other current or future DHS policies and procedures covering contractors specifically for all Task Orders that require access to DHS facilities, IT resources or sensitive information. Contractors shall not use or redistribute any DHS information processed, stored, or transmitted by the contractor except as specified in the task order.

Security Certification/Accreditation

CBP Program Offices shall provide personnel (System Owner and Information System Security Officers) with the appropriate clearance levels to support the security certification/accreditation processes under this Agreement in accordance with the current version of the DHS MD 4300A, DHS Sensitive Systems Policy and Handbook, CBP Information Systems Security Policies and Procedures Handbook HB-1400-05, and all applicable National Institute of Standards and Technology (NIST) Special Publications (800 Series). During all life cycle phases of CBP systems, CBP personnel shall develop documentation and provide any required information for all levels of classification in support of the certification/accreditation process. In addition, all security certification/accreditation will be performed using the DHS certification/accreditation process, methodology and tools. An Information System Security Officer (ISSO) performs security actions for an information system. There is only one ISSO designated to a system, but multiple Alternate ISSOs may be designated to assist the ISSO. While the ISSO performs security functions, the System Owner is always responsible for information system security (4300A). System owners shall include information security requirements in their capital planning and investment control (CPIC) business cases for

the current budget year and for the Future Years Homeland Security Program (FYHSP) for each DHS information system. System owners shall ensure that information security requirements and Plan of Action and Milestones (POA&Ms) are adequately funded, resourced and documented in accordance with current OMB budgetary guidance.

All services provided under this task order must be compliant with DHS Information Security Policy, identified in MD4300.1, *Information Technology Systems Security Program* and *4300A Sensitive Systems Handbook.*

14.0 ENTERPRISE ARCHITECTURE

The Offeror shall ensure that the design conforms to the DHS and CBP enterprise architecture (EA), the DHS and CBP technical reference models (TRM), and all DHS and CBP policies and guidelines as promulgated by the DHS and CBP Chief Information Officers (CIO), Chief Technology Officers (CTO) and Chief Architects (CA) such as the CBP Information Technology Enterprise Principles and the DHS Service Oriented Architecture – Technical Framework.

The Offeror shall conform to the federal enterprise architecture (FEA) model and the DHS and CBP versions of the FEA model as described in their respective Eas. Models will be submitted using Business Process Modeling Notation (BPMN 1.1, BPMN 2.0 when available) and the CBP Architectural Modeling Standards for all models. Universal Modeling Language (UML2) may be used for infrastructure only. Data semantics shall be in conformance with the National Information Exchange Model (NIEM). Development solutions will also ensure compliance with the current version of the DHS and CBP target architectures.

Where possible, the Offeror shall use DHS/CBP approved products, standards, services, and profiles as reflected by the hardware software, application, and infrastructure components of the DHS/CBP TRM/standards profile. If new hardware, software and infrastructure components are required to develop, test, or implement the program, these products will be coordinated through the DHS and CBP formal technology insertion process which includes a trade study with no less than four alternatives, one of which shall reflect the status quo and one shall reflect multi-agency collaboration. The DHS/CBP TRM/standards profile will be updated as technology insertions are accomplished.

All developed solutions shall be compliant with the HLS (Homeland Security) EA (Enterprise Architecture).

All IT hardware or software shall comply with the HLS EA.

Compliance with the HLS EA shall be derived from and aligned through the CBP EA.

All data assets, information exchanges and data standards, whether adopted or developed, shall be submitted to the DHS Enterprise Data Management Office (EDMO) for review and insertion into the DHS Data Reference Model. Submittal shall be through the CBP Data Engineering Branch and CBP EA.

In compliance with OMB mandates, all network hardware provided under the scope of this Statement of Work and associated Task Orders shall be Ipv6 compatible without modification, upgrade, or replacement.

15.0 ACCESSIBILITY REQUIREMENTS (SECTION 508 COMPLIANCE)

Section 508 of the Rehabilitation Act, as amended by the Workforce Investment Act of 1998 (Public Law 105-220) requires that when Federal agencies develop, procure, maintain, or use electronic and information technology (EIT), they must ensure that it is accessible to people with disabilities. Federal employees and members of the public who have disabilities must have equal access to and use of information and data that is comparable to that enjoyed by non-disabled Federal employees and members of the public.

All EIT deliverables within this work statement shall comply with the applicable technical and functional performance criteria of Section 508 unless exempt. Specifically, the following applicable standards have been identified:

36 CFR 1194.22 – Web-based Intranet and Internet Information and Applications, applies to all Web-based deliverables, including documentation and reports procured or developed under this work statement. When any Web application uses a dynamic (non-static) interface, embeds custom user control(s), embeds video or multimedia, uses proprietary or technical approaches such as, but not limited to, Flash or Asynchronous Javascript and XML (AJAX) then "1194.21 Software" standards also apply to fulfill functional performance criteria.

36 CFR 1194.31 – Functional Performance Criteria, applies to all EIT deliverables regardless of delivery method. All EIT deliverable shall use technical standards, regardless of technology, to fulfill the functional performance criteria.

36 CFR 1194.41 – Information Documentation and Support, applies to all documents, reports, as well as help and support services. To ensure that documents and reports fulfill the required "1194.31 Functional Performance Criteria", they shall comply with the technical standard associated with Web-based Intranet and Internet Information and Applications at a minimum. In addition, any help or support provided in this work statement that offer telephone support, such as, but not limited to, a help desk shall have the ability to transmit and receive messages using TTY.

Exceptions for this work statement have been determined by DHS and only the exceptions described herein may be applied. Any request for additional exceptions shall

be sent to the COTR and determination will be made in accordance with DHS MD 4010.2. DHS has identified the following exceptions that may apply:

36 CFR 1194.2(b) – (COTS/GOTS products), When procuring a product, each agency shall procure products which comply with the provisions in this part when such products are available in the commercial marketplace or when such products are developed in response to a Government solicitation. Agencies cannot claim a product as a whole is not commercially available because no product in the marketplace meets all the standards. If products are commercially available that meet some but not all of the standards, the agency must procure the product that best meets the standards.

When applying this standard, all procurements of EIT shall have documentation of market research that identify a list of products or services that first meet the agency business needs, and from that list of products or services, an analysis that the selected product met more of the accessibility requirements than the non-selected products as required by FAR 39.2. Any selection of a product or service that meets less accessibility standards due to a significant difficulty or expense shall only be permitted under an undue burden claim and requires approval from the DHS Office of Accessible Systems and Technology (OAST) in accordance with DHS MD 4010.2.

36 CFR 1194.3(b) – Incidental to Contract, all EIT that is exclusively owned and used by the contractor to fulfill this work statement does not require compliance with Section 508. This exception does not apply to any EIT deliverable, service or item that will be used by any Federal employee(s) or member(s) of the public. This exception only applies to those contractors assigned to fulfill the obligations of this work statement and for the purposes of this requirement, are not considered members of the public.

Appendix A – Schedule of Deliverables and Work Products

ACE Program Plan	Deliverable	Updated Annually as determined by CSPO management
Configuration Management Plan,	Deliverable	Updated annually as determined by the IMS
Requirements Development Plan	Deliverable	Updated annually as determined by the IMS
ACE Expenditure Plan	Deliverable	Updated annually, date is determined by CSPO management
ACE Smart Book	Work Product	Expenditure Plan approval + 15 days
Review and Update to CSPO Process Assets	Deliverables	Updated annually as determined by the IMS
RG Monthly Performance Report	Deliverable	Monthly
Annual Asset Portfolio Review	Deliverable	Within 45 days of contract award
OIT Bimonthly Program Review Coordination	Work Product	Bi-monthly
ACE OMB 300	Deliverable	Updated annually as determined by OIT management
Status of Funds Report	Deliverable	Monthly
Update of ACE/ITDS Acquisition Program Baseline	Deliverable	Updated annually, date will be the same time as the Program Plan and the Expenditure Plan, as determined by CSPO management.
Deliverable Review Comments	Work Product	As required
Congressional Brief	Work Product	As required
Congressional Report	Deliverable	Quarterly
MboD Read-Ahead Package	Deliverable	Monthly
MboD Minutes and Action Items	Deliverable	Meeting occurrence + 5 days
Process Asset Training	Deliverable	Training will start within 2 months of the asset

		update.
Deliverable Report on the number of documents that have gone through blue sheet and the number of typographical and grammatical errors per document.	Deliverable	Monthly
DHS Periodic Report for ACE	Deliverable	Quarterly
R-G Master Schedule	Deliverable	Within 45 days of contract award
Annual CSPO Transition Plan update	Deliverable	6 months after contract award
Independent Government Cost Estimates	Deliverable	As required
Ad-hoc articles	Deliverable	As Required
Life cycle Cost Model	Deliverable	As Required
WorkLenz Project Reports	Work Product	As Required
CSPO mailbox administration	Work Product	As Required
Transition plan	Deliverable	30 days after contract award.
ITar Packages	Deliverable	As Required
C1/CAE Report	Deliverable	As Required
Report to Deputy Commissioner	Deliverable	Monthly

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* All days refer to calendar days.

Appendix B - Acronym List

AM	Acquisition Model
APG	Asset Process Group
ARM	Active Risk Manager
AST	Ace Support Team
BM	Business Manager
BMT	Business Manager Team
BPA	Blanket Purchase Agreement
CBA	Cost-Benefit Analysis
CBP	Customs and Border Protection
CCB	Change Control Board
CDO	Communications Outcomes & Deployment
CISS	Cargo IT Services and Support
CM	Configuration Management
CSPO	Cargo Systems Program Office
CO	Contracting Officer
CONOPS	Concept of Operations
COTR	Contracting Officer's Technical Representative
CPR	Cost Performance Report
CR	Change Request
C/SSR	Cost/Schedule Status Report
DHS	Department of Homeland Security
Director	Business/Technical Director
EPM	Executive Program Manager
EVM	Earned Value Management
GAO	General Accountability Office
IBR	Integrated Baseline Review
ICE	Independent Cost Estimate
IGCE	Independent Government Cost Estimate
IMP	Investment Management Process
IMS	Integrated Master Schedule
IRB	Investment Review Board
LCCM	Life Cycle Cost Model
MBoD	U.S. Customs and Border Protection Modernization Board of Directors
MOBIS	Mission Oriented Business Integrated Services
OBS	Organizational Breakdown Structure
OIG	Office of the Inspector General
OIT	Office of Information and Technology
OMB	Office of Management and Budget
PAL	Process Asset Library
PDO	Process Domain Owner
PI	Process Improvement
PIMS	Property Information Management Systems
PM	Program Management

PMR	Program Management Review
RFP	Request for Proposal
RG	Robbins Gioia
SDLC	Systems Development Life Cycle
SEI	Software Engineering Institute
SOP	Standard Operating Procedure
SOW	Statement of Work
TRAEN	Training Records and Enrollment Network
WBS	Work Breakdown Structure

Appendix C – Quality Assurance Surveillance Plan (QASP) Survey

Name *(required)*:		Rating Period:					
Program Management QASP Survey As part of Contractor's performance-based contract, the Modernization Program executives, Directors and team leads rate Contractor's performance on a semi-annual basis. The ratings are averaged across the program and Contractor's contract price adjusted accordingly. To complete the survey, check the box that indicates to what extent you agree with each stated objective. The rating scale ranges between 1 and 5, with 1 being "Poor" and 5 being "Outstanding" For any rating of 2 or lower, a specific comment is required that Contractor can use to develop a performance improvement plan.		POOR	FAIR	GOOD	EXCELLENT	OUTSTANDING
		1	2	3	4	5
1	The Contractor showed professionalism? Comment?	☐	☐	☐	☐	☐
2	The Contractor identified Program challenges and suggested solutions? Comment?	☐	☐	☐	☐	☐
3	The Contractor provided quality content in deliverables and work products? Comment?	☐	☐	☐	☐	☐
4	The Contractor responded to issues, in a timely manner? Comment?	☐	☐	☐	☐	☐
5	The Contractor identified integration issues across the program and suggested solutions? Comment?	☐	☐	☐	☐	☐
6	The Contractor supports continuous improvement activities across the Program? Comment?	☐	☐	☐	☐	☐
7	The Contractor maintained, aggregated, collected and reported Program Performance Measures? Comment?	☐	☐	☐	☐	☐
8	The Contractor provided a workforce skilled in program management disciplines?	☐	☐	☐	☐	☐
9	The Contractor displays ability to manage issues meeting contract requirements?	☐	☐	☐	☐	☐

	Comments?	
10	The Contractor provided easy to navigate training materials related to program assets	☐ ☐ ☐ ☐ ☐

1-Poor Performance was significantly less than what was expected
2-Fair Performance was somewhat less than anticipated
3-Good Performance was fully in line with expectations
4-Excellent Performance was substantially above anticipated
5-Outstanding Performance was particularly noteworthy