

Chenega Technology Services Corporation U.S. Customs and Border Protection			Performance Work Statement Contract Number: HSBP10-04-C-00193
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U.S. Customs and Border Protection
Performance Work Statement

National Prime Integration Contract
Integrated Logistics and Operations Support
For
High Technology Enforcement Equipment

Contract Number: HSBP10-04-C-00193

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C.1 INTRODUCTION

This Performance Work Statement (PWS) specifies, non-personal, program management and integrated logistics support (ILS) services to the U.S. Customs and Border Protection (CBP), an agency of the Department of Homeland Security responsible for managing, controlling, and securing our Nation's borders. These services shall include the receipt, inventory, storage, distribution, training, maintenance, deployment activities, and recommendations for replacement of Enforcement Technology (ET) equipment owned and issued under the CBP Prime Integration Contract for Integrated Logistics and Operations Support.

All PWS services shall be provided in accordance with contract number HSBP10-04-C00193, issued by CBP to the Contractor to implement the National Enforcement Equipment Maintenance and Repair (NEEMR) Program and Field Operations Support. The Contractor shall ensure that the performance of the contract is scalable to allow for an increase in the number of devices, students, and locations.

Note: ET equipment is used in this PWS to substitute for the earlier terms NII (Non-Intrusive Inspection) or HTEE (High Technology Enforcement Equipment.)

The outcome of the Contractor's successful performance of this PWS is to provide:

- ET equipment that is mission capable and available to the CBP Officers when required
- Competent, confident, and effective mission equipment operators (CBP Officers) from the time the ET equipment is deployed to the field until the property wears-out or is declared excess
- The continuation of core capabilities and competencies necessary to provide Tier I, II, and III support to ET equipment

C.2 BACKGROUND

CBP has deployed more than 22,000 technically complex and high value inspection, detection, and surveillance devices in and between the land border crossings, airports, and seaports of the United States. These devices, employing a variety of technologies, are tools to enforce compliance with all U.S. laws associated with persons and goods entering and leaving the United States.

The end users of the devices are the uniformed CBP Officers. Maintenance is currently managed by the Contractor and provided by Field Service Technicians, the Original Equipment Manufacturers (OEMs) and Agents. Maintenance is performed through contractual instruments, and by CBP technical support contractors in field locations. Additional field support is provided by other CBP organizations.

Technical training of CBP officers is primarily performed by PIC training personnel and training subcontractors with assistance provided by the OEMs.

The Contractor is also responsible for logistics support including deployment and engineering.

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C.3 PIC OBJECTIVES

This summary of requirement defines the specific work that the Contractor shall perform. The work described fully meets the Government's Statement of Objectives (SOO) dated September 2, 2006. This PWS explains concisely what the Contractor must accomplish so the Government can effectively monitor and evaluate the Contractor's progress and results of the project.

The PWS will be incorporated as a revised Section C, Description/Specifications/Work Statement, into the contract and will be legally binding upon the Contractor and the Government.

Each PWS section listed below, and subsection, directly parallels to a corresponding SOO section or subsection.

C.3.1 The Contractor shall provide the management structure, staffing, equipment, tools, materials, supervision, and other items and services necessary to accomplish life-cycle support for the tasks stated in this PWS.

C.3.2 The Contractor shall ensure that the performance of the contract is scalable to allow for:

- an increase in the number of devices
- an increase in the number students
- and an increase in the number of locations

by creating both subcontracts and project plans that address and provide a method that will allow for contract scalability.

C.3.3 The PIC shall be responsible for the following:

C.3.4 PROGRAM MANAGEMENT

The PIC shall provide program management services for the integrated logistics support (ILS) of all ET equipment and shall ensure successful and responsive support to the U.S. Customs and Border Protection, an agency of the Department of Homeland Security.

C.3.4.a Integrated Logistics Support Plan

The Contractor shall implement an ILS plan in accordance with this PWS and the Contractor's Project Management Plan (PMP.) This Plan shall ensure that all ET equipment meets performance requirements (if or when provided), and expeditiously and economically supports the ET equipment throughout its life cycle.

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Prepare

The Contractor shall prepare an ILS Plan in accordance with the *Army Regulation 700-127, Integrated Logistics Support, 19 December 2005*. A draft version of the ILS Plan will be provided to CBP within 170 days after the award of Option Year 3; the final version of the ILS Plan will be provided 200 days after receipt of CBP review and comments.

Sustain and Improve

The ILS Plan will be reviewed every six months in accordance with the Contractor's ISO 9001:2000 Quality Management System (QMS) and as required; all changes to the ILSP will be documented per the QMS.

C.3.4.b Phase-out Plan

The Contractor shall prepare a *Phase-out Plan*, which the Government and Contractor can follow in the event that the Government decides to re-compete this contract or terminate it at the end of any Option Year.

The *Phase-out Plan* shall ensure that all data developed during the course of the contract, with the exception of proprietary financial data, can be readily transferred to, and utilized by, the Government or by a follow-on Contractor at no cost. The Plan shall also include an orderly phase-out of the Contractor's involvement in the contract.

The *Phase-out Plan* shall be delivered to CBP, in draft form, no later than (NLT) 180 calendar days from the date of PWS acceptance. Within 15 working days after receipt of CBP comments, the Contractor shall incorporate any comments and publish the Plan in final form.

C.3.4.c. The PIC shall also be responsible for adequately managing quality and costs.

Adequately Managing Quality

Quality Management System

The Contractor shall implement and maintain a Registrar Accreditation Board (RAB)-registered Quality Management System (QMS) compliant with the ISO 9001:2000 standard for quality management. The QMS shall apply to all activities and functions performed on this contract to assure they successfully meet CBP's requirements and enhance customer satisfaction. The QMS shall establish policies and procedures that must be followed and controlled in the performance of all work. Metrics shall be defined for the applicable processes to measure successful performance.

The QMS shall be developed and operate as an addendum to CTSC's registration to the ISO9001: 2000 Standard for Quality Management. Quality Management personnel responsible for the effective implementation of the QMS shall be accountable to CTSC's Vice President of Operations while coordinating daily work activities directly with the PIC Director.

The Quality Assurance Plan shall support Quality Management by providing the policies and procedures to ensure that the defined metrics are appropriate and effective for each operational process. Additionally, it shall prescribe how the measures will be accomplished, monitored,

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reported, and analyzed to ensure all operational quality objectives are met.

Quality Assurance Plan

Under the tenets of a Quality Management System (QMS), and the guidance provided under ISO 9001:2000, the Contractor shall develop and document a Quality Assurance Plan (QAP) that prevents defects. The Plan shall assist in the identification of potential and actual problem areas. The Contractor shall be responsible for the quality of all services provided. All methods, policies, procedures, and forms shall support this Plan.

The Contractor's QAP shall contain, as a minimum, the following items:

- A description of the inspection system to cover all services provided in this PWS. The description shall specify areas to be inspected on a scheduled or unscheduled basis and the titles and positions of the individuals (based on the proposed contract operational organizational plan) who will be responsible for the inspection
- A description of the methods to be used for identifying deficiencies in the quality of services performed under this contract and methods to be used to implement corrective actions
- A description of the records to be kept to document inspections and corrective or preventive actions taken. The records of inspections shall be made available to CBP or a designated representative
- A description of the methods, either direct and/or indirect, communication with the Government or feedback regarding contract performance and actions taken to any deficiencies discovered. The communications shall include regular and formal meetings with the Government as well as informal communications

The draft QAP shall be submitted to the Contracting Officer (CO) and COTR for review within 60 calendar days of contract award or as otherwise agreed to by CBP. The Contracting Officer will notify the Contractor of acceptance or required modifications to the plan within 15 working days. The Contractor shall coordinate suggested modifications and obtain acceptance of the Plan by the Contracting Officer. Any modifications to the Plan during the period of performance shall be provided to the CO for review no later than 15 working days prior to effective date of the change.

The quality program will be subject to Government review and approval. The Government may find the QAP "unacceptable" whenever the Contractor's procedures do not accomplish the program's quality control objective(s). The Contractor shall work collaboratively with the Government for final development of the Quality Assurance Plan to ensure Performance Standards and methods of assessment are acceptable and meet overall program quality objectives.

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C.3.4.c.1 Maintenance

The Contractor's maintenance program shall target an operational availability (A_o) standard of 95%.

To achieve and maintain 95% operational availability the Contractor shall:

- Have regionally located trained technicians
- Maintain parts availability
- Provide scheduled Preventive Maintenance (PM) and unscheduled Corrective Maintenance (CM) on all ET equipment in accordance with OEM recommendations or as operational conditions warrant
- Ensure ET equipment service requests are telephonically responded to by an SME within two hours of notification to the NEEMR Helpdesk
- On-site support of large ET equipment shall be completed within predetermined Customer Wait Time (CWT) standards (per Contract Sections J.5)

C.3.4.c.2 Train CBP Officers

The Contractor shall ensure that all training is current with respect to ET equipment and operating recommendations of the ET equipment OEM.

The Contractor shall train all Officers/Agents to successfully complete all requirements as outlined in the Personal Qualification Standard (PQS) or to successfully answer a list of standard questions.

The Contractor shall:

- Adapt to a dynamic environment of increasing quantities of ET equipment and develop a training group that can scale its activities to support an increasing number of course deliveries
- Train operators to a level such that they can competently, effectively, and safely utilize all types of ET equipment
- Create Training plans for fielded ET equipment
- Provide qualified instructors
- Sustain and improve training materials and documentation
- Conduct training classes as directed

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C.3.4.c.3 Post Production Engineering Support

The Contractor shall implement a Post-Production Engineering Support (PPES) plan to assess and improve safety, reliability, maintainability, and performance of ET equipment.

The PPES shall:

- Evaluate and propose system changes, modifications, and enhancements
- Perform and report on failure trend analysis
- Perform on-site system inspection and evaluations
- Provide configuration management support

C.3.4.c.3.1 Configuration Control Plan

The Contractor shall implement a Configuration Control Plan (CCP) for changes and revisions to ET equipment.

The Configuration Control Plan shall:

- Implement a Configuration Management Plan (CMP)
- Facilitate the ETC ET equipment Change Control Board (CCB)
- Chair and facilitate the Engineering Review Board (ERB)
- Chair and facilitate the Internal Review Board (IRB)
- Develop requirements and implementation plan for a change control management system

C.3.4.c.3.2 Equipment Replacement Plan

The Contractor shall implement an equipment replacement plan that will recommend the replacement of high maintenance cost equipment or equipment that exhibits severe wear and tear.

C.3.4.c.4 Operations Center

The Contractor shall staff and operate a 24-hour per day, 7-days per week Help Desk/Operations Center collocated with the NEEMR Activity Office at the Enforcement Technology Center (ETC) in Lorton, Virginia.

The Operations Center shall

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- Provide real-time automated status of ET equipment via ArcGIS
- Have a sufficient number of knowledgeable and professional staff
- Have a service desk staff member answer 98% of all incoming telephone calls
- Incoming voice mail messages must be returned within two hours
- All telephone calls will be logged

C.3.4.c.5 Deploy new or existing ET equipment

The Contractor shall assist with or deploy new or existing ET equipment to foreign and domestic locations, as assigned by CBP.

The Contractor shall staff the deployment team with experienced logistics and engineering personnel to support the deployment process.

The Contractor shall:

- Attend and observe in Site Acceptance Tests (SAT) for new ET equipment
- Be responsible for re-deployment of ET equipment by executing the move based on the provided schedule
- Provide a trip report for each SAT attended
- Provide a re-deployment report to the technical library and appropriate ETC management personnel at the end each CTSC facilitated re-deployment

C.3.4.c.6 Recommend, define and report Figures of Merit

The Contractor shall establish, in coordination with the Contracting Officer and COTR, a set of minimal figures of merit and performance requirements for meeting the services described in this PWS so that the Government may assess:

- The Contractor's performance
- The operational availability of large scale ET equipment
- The program's costs and earned value
- Customer satisfaction
- Operator training

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- Subcontracts as managed by the Contractor

The Contractor shall:

- Conduct monthly financial meetings with the ETC Director and government team leads to discuss the "state of affairs" in finance
- Provide an annual projected budget (in Excel format) broken down by supportive groups (i.e. CSI, BP, etc.), and equipment category
- Provide written monthly financial reports comparing budgeted versus actual expenditures; budget and actual costs will be broken down by cost category and supportive groups (i.e. Border Patrol, Container Security Initiative, etc.) Reports will be provided in both Microsoft Excel and Microsoft PowerPoint formats
- In the areas of preventative maintenance, corrective maintenance, deployment, support services, training and major equipment category the following will be provided:
 - Monthly written explanations of cost variances greater than 10% of budgeted items
 - Estimated expenditures by month for the remainder of the Option Year with explanations of burn rate (present estimate.)
 - A quarterly brief to the ETC Director to discuss risk and earned value as they relate to the completion of contract work
 - Reoccurring and non-reoccurring reports as required

C.4 PROGRAM MANAGEMENT

C.4.1 Sustain and improve, as required, an ILS plan See section C.3.4.a

C.4.2 Program Management office

Program Management Office

The Contractor shall staff and sustain a Program Management Office (PMO) in Lorton, VA which shall include certified Project Management Professionals in accordance with the Project Management Institute (PMI) Project Management Professional (PMP®) certification program.

A Program Management Plan (PMP) will be developed for managing each aspect of this contract. The PMP will be developed in accordance with the PMI's *Project Management Body of Knowledge (PMBOK Guide)*, an American National Standard ANSI/PMI 99-001-2004. The Contractor shall provide a draft version of the PMP within 120 calendar days after award of Option Year 3; the final PMP will be provided 15 days after receipt of CBP review and comments.

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Service-Center Help Desk

The Contractor shall staff and operate a 24-hour per day, 7-days per week Help Desk/Operations Center collocated with the NEEMR Activity Office at the Enforcement Technology Center (ETC) in Lorton, VA.

The Contractor shall maintain a customer point of contact (POC) list to support the Operations Center

All Code Red Job Control Numbers (JCNs) on Large ET equipment shall have status updates daily; Code Yellow JCNs shall be monitored regularly until completion.

C.4.3 Skilled Staff

The Contractor shall maintain the required staffing level necessary to perform all work defined in this PWS in accordance with the agreed upon performance standards.

The Contractor shall:

- Address organizational issues that may contribute to above-average turnover rates
- Develop career development plans for high-value employees to improve retention
- Identify skills needed for the upcoming year to ensure that employees have those skills
- Conduct staff satisfaction surveys at least once every two years
- Address staffing levels in the PMP's subsidiary Staffing plan

C.4.4 CBP Background Investigations

The Contractor shall maintain the required staffing level necessary to perform all work defined in this PWS in accordance with the agreed upon performance standards. The Contractor shall thoroughly examine each job applicant to determine if any adverse information exists on the individual (e.g., credit check, criminal check) before an offer is extended.

The Contractor shall

- Ensure that CBP Background Investigation (BI) applications are submitted and completed within the required time frame for all new and returning employees.

C.4.5 Uniforms

The Contractor shall supply uniforms for PIC personnel and personnel working in CBP land border crossings, airports and seaports, and Border Patrol facilities.

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C.4.6 Applicable Laws

The CTSC Legal Department will ensure all applicable laws; rules and regulations are adhered to under this contract.

C.4.7 Submission of Financial cost accounting, budget, etc. See Section C.3.4.c.6

C.4.8 Written, Oral Reports on Earned Value Management. See Section C.3.4.c.6

C.4.9 Managing and Communicating Contract Costs and Expenditures. See Section C.3.4.c.6

C.4.10 Provide PM as required. See Section C.3.4.a.

C.4.11 Physical Security

The Contractor shall ensure that all ET equipment under the control of the Contractor is secured in a safe location, or physically monitored as addressed in the guidelines.

C.4.12 Adapt and train in a dynamic environment. See Section C.3.4.c.2.

C.4.13 Provide technically trained ET equipment Operators. See Section C.3.4.c.2.

C.4.14 Work Space. See Section C.3.4.c.1.

C.4.15 Yearly GFE/GFP Inventory

The Contractor shall assist in conducting a 100% yearly inventory of all spare components and parts under ETC physical control as requested by the ETC Local Property Officer. The Contractor shall report the results of this inventory within 60 calendar days of completion of the inventory.

Specifically the Contractor shall:

- Account for all devices, components and parts under the control of the PIC
- Track in an automated or non-automated system all devices, components and parts
- Initiate a *Report of Survey* for any missing items
- Research sources for an automated system

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C.4.16 Transition from MAXIMO to REMEDY

The Contractor shall develop and recommend a plan to transition from the legacy management systems (MAXIMO and IMAINT) to CBP's REMEDY Asset Integrated Management (AIM) system.

The Contractor shall coordinate the implementation of this plan on a schedule mutually agreed upon by the Contractor and the Government.

After the REMEDY AIM system has been implemented by the Government and accepted as the ETC system of record, the Contractor shall update all ET equipment records to the new system on a schedule mutually agreeable upon by the Contractor and the Government.

Specifically the Contractor shall:

- Maintain all ET equipment records in Maximo, until the acceptance of the Remedy system
- Assist with the roll-out of Remedy ETC-wide
- Ensure that all affected employees complete required Remedy training
- Provide acceptance testing to ensure that all data was transferred from Maximo to Remedy

C.4.17 Excess CBP equipment as required. See Section C.3.4.a.

C.5 OUTCOME

C.6 GOVERNMENT FURNISHED PROPERTY

C.6.1 Government Furnished Information

The Government will provide all required office space, computers, software, networks, and office equipment necessary for the Contractor to effectively complete its assigned activities. The Contractor shall maintain an inventory of these facilities and supporting equipment. This inventory shall be available for review by the COTR or representative on request.

The Contractor shall request any additional equipment or facilities necessary to accomplish this PWS through a formal letter to the Contracting Officer and COTR. The request shall state the reason for the request, the required date, and the impact of not receiving the requested items.

C.7 GOVERNMENT FURNISHED EQUIPMENT

The Government will provide the Contractor with materials for maintenance operations including vehicles and expendable items necessary for installation and maintenance of ET equipment.

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All Government vehicles shall be operated and maintained in accordance with CBP standards as defined in the Vehicle Management Handbook, CIS HB 500-14.

The Contractor shall be responsible for providing all tools and test equipment required in addition to the initial compliment of GFE as listed in the technical library.

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Appendix A

Glossary of Terms and Abbreviations

Term	Definition
AIM	Asset Integrated Management
A _o	Operational Availability: The measure of the degree a system is in the operable and/or committable state
BI	Background Investigation
CBP	Customs and Border Protection
CCB	Configuration Control Board
CCP	Configuration Control Plan
CM	Corrective Maintenance
CMP	Configuration Management Plan
CO	Contracting Officer
COTR	Contracting Officer's Technical Representative
CTSC	Chenega Technology Services Corporation
CWT	Customer Wait Time
ERB	Engineering Review Board
ET	Enforcement Technology (formerly called HTEE or NII)
ETC	Enforcement Technology Center
FST	Field Service Technician
GFE/GFP	Government Furnished Equipment/Government Furnished Property
ILS	Integrated Logistic Support
IRB	Internal Review Board
JCN	Job Control Number
NEEMR	National Enforcement Equipment Maintenance and Repair
NLT	Not Later Than
OEM	Original Equipment Manufacturer
PIC	Prime Integration Contract (HSPC10-04-C00193)
PM	Preventive Maintenance
PMO	Program Management Office
PMP	Program Management Plan
POC	Point of Contact
PPES	Post-production Engineering Support
PQS	Personal Qualification Standard
PWS	Performance Work Statement
QAP	Quality Assurance Plan
QMS	Quality Management System
RAB	Registrar Accreditation Board
SOO	Statement of Objectives
SME	Subject Matter Expert
Tier I	Field Support
Tier II	ETC Help Desk Support
Tier III	OEM Support

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Appendix B

Contract Data Requirements List

* DACA: Days after Contract Award

Deliverable Title	SOO Reference	PWS Reference	Schedule
Quality Assurance Plan	Per CO letter dated 7/28/06	C.3.4.c	Draft – 60 DACA Final – 15 days after receipt of Government comments
Integrated Logistics Support Plan	C.3.4.a C.4.1 C.4.17	C.3.4.a	Draft – 170 DACA Final – 30 days after receipt of final Government comments
Phase-out Plan	C.3.4.b	C.3.4.b	Draft – 180 from date of PWS acceptance. Final – 15 days after receipt of Government comments
Post-production Engineering Support Plan (PPES)	C.3.4.c.3	C.3.4.c.3	Draft – 150DACA Final – 60 days after receipt of final Government comments
Configuration Control Plan (CCP)	C.3.4.c.3.1	C.3.4.c.3.1	Draft – 150 DACA Final – 60 days after receipt of final Government comments
Equipment Replacement Plan	C.3.4.c.3.2	C.3.4.c.3.2	As Required
Program Management Plan (PMP)	C.4.2	C.4.2	Draft – 120 DACA Final – 15 days after receipt of final Government comments
MAXIMO – REMEDY Transition Plan	C.4.16	C.4.16	TBD

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Appendix C

Requirements Summary and PWS Matrix

SOO Requirement	Summarization of SOO Requirement	Equivalent PWS Requirement
C.3.2	Scalable- increase or decrease the volume of ET equipment for the areas of maintenance, logistics and training.	<i>Addressed in the PWS on Page 4</i> C.3.2 Contract is scalable.
C.3.4.a C.4.1 C.4.17	Prepare, sustain and improve an <i>Integrated Logistics Support (ILS) Plan</i> .	<i>Addressed in the PWS on Page 4</i> C.3.4.a Integrated Logistics Support Plan.
C.3.4.b	Devise a <i>Phase-out Plan</i> to include all data developed during contract except proprietary financial data.	<i>Addressed in the PWS on Page 5</i> C.3.4.b Phase-out Plan
C.3.4.c.1 C.4.10 C.4.14	Maintain equipment at A ₀ greater than or equal to 95%; while adequately managing cost and quality (Prime item) Contract J.5 & J.6.	<i>Addressed in the PWS on Page 7</i> C.3.4.c.1 Maintenance
C.3.4.c.2 C.4.13	Train CBP Officers, while adequately managing costs and quality	<i>Addressed in the PWS on Page 7</i> C.3.4.c.2 Train CBP Officers
C.3.4.c.3	Implement a <i>Post-Production Support Plan</i> for out-of-production ET equipment.	<i>Addressed in the PWS on Page 7</i> C.3.4.c.3 Post Production Engineering Support
C.3.4.c.3.1	Implement <i>Configuration Control Plan</i> .	<i>Addressed in the PWS on Page 8</i> C.3.4.c.3.1 CCP for changes & revisions
C.3.4.c.3.2	Implement <i>Equipment Replacement Plan</i> .	<i>Addressed in the PWS on Page 8</i> C.3.4.c.3.2 Equipment Replacement Plan
C.3.4.c.4 C.4.2	Staff and Operate 24x7x365 Operations Center to facilitate maintenance and repair of ET equipment; provide real-time automated status of ET equipment; Operations center will be located with NEEMR in Lorton, VA.	<i>Addressed in the PWS on Page 8</i> C.3.4.c.4 Operations Center

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SOO Requirement	Summarization of SOO Requirement	Equivalent PWS Requirement
C.3.4.c.5	Deploy new and existing ET equipment.	<i>Addressed in the PWS on Page 9</i> C.3.4.c.5 Deploy new or existing ET equipment.
C.3.4.c.6 C.4.7 C.4.8 C.4.9	Recommend, define and report figures of merit for contract performance.	<i>Addressed in the PWS on Page 9</i> C.3.4.c.6 Recommend, define, and report figures of merit
C.4.2 C.4.3	Provide a sufficient number of appropriately skilled staff and managers; and certified PMP managers.	<i>Addressed in the PWS on Page 10</i> C.4.3 Skilled Staff, Managers, certified PMP
C.4.4	Successful CBP Background Investigation (BI) on all employees.	<i>Addressed in the PWS on Page 11</i> C.4.4 CBP Background Investigation (BI)
C.4.5	Uniforms for employee who work in the field.	<i>Addressed in the PWS on Page 11</i> C.4.5 Uniforms
C.4.6	Comply with local, state, federal rules/laws/regulations.	<i>Addressed in the PWS on Page 11</i> C.4.6 Applicable Laws
C.4.11	Provide physical security for ET equipment.	<i>Addressed in the PWS on Page 12</i> C.4.11 Physical Security
C.4.15	Conduct yearly 100% inventory of spare ET devices, components and parts and provide yearly reports.	<i>Addressed in the PWS on Page 12</i> C.4.15 Yearly GFE/GFP Inventory
C.4.16.	Develop and implement a plan to transition from Maximo to Remedy.	<i>Addressed in the PWS on Page 12</i> C.4.16 Transition from Maximo to Remedy
C.7	Maintain and fuel GFE vehicles.	<i>Addressed in the PWS on Page 13</i> C.7 Government Furnished Equipment