

ORDER FOR SUPPLIES OR SERVICES

PAGE OF PAGES

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IMPORTANT: Mark all packages and papers with contract and/or order numbers.

1. DATE OF ORDER 04/15/2008	2. CONTRACT NO. (if any) HSBP1006D1353	6. SHIP TO:			
3. ORDER NO. HSBP1208J20016		4. REQUISITION/REFERENCE NO. 0020036004		a. NAME OF CONSIGNEE See Attached Delivery Schedule.	
5. ISSUING OFFICE (Address correspondence to) Department of Homeland Security Customs and Border Protection 1300 Pennsylvania Ave NW Room 7.2A Washington DC 20229				b. STREET ADDRESS	
			c. CITY	d. STATE	e. ZIP CODE
7. TO:				f. SHIP VIA	
a. NAME OF CONTRACTOR THE BOEING COMPANY				8. TYPE OF ORDER	
b. COMPANY NAME DBA/ BOEING				<input type="checkbox"/> a. PURCHASE - Reference Your _____ Please furnish the following on the terms and conditions specified on both sides of this order and on the attached sheet, if any, including delivery as indicated.	
c. STREET ADDRESS 1215 SOUTH CLARK ST STE 600				<input checked="" type="checkbox"/> b. DELIVERY - Except for billing instructions on the reverse, this delivery order is subject to instructions contained on this side only of this form and is issued subject to the terms and conditions of the above-numbered contract.	
d. CITY ARLINGTON		e. STATE VA	f. ZIP CODE 22202-3292		
9. ACCOUNTING AND APPROPRIATION DATA See Attached.				10. REQUISITIONING OFFICE	
CONTRACTOR TIN: 910425694				11. BUSINESS CLASSIFICATION (Check appropriate box(es))	
12. F.O.B. POINT Not Applicable				<input type="checkbox"/> a. SMALL <input type="checkbox"/> c. DISADVANTAGED <input type="checkbox"/> e. HUBZone <input type="checkbox"/> g. SERVICE-DISABLED VETERAN-OWNED	
13. PLACE OF		14. GOVERNMENT B/L NO.		15. DELIVER TO F.O.B POINT ON OR BEFORE (Date) 01/31/2009	
a. INSPECTION	b. ACCEPTANCE			16. DISCOUNT TERMS	

17. SCHEDULE (See reverse for Rejections)

ITEM NO. (a)	SUPPLIES OR SERVICES (b)	QUANTITY ORDERED (c)	UNIT (d)	UNIT PRICE (e)	AMOUNT (f)	QTY Acpt (g)
00010	Engineering Services (Base)	1.00	AU		(b) (4)	
00020	Program Management (Base)	1.00	AU			
00030	Proposal Prep & Development (Base)	1.00	AU			
00040	Material (Base)	1.00	AU			
00050	Travel (Base)	1.00	AU			
00060	Base Fee (b)(4) (Base)	1.00	AU			
00070	Award Fee (b)(4) (potential max: Base)	1.00	AU			
10010	Engineering Services (Option 1)	1.00	AU			

18. SHIPPING POINT	19. GROSS SHIPPING WEIGHT	20. INVOICE NO.		\$0.00	17(h) TOT. (Cont. pages)
21. MAIL INVOICE TO:					
SEE BILLING		a. NAME DHS - Customs & Border Protection National Finance Center			
INSTRUCTIONS ON REVERSE		b. STREET ADDRESS (or P.O. Box) PO Box 68908			
c. CITY Indianapolis		d. STATE IN	e. ZIP CODE 46268	\$93,581,078.00	17(i) GRAND TOTAL

22. UNITED STATES BY (Signature) <div style="text-align: center; font-size: 2em; color: red;">(b) (6)</div>	23. NAME (Typed) Jeffrey L. Gwilliam TITLE: CONTRACTING/ORDERING OFFICER
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AUTHORIZED FOR Previous edition not usable

OPTIONAL FORM 347 (REV. 3/2005)
Prescribed by GSA/FAR 48 CFR 53.213 (e)

DATE OF ORDER 04/15/2008	CONTRACT NO. (if any) HSBP1006D1353	ORDER NO. HSBP1208J20016	PAGE OF PAGES 2 4
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Federal Tax Exempt ID: 72-0408780

NOTES:

- 1) The financial system of US Customs and Border Protection requires that Contract Line Item Numbers (CLINs) are numbered by tens, for example: 00010, 00020, 00030, etc. Please note that CLIN 00010 is the equivalent of the first line item.
- 2) Nomenclature: Attachments to this task order refer to the work to be performed by varying programatic names and acronyms. At inception, this program was originally titled the "Systems Engineering and Program Management (SEPM) Task Order." The name then changed to the "System Development, Test, Integration, and Program Management Task Order (SDITPMTO)." The final title of this program is the "System Task Order (STO)."
- 3) The work to be performed under this task order will be in accordance with Statement of Work (SOW) found at Section C.
- 4) The Period of Performance of this task order is as follows:
Base Period: April 15, 2008 through February 15, 2009
Option Period 1: February 16, 2009 through September 17, 2009
Option Period 2: September 18, 2009 through January 31, 2010
- 5) Execution of this task order authorizes the contractor to begin performance on CLINs 00010 through 00070, which make up the Base Period of the task order. CLINs 10010 through 20070 make up Option Periods 1 and 2. The contractor shall not begin performance on or incur any costs related to performance for the CLINs of Option Period 1 and 2 until notified by the Contracting Officer.
- 6) The total of CLIN 00060 (Base Fee for Base Period) is (b) (4). Therefore, the contractor is authorized to invoice for a Base Fee of no more than (b) (4) for each month of the 10-month Base Period.
- 7) Attachment 1 to this Cost Plus Award Fee (CPAF) task order is the associated Award Fee Plan.
- 8) Attachment 2 to this task order specifies the Ground Rules and Assumptions used as a basis for this program.
- 9) Attachment 3 to this task order lists the Government Furnished Property (GFP), Government Furnished Material (GFM), and Government Furnished Information (GFI) requested by the contractor.
- 10) CLINs 00030, 10030, and 20030 each refer to "Proposal Prep and Development" in the Base, Option 1, and Option 2 periods of performance, respectively. These CLINs are in reference to all SBInet proposal development activities during each respective period of performance.

ORDER FOR SUPPLIES OR SERVICES
Schedule - Continuation

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IMPORTANT: Mark all packages and papers with contract and/or order numbers.

1. DATE OF ORDER
04/15/2008

2. CONTRACT NO. (if any)
HSBP1006D1353

3. ORDER NO.
HSBP1208J20016

17. SCHEDULE (See reverse for Rejections)

ITEM NO. (a)	SUPPLIES OR SERVICES (b)	QUANTITY ORDERED (c)	UNIT (d)	UNIT PRICE (e)	AMOUNT (f)	QTY Accept (g)
10020	Program Management (Option 1)	1.00	AU	(b) (4)	(4)	
10030	Proposal Prep & Development (Option 1)	1.00	AU			
10040	Material (Option 1)	1.00	AU			
10050	Travel (Option 1)	1.00	AU			
10060	Base Fee (b) (4) (Option 1)	1.00	AU			
10070	Award Fee (b) (4) (potential max: Option 1)	1.00	AU			
20010	Engineering Services (Option 2)	1.00	AU			
20020	Program Management (Option 2)	1.00	AU			
20030	Proposal Prep & Development (Option 2)	1.00	AU			
20040	Material (Option 2)	1.00	AU			
20050	Travel (Option 2)	1.00	AU			
20060	Base Fee (b) (4) (Option 2)	1.00	AU			
20070	Award Fee (b) (4) (potential max: Option 2)	1.00	AU			

DATE OF ORDER 04/15/2008	CONTRACT NO. (if any) HSBP1006D1353	ORDER NO. HSBP1208J20016	PAGE OF PAGES 4 4
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NOTES:

11) Elevation data associated with Paragraph 2.7.4.3 of the SOW will remain unpriced until further notice is given by the Contracting Officer.

Task Order Acceptance by Contractor:

(b) (6)

Contract Manager
The Boeing Company (b) (6)

Printed Name

4-15-08

Date

**ITEMS AND PRICES, DELIVERY SCHEDULE AND ACCOUNTING DATA
FOR
DELIVERY ORDER: HSBP1208J20016**

SCHEDULE OF SUPPLIES/SERVICES

Item Number:	00010	Line Item (Priced/Information/Option): P		
Supplies/Services:	Engineering Services (Base) Base Period: April 15, 2008 through February 15, 2009			
	Qty	Unit	Unit Price	Ext. Price
	1	AU	(b) (4)	(b) (4)
Item Number:	00020	Line Item (Priced/Information/Option): P		
Supplies/Services:	Program Management (Base) Base Period: April 15, 2008 through February 15, 2009			
	Qty	Unit	Unit Price	Ext. Price
	1	AU	(b) (4)	(b) (4)
Item Number:	00030	Line Item (Priced/Information/Option): P		
Supplies/Services:	Proposal Prep & Development (Base) Base Period: April 15, 2008 through February 15, 2009			
	Qty	Unit	Unit Price	Ext. Price
	1	AU	(b) (4)	(b) (4)
Item Number:	00040	Line Item (Priced/Information/Option): P		
Supplies/Services:	Material (Base) Base Period: April 15, 2008 through February 15, 2009			
	Qty	Unit	Unit Price	Ext. Price
	1	AU	(b) (4)	(b) (4)
Item Number:	00050	Line Item (Priced/Information/Option): P		
Supplies/Services:	Travel (Base) Base Period: April 15, 2008 through February 15, 2009			
	Qty	Unit	Unit Price	Ext. Price
	1	AU	(b) (4)	(b) (4)
Item Number:	00060	Line Item (Priced/Information/Option): P		
Supplies/Services:	Base Fee (b) (4) (Base) Base Period: April 15, 2008 through February 15, 2009			
	Qty	Unit	Unit Price	Ext. Price
	1	AU	(b) (4)	(b) (4)
Item Number:	00070	Line Item (Priced/Information/Option): P		
Supplies/Services:	Award Fee (b) (4) (potential max: Base) Base Period: April 15, 2008 through February 15, 2009			
	Qty	Unit	Unit Price	Ext. Price
	1	AU	(b) (4)	(b) (4)
Item Number:	10010	Line Item (Priced/Information/Option): O		
Supplies/Services:	Engineering Services (Option 1) Option Period 1: February 16, 2009 through September 17, 2009			
	Qty	Unit	Unit Price	Ext. Price
	1	AU	(b) (4)	(b) (4)
Item Number:	10020	Line Item (Priced/Information/Option): O		
Supplies/Services:	Program Management (Option 1) Option Period 1: February 16, 2009 through September 17, 2009			
	Qty	Unit	Unit Price	Ext. Price
	1	AU	(b) (4)	(b) (4)
Item Number:	10030	Line Item (Priced/Information/Option): O		

Supplies/Services: Proposal Prep & Development (Option 1) Option Period 1: February 16, 2009 through September 17, 2009

Qty	Unit	Unit Price	Ext. Price
1	AU	(b) (4)	(b) (4)

Item Number: 10040 **Line Item (Priced/Information/Option):** O

Supplies/Services: Material (Option 1) Option Period 1: February 16, 2009 through September 17, 2009

Qty	Unit	Unit Price	Ext. Price
1	AU	(b) (4)	(b) (4)

Item Number: 10050 **Line Item (Priced/Information/Option):** O

Supplies/Services: Travel (Option 1) Option Period 1: February 16, 2009 through September 17, 2009

Qty	Unit	Unit Price	Ext. Price
1	AU	(b) (4)	(b) (4)

Item Number: 10060 **Line Item (Priced/Information/Option):** O

Supplies/Services: Base Fee (b) (4) (Option 1) Option Period 1: February 16, 2009 through September 17, 2009

Qty	Unit	Unit Price	Ext. Price
1	AU	(b) (4)	(b) (4)

Item Number: 10070 **Line Item (Priced/Information/Option):** O

Supplies/Services: Award Fee (b) (4) (potential max: Option 1) Option Period 1: February 16, 2009 through September 17, 2009

Qty	Unit	Unit Price	Ext. Price
1	AU	(b) (4)	(b) (4)

Item Number: 20010 **Line Item (Priced/Information/Option):** O

Supplies/Services: Engineering Services (Option 2) Option Period 2: September 18, 2009 through January 31, 2010

Qty	Unit	Unit Price	Ext. Price
1	AU	(b) (4)	(b) (4)

Item Number: 20020 **Line Item (Priced/Information/Option):** O

Supplies/Services: Program Management (Option 2) Option Period 2: September 18, 2009 through January 31, 2010

Qty	Unit	Unit Price	Ext. Price
1	AU	(b) (4)	(b) (4)

Item Number: 20030 **Line Item (Priced/Information/Option):** O

Supplies/Services: Proposal Prep & Development (Option 2) Option Period 2: September 18, 2009 through January 31, 2010

Qty	Unit	Unit Price	Ext. Price
1	AU	(b) (4)	(b) (4)

Item Number: 20040 **Line Item (Priced/Information/Option):** O

Supplies/Services: Material (Option 2) Option Period 2: September 18, 2009 through January 31, 2010

Qty	Unit	Unit Price	Ext. Price
1	AU	(b) (4)	(b) (4)

Item Number: 20050 **Line Item (Priced/Information/Option):** O

Supplies/Services: Travel (Option 2) Option Period 2: September 18, 2009 through January 31, 2010

Qty	Unit	Unit Price	Ext. Price
1	AU	(b) (4)	(b) (4)

Item Number: 20060 **Line Item (Priced/Information/Option):** O

Supplies/Services: Base Fee (b) (4) (Option 2) Option Period 2: September 18, 2009 through January 31, 2010

Qty	Unit	Unit Price	Ext. Price
1	AU	(b) (4)	(b) (4)

Item Number: 20070 **Line Item (Priced/Information/Option):** 0
Supplies/Services: Award Fee (b) (4) (potential max: Option 2) Option Period 2: September 18, 2009 through January 31, 2010

Qty	Unit	Unit Price	Ext. Price
1	AU	(b) (4)	(b) (4)

Total Funded Contract Value: \$93,581,078.00

ACCOUNTING AND APPROPRIATION INFORMATION

Item: 00010	6100.2525USCSGLCS0900009000Z00008173SB03 SB3002525	Amount	(b) (4)
Item: 00020	6100.2525USCSGLCS0900009000Z00008173SB03 SB3002525	Amount	
Item: 00030	6100.2525USCSGLCS0900009000Z00008173SB03 SB3002525	Amount	
Item: 00040	6100.2525USCSGLCS0900009000Z00008173SB03 SB3002525	Amount	
Item: 00050	6100.2525USCSGLCS0900009000Z00008173SB03 SB3002525	Amount	
Item: 00060	6100.2525USCSGLCS0900009000Z00008173SB03 SB3002525	Amount	
Item: 00070	6100.2525USCSGLCS0900009000Z00008173SB03 SB3002525	Amount	

DELIVERY SCHEDULE

Deliver To: Customs and Border Protection
Secure Border Initiative (SBI)net
1300 Pennsylvania Ave NW Rm 7.5
Ronald Reagan Federal Building
Washington DC 20229

Instructions: Item	Quantity	Delivery Date	Recipient	Unloading PT.
00010	1	04/16/2008		
00020	1	04/16/2008		
00030	1	04/16/2008		
00040	1	04/16/2008		
00050	1	04/16/2008		
00060	1	04/16/2008		
00070	1	04/16/2008		
10010	1	02/16/2009		
10020	1	02/16/2009		
10030	1	02/16/2009		
10040	1	02/16/2009		
10050	1	02/16/2009		
10060	1	02/16/2009		
10070	1	02/16/2009		

20010	1	09/18/2009
20020	1	09/18/2009
20030	1	09/18/2009
20040	1	09/18/2009
20050	1	09/18/2009
20060	1	09/18/2009
20070	1	09/18/2009

A.1 48 CFR 1052.201-70 CONTRACTING OFFICER'S TECHNICAL REPRESENTATIVE (COTR) DESIGNATION AND AUTHORITY

Contracting Officer's Technical Representative (COTR) Designation and Authority (MAR 2002)

(a) The contracting officer's technical representative is:

(b) (6)

US Customs and Border Protection
1300 Pennsylvania Avenue, NW, Room 7.5B
Washington, DC, 20229

(b) (6)

(b) Performance of work under this contract is subject to the technical direction of the COTR identified above, or a representative designated in writing. The term "technical direction" includes, without limitation, direction to the contractor that directs or redirects the labor effort, shifts the work between work areas or locations, and/or fills in details and otherwise serves to ensure that tasks outlined in the work statement are accomplished satisfactorily.

(c) Technical direction must be within the scope of the contract specification(s)/work statement. The COTR does not have authority to issue technical direction that:

- (1) Constitutes a change of assignment or additional work outside the contract specification(s)/work statement;
- (2) Constitutes a change as defined in the clause entitled "Changes";
- (3) In any manner causes an increase or decrease in the contract price, or the time required for contract performance;
- (4) Changes any of the terms, conditions, or specification(s)/work statement of the contract;
- (5) Interferes with the contractor's right to perform under the terms and conditions of the contract; or,
- (6) Directs, supervises or otherwise controls the actions of the contractor's employees.

(d) Technical direction may be oral or in writing. The COTR must confirm oral direction in writing within five workdays, with a copy to the contracting officer.

(e) The contractor must proceed promptly with performance resulting from the technical direction issued by the COTR. In the opinion of the contractor, if any direction of the COTR or the designated representative falls within the limitations of (c) above, the contractor must immediately notify the contracting officer no later than the beginning of the next Government work day.

(f) Failure of the contractor and the contracting officer to agree that technical direction is within the scope of the contract will be subject to the terms of the clause entitled "Disputes."

[End of Clause]

A.2 52.217-9 OPTION TO EXTEND THE TERM OF THE CONTRACT (MAR 2000)

- (a) The Government may extend the term of this contract by written notice to the Contractor within 60 days; provided that the Government gives the Contractor a preliminary written notice of its intent to extend at least 60 days before the contract expires. The preliminary notice does not commit the Government to an extension.
- (b) If the Government exercises this option, the extended contract shall be considered to include this option clause.
- (c) The total duration of this contract, including the exercise of any options under this clause, shall not exceed 3 years.

[End of Clause]

A.3 52.232-22 LIMITATION OF FUNDS (APR 1984)

- (a) The parties estimate that performance of this contract will not cost the Government more than (1) the estimated cost specified in the Schedule or, (2) if this is a cost-sharing contract, the Government's share of the estimated cost specified in the Schedule. The Contractor agrees to use its best efforts to perform the work specified in the Schedule and all obligations under this contract within the estimated cost, which, if this is a cost-sharing contract, includes both the Government's and the Contractor's share of the cost.
- (b) The Schedule specifies the amount presently available for payment by the Government and allotted to this contract, the items covered, the Government's share of the cost if this is a cost-sharing contract, and the period of performance it is estimated the allotted amount will cover. The parties contemplate that the Government will allot additional funds incrementally to the contract up to the full estimated cost to the Government specified in the Schedule, exclusive of any fee. The Contractor agrees to perform, or have performed, work on the contract up to the point at which the total amount paid and payable by the Government under the contract approximates but does not exceed the total amount actually allotted by the Government to the contract.
- (c) The Contractor shall notify the Contracting Officer in writing whenever it has reason to believe that the costs it expects to incur under this contract in the next 60 days, when added to all costs previously incurred, will exceed 75 percent of (1) the total amount so far allotted to the contract by the Government or, (2) if this is a cost-sharing contract, the amount then allotted to the contract by the Government plus the Contractor's corresponding share. The notice shall state the estimated amount of additional funds required to continue performance for the period specified in the Schedule.
- (d) Sixty days before the end of the period specified in the Schedule, the Contractor shall notify the Contracting Officer in writing of the estimated amount of additional funds, if any, required to continue timely performance under the contract or for any further period specified in the Schedule or otherwise agreed upon, and when the funds will be required.
- (e) If, after notification, additional funds are not allotted by the end of the period specified in the Schedule or another agreed-upon date, upon the Contractor's written request the Contracting Officer will terminate this

contract on that date in accordance with the provisions of the Termination clause of this contract. If the Contractor estimates that the funds available will allow it to continue to discharge its obligations beyond that date, it may specify a later date in its request, and the Contracting Officer may terminate this contract on that later date.

- (f) Except as required by other provisions of this contract, specifically citing and stated to be an exception to this clause—
- (1) The Government is not obligated to reimburse the Contractor for costs incurred in excess of the total amount allotted by the Government to this contract; and
 - (2) The Contractor is not obligated to continue performance under this contract (including actions under the Termination clause of this contract) or otherwise incur costs in excess of (i) the amount then allotted to the contract by the Government or, (ii) if this is a cost-sharing contract, the amount then allotted by the Government to the contract plus the Contractor's corresponding share, until the Contracting Officer notifies the Contractor in writing that the amount allotted by the Government has been increased and specifies an increased amount, which shall then constitute the total amount allotted by the Government to this contract.
- (g) The estimated cost shall be increased to the extent that (1) the amount allotted by the Government or, (2) if this is a cost-sharing contract, the amount then allotted by the Government to the contract plus the Contractor's corresponding share, exceeds the estimated cost specified in the Schedule. If this is a cost-sharing contract, the increase shall be allocated in accordance with the formula specified in the Schedule.
- (h) No notice, communication, or representation in any form other than that specified in subparagraph (f)(2) above, or from any person other than the Contracting Officer, shall affect the amount allotted by the Government to this contract. In the absence of the specified notice, the Government is not obligated to reimburse the Contractor for any costs in excess of the total amount allotted by the Government to this contract, whether incurred during the course of the contract or as a result of termination.
- (i) When and to the extent that the amount allotted by the Government to the contract is increased, any costs the Contractor incurs before the increase that are in excess of (1) the amount previously allotted by the Government or, (2) if this is a cost-sharing contract, the amount previously allotted by the Government to the contract plus the Contractor's corresponding share, shall be allowable to the same extent as if incurred afterward, unless the Contracting Officer issues a termination or other notice and directs that the increase is solely to cover termination or other specified expenses.
- (j) Change orders shall not be considered an authorization to exceed the amount allotted by the Government specified in the Schedule, unless they contain a statement increasing the amount allotted.
- (k) Nothing in this clause shall affect the right of the Government to terminate this contract. If this contract is terminated, the Government and the Contractor shall negotiate an equitable distribution of all property produced or purchased under the contract, based upon the share of costs incurred by each.
- (l) If the Government does not allot sufficient funds to allow completion of the work, the Contractor is entitled to a percentage of the fee specified in the Schedule equaling the percentage of completion of the work contemplated by this contract.

[End of Clause]

Section C

Secure Border Initiative (SBI)

System Task Order (STO)

Statement of Work (SOW)

Contract #: HSBP1006D01353
Task Order #: HSBP1208J20016

SDITPM SOW

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SDITPM SOW

SBinet System Development, Integration, Test, and Program Management Task Order (SDITPMTO)

2.0 SDITPMTO Statement of Work (SOW)

This Task Order specifies the program management and engineering activities required to achieve an integrated program across all Task Orders (TOs) issued under the Department of Homeland Security (DHS) Customs and Border Protection (CBP) Secure Border Initiative Network (SBInet) Indefinite Delivery Indefinite Quantity (IDIQ) contract. The Contractor shall ensure that the associated activities are integrated at the program level to achieve full control and visibility of cost, schedule, and system performance. The contractor will recommend an operational mix of technology, infrastructure, and recommended user contingent to secure the U.S. borders.

2.1.0 Program Requirements and Analysis

2.1.1 Systems Analysis

The contractor shall derive required capabilities from system-level mission statements. The Contractor shall derive these capabilities by:

- Developing analytic processes and tools (models and analyses) capable of predicting and demonstrating that defined capabilities satisfy the mission(s)
- Installing and maintaining these tools in a "Mission Analysis Laboratory (Section 2.7.4)" to validate emerging Concept of Operations (CONOPS) and operational requirements
- Performing trade-off studies in terms of KPPs, perceived or potential threat, affordability, practicality, Operational Availability (A_o) and other appropriate factors
- Analyzing effectiveness at the system-level
- Recommending system-level analyses as new information or technological concepts become available from the project-level
- Recommending prioritizations based on perceived threat
- Updating analytic processes and tools to reflect mission analysis and test results

The contractor shall define and document the analysis process that encapsulates past, present, and planned analysis efforts. Analysis and assessment results shall be provided at project workshops, and at System reviews.

2.1.2 Mission and Operational Document Analysis and Support

The Contractor shall support the customer by analyzing customer needs and recommending general approaches. Specific documents to be reviewed include, but are not limited to:

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- *SBI*net CONOPS Document
- SBI Mission Needs Statement
- *SBI*net Operational Requirements Document (ORD)
- *SBI*net Common Operating Picture (*SBI*net COP) ORD
- *SBI*net Integrated Logistics Support Plan
- Secure Border Initiative Integrated CONOPS and Requirements Specification Document

Based on review results, the contractor shall provide program, system and design impacts and recommendations for courses of action to the government.

2.1.3 System-level Analysis and Assessment

System-Level Analysis and Assessment efforts are performed to 1) Analyze the ability of existing systems (technology, infrastructure, and personnel) to satisfy CBP needs; 2) assess the ability of existing systems (technology, infrastructure and personnel) to satisfy the requirements; 3) identify deficiencies in existing systems and constraints on potential modifications to existing or new systems; and 4) assess the ability of proposed-systems (technology, infrastructure, CONOPS, and personnel) to satisfy mission objectives.

2.1.3.1 Key Performance Parameters

The Contractor shall conduct system-level analyses and assessments to predict the ability to achieve the Key Performance Parameters (KPPs) defined by the Government and documented in the ORD:

- A_0 (percentage of time the system satisfies the mission)
- Probability of Wasted Intercept
- Probability of Detection
- Probability of Intercept
- Probability of Successful Law Enforcement Resolution

These assessments shall evaluate the capability of the system to achieve the KPPs in terms of the overall cost and affordability.

2.1.3.2 System-Level Assessment Trade Studies

The Contractor shall perform trade studies to support system design decisions. Modeling and analysis capabilities developed by the Contractor shall be capable of supporting trade studies.

2.1.3.3 System-Level Border Characterization

The Contractor shall conduct border characterization and analyses to include, at a minimum, the following types of analyses:

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- **Threat Analysis** – The Contractor shall identify and evaluate system threats. For analysis at a system (multiple sector or areas of interest) level, the contractor shall:
 - Identify known and plausible vulnerabilities
 - Identify and evaluate exploitation tactics, techniques, and procedures
 - Profile likely aggressors and regional “noise” levels
 - Determine countermeasures
 - Re-evaluate to address adaptation and co-evolution
 - Identify routes and volumes of traffic for Items of Interest
- **Terrain Analysis** – The Contractor shall identify characteristics of the Border area and evaluate their impact on system operations and effectiveness. For system-level terrain analysis, the contractor shall include terrain (basic topology), environmental (major weather factors – average snowfall, rain, temperature extremes), and major foliage and physical infrastructure (buildings, existing towers, barriers) considerations in the development of nominal proposed solutions and their related system-level effectiveness analyses.
- **Land Use Analysis** – The Contractor shall identify known environmental and land use exclusions for the Border area and shall record readily available land ownership information

2.1.3.3a Transportation Analysis

The Contractor shall identify and characterize detainee transportation requirements based on the effectiveness of the *SBI_{net}* system. The Contractor shall identify known and plausible routes of ingress and egress for both aggressors and operations, and evaluate their “cost” in relation to transit time, trafficability, visibility (concealment), protection (cover), and connectivity. For the transportation analysis the contractor shall consider known and plausible routes of ingress and egress for both aggressors and operations as considerations in the development of proposed solutions and their related system-level effectiveness analyses.

2.1.3.4 System-Level Modeling and Analysis

The Contractor shall conduct system-level modeling studies and analyses (M&A) simulations of the combined existing and proposed system to support the definition and refinement of required capabilities and to help evaluate system performance. These efforts shall include:

- **M&A Development** – including development of M&A of existing and proposed capabilities for sensors/sensor coverage, communications, COP interfaces, and transportation assets for integration into system-level modeling and analyses
- **M&A Environment** – including installation, operation, administration and management of an M&A environment as part of an overall M&A Program

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- M&A Execution for Mission Needs – including execution of M&As, in collaboration with *SBI_{net}*, to identify and refine mission needs and associated capabilities
- M&A Analysis for Mission Needs – including analysis of M&A results to identify and refine system-level requirements
- Simulation Execution for System-level Evaluation – including execution of M&As in collaboration with *SBI_{net}*, to evaluate the predicted and observed performance of the system.
- M&A Support for Notional Field Laydowns – including execution of M&A to support planning for possible future site locations for *SBI_{net}* technologies.

2.1.3.5 System Modeling Validation Reviews

The Contractor shall periodically collect recorded operational and/or system-Level test data and perform comparative analyses to the predictions provided from Modeling and Analysis (M&A) sources. The Contractor shall present the results of the comparative analyses at System Modeling Validation Reviews and identify any required updates to the M&A software to anchor the simulations with actual results.

2.1.3.6 Modeling and Analysis Plan

The Contractor shall develop and Modeling and Analysis Plan (CDRL H0XX0) that describes the modeling and analysis strategy for the *SBI_{net}* Program.

2.1.4 Systems Architecture Design Analysis and Documentation

2.1.4.1 Reserved

2.1.4.2 Design Reference Scenario Development and Analysis

The results of the Border Characterizations shall be included in the models and analyses and in Design Reference Missions. The Contractor shall develop and submit for government approval and prioritization Southern and Northern Border Design Reference Scenarios Documents (CDRL H115). This document shall address Between-the-Ports-of-Entry, At-the-Ports-of-Entry, Transportation, and Air and Marine considerations of interest to the *SBI_{net}* Program.

2.1.4.3 Architecture Framework

The Contractor shall create and update the system architecture framework in accordance with CBP and DHS Architecture Guidance. Architecture models shall be in alignment with CBP Enterprise Architecture, DHS Service Oriented Architecture - Technical Framework, Homeland Security Enterprise Architecture Model (HLS EA), the National Information Exchange Model (NIEM), and the Federal Enterprise Architecture (FEA) as applicable.

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2.1.6 Advanced Technology Demonstrations

2.1.6.1 Reserved

2.1.6.2 Technology Assessments and Capability “Gap Analyses”

The Contractor shall:

- Collaborate with CBP and *SBI_{net}* to develop a Technology Roadmap for *SBI_{net}*
- Assess architecture capabilities and recommend future technological enhancements
- Identify evolving requirements, gaps in capabilities and potential solutions based upon 1) the lessons learned from installation and operation of the *SBI_{net}* system along the border, 2) research and development from government programs and, 3) research and development in private industry presented in conferences and trade shows
- Identify new commercial products for use in the *SBI_{net}* program as additions to the system

2.1.6.2a Advanced Technology Demonstration Planning

The Contractor shall support the Government in planning and designing technology projects to support capabilities for Advanced Technology Demonstration Projects.

2.1.6.3 Specific Technology Assessments

Detailed assessments of new technologies shall occur upon review and concurrence by the COTR.

2.2.0 Systems Specification and Requirements Allocation

2.2.1 Systems Engineering Plan (SEP)

The Contractor shall collaborate with the Government to jointly develop the *SBI_{net}* Systems Engineering Plan (SEP) to document *SBI_{net}* engineering management processes, and capture, analyze, and apply best practices and lessons learned. In all cases where contractor processes are used, the tailoring of those processes to the *SBI_{net}* Program shall be explained. Any changes to the Contractor's SEMP or the Government's SEP will be coordinated through the joint CCB.

2.2.2 Specialty Engineering Planning, Analyses and Requirements

The Contractor shall execute a *SBI_{net}* Specialty Engineering (SpE) program in the following functional disciplines:

- System Security and Information Assurance

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- Parts, Materials and Processes (PM&P)
- Reliability Maintainability Availability (RMA)
- Human Factors Engineering (HFE)
- System Safety
- Affordability

Accordingly, the Contractor shall develop a Specialty Engineering Plan (SpEP) that addresses these topics and the interdependencies with the *SBI^{net}* ILS program.

2.2.2.1 System Security and Information Assurance

The Contractor shall design and implement system security to assure:

- Appropriate security services are provided
- Information Technology (IT) security features work as claimed and cannot be easily defeated
- The system has reasonable security controls to appropriately preserve data confidentiality, availability, and integrity

Based upon the Federal Information Processing Standards (FIPS) 199 Security categorization of the system, the Contractor shall implement a security design that addresses the applicable security controls specified in National Institute of Standards and Technology (NIST) Special Publication 800-53 Recommended Security Controls for Federal Information Systems, Revision 1, dated December 2006 or most current version. Appropriate physical, administrative, and technical safeguards shall be implemented to ensure cost-effective security safeguards are implemented. These safeguards shall be consistent with DHS 4300A Sensitive Systems Handbook, Version 5.5, Dated September 30, 2007 and CBP HB 1400 05C Information Systems Security Policy and Procedures Handbook, Version 1.02, Dated October 18, 2006 or most current version, and with the approved DHS Enterprise Architecture. Security testing shall be conducted at both the device and system-level prior to delivery, to assure that the delivered products meet the Certification and Accreditation (C&A) requirements specified in DHS, C&A Guidance for SBU Systems User's Manual, Version 2, May 5, 2006 or most current version and do not unduly affect existing software and systems performance. All development teams shall conduct and document unit and integration security testing. The Contractor shall develop test cases and document test results.

The Contractor shall prepare documents for the Security Accreditation Package that reflects the security design of the system. To support and standardize the C&A process and manage the documents generated, the security accreditation package shall be prepared using the DHS mandated Risk Management System (RMS) tool. The Contractor shall develop and prepare the following artifacts utilizing RMS:

- IT Security Risk Assessment (CDRL H127)
- System Security Plan (SSP) (CDRL H021)
- IT Contingency Plan (CDRL H126)

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2.2.2.2 Parts, Materials and Processes (PM&P)

The contractor shall develop, update, and implement a PM&P program plan, which shall be part of the Specialty Engineering Plan. The contractor shall maintain the *SBI*net system-level As Designed Parts and Materials Lists (ADPML). The contractor shall implement the *SBI*net Government-Industry Data Exchange Program (GIDEP), conduct the *SBI*net Diminishing Manufacturing Sources (DMS) program, and perform *SBI*net parts obsolescence program management.

2.2.2.3 Reliability Maintainability Availability (RMA)

The contractor shall develop, update, and implement a RMA program plan, which shall be part of the Specialty Engineering Plan. The contractor shall perform availability predictions and assessments, develop and maintain a Failure Reporting and Corrective Action System (FRACAS), assess component Failure Mode and Effects Analysis (FMEA), and develop a system Critical Items List (CIL).

2.2.2.4 Human Factors Engineering (HFE)

The contractor shall develop, update, and implement a HFE Program Plan, which shall be part of the Specialty Engineering Plan.

2.2.2.5 System Safety

The Contractor shall develop, update, and implement a System Safety Program related to Environment, Safety, and Health (ESH). The contractor shall develop, update, and implement a *SBI*net Hazard Safety Tracking System. The plan shall be part of the Specialty Engineering Plan.

2.2.2.6 Affordability

The contractor shall develop, update, and implement an Affordability program plan, which shall be part of the Specialty Engineering Plan. The Contractor shall provide the Program Life Cycle Cost Management affordability analysis support in accordance with the SEP and the Affordability Program Plan.

2.2.3 System A-Specification Development

The Contractor shall develop and maintain the System A-Specification (CDRL H141) and requirement object linkages to show traceability between requirements and verification activities. The Contractor shall develop verification methodologies for each A-Specification requirement. The specifications and traceability links shall be maintained in the Dynamic Object-Oriented Requirements System (DOORS) database. The contractor shall provide DOORS database updates to the Government as requested.

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The Contractor shall develop, maintain and provide a Requirements Traceability Matrix in the DOORS database that includes full forward and reverse traceability of requirements at all levels, identification of traceability between dependencies, and linkages between requirements and verification activities.

2.2.4 System B-Specification Development and Toolbox Requirements

The Contractor shall allocate the requirements to *SBI*net system functions, taking into consideration available GOTS and COTS products. The Contractor shall develop and maintain System and Component B Specifications (CDRL H140), Vendor Item Control Drawings (VICDs), and Source Control Drawings (SCDs). The Contractor shall develop verification methodology for each requirement. Traceability shall be maintained between the A-Specification, B-Specifications, and VICD/SCDs. Modifications to the A and B Specifications will be controlled and approved by the CBP Program Configuration Control Board (CCB), a joint Government/Contractor CCB.

2.2.5 System Interface Control Document Development

The Contractor shall develop preliminary and detailed system-level (Level 1) Interface Definition Documents (IDDs) (CDRL H055). The IDD shall include a consolidated and complete data dictionary and shall define all interfaces, including mechanical, electrical, protocol, software, media, and communications channels. The IDD shall be sufficiently detailed to permit the Government or a third-party to develop systems capable of interfacing with *SBI*net. The Contractor shall ensure that configuration changes which affect Level 1 interfaces are reflected in the IDD, such that the IDD remains consistent with as-delivered system configurations.

The Contractor shall develop Level 1 Interface Control Documents (ICDs) (CDRL H056) to define and control the specific interfaces between *SBI*net and external systems. The external systems with which *SBI*net is required to interface are defined in the A-Specification and in the Project Specifications. The Contractor shall also develop subsystem (Level 2) and component-level (Level 3) ICDs to define and control internal interfaces.

Modifications to the IDD and ICDs are controlled and approved by the CBP Program CCB.

2.2.6 System Verification Planning and Documentation

The Contractor shall develop and maintain the verification processes, tools and documentation to be used on the *SBI*net program to verify compliance of the *SBI*net end item deliverable requirements in accordance with the SEP.

2.2.7 System - Level Reviews

The Contractor shall conduct the following reviews: System Requirements Review (SRR), System Preliminary Design Review (PDR), System Critical Design Review

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(CDR), System Level Test Readiness Review (TRR) and System Level Production Readiness Review (PRR). The format and content for each review shall be in accordance with the SBI^{net} Systems Engineering Plan.

2.2.7.1 System SRR

A single SRR shall be conducted to provide the baseline set of system requirements. The Contractor shall deliver the System Requirements Review Package (SRR) (CDRL H018).

2.2.7.2 System PDR

A single PDR shall be conducted to baseline the preliminary architecture, B-specifications, IDD's and ICD's. The Contractor shall deliver the System Preliminary Design Review Package (PDR) (CDRL H019).

2.2.7.3 System CDR

A single CDR shall be conducted to baseline the system design and approve initial component selection. Plans and designs for required integration and test facilities shall also be reviewed and approved at the CDR. The Contractor shall deliver the System Critical Design Review Package (CDR) (CDRL H020).

2.2.7.4 System TRR

A TRR shall be conducted to validate the Contractor's readiness to conduct an end-to-end system level test. The Contractor shall deliver the System Test Readiness Review Package (TRR) CDRL H144.

2.2.7.5 System PRR

A System Production Readiness Review (SPRR) shall be conducted to validate that the Contractor has sufficiently tested the system, demonstrated that the system and components satisfy the requirements, and determined that all vendors are capable of sustained production rates. The SPRR assesses whether the system is available and ready for deployment in the field. The Contractor shall deliver the System Production Readiness Review Package (SPRR) CDRL H145.

2.2.8 Engineering Operations

The Contractor shall establish an engineering organization that shall be responsible for all engineering activities throughout all task orders. This shall include: Systems Design and Development, Laydown Planning, Construction and Deployment, Software Design and Development, Communications Design and Development, and Engineering support for Operations. The Contractor shall manage their systems engineering process and provide systems engineering management, including engineering integration and

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product and process improvement. The Contractor shall manage and provide integrated engineering management across all *SBI_{net}* Task Orders.

The Contractor shall support joint IPTs and joint Working Groups as chartered and approved by the Government and the Contractor.

2.2.9 *SBI_{net}* Unique Components

The Contractor shall identify and develop C-level specifications for any unique hardware and software required to integrate and provide required functionality for the *SBI_{net}* system.

2.3.0 Reserved

2.4.0 System Component Identification and Qualification

2.4.1 Component Identification

The Contractor shall identify and select system components that meet the B-specification requirements. The Contractor shall document vendor/source selections. The documentation shall describe the selection process, (which must be in accordance with the SEP), results of testing and component integration. This documentation shall also include the source of selected products and suppliers. The Government may participate in the source selection process. Government and contractor participation shall follow the processes documented in the SEP.

2.4.2 Reserved

2.4.3 Reserved

2.4.4 Component Test Article(s) Testing and Verification

The Contractor shall test components in the System Integration Lab (SIL) to verify that they meet the requirements of the B-specifications. The Government may witness any and all component testing and verification procedures. The contractor shall notify *SBI_{net}* of upcoming project or system level testing 30 days prior to testing activities. The contractor shall provide the testing, analysis, and integration results that demonstrate that the component meets these requirements at the System CDR. Initial Component selections will be approved at the CDR.

2.5.0 System Integration, Testing, and Verification

The Contractor shall develop and maintain the verification processes, tools and documentation to be used on the *SBI_{net}* program to verify compliance of the *SBI_{net}* end item deliverable requirements in accordance with the SEP.

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2.5.1 System Integration

The contractor shall perform segment and system integration for the *SBI_{net}* system. The Contractor shall identify, define and control interfaces and verify system functions that require multiple system elements. The Contractor shall develop, implement and integrate the required additional functional devices and software to complete integration of the system

The Contractor shall define the analytical and physical integration strategies, test activities, laboratory facilities; assembly sequence plans and lists the approved program processes that govern system integration.

2.5.2 System Testing

The Contractor shall conduct system level tests to demonstrate system capabilities of all system configurations planned for deployment. The Government may witness any and all system testing and verification procedures. The Contractor shall document all test results in Test Analysis Results and a Test Evaluation Report. Test results will be used to update modeling and simulation tools.

2.5.2.1 System Test Planning and Documentation

The Contractor shall collaborate with the Government to jointly develop a Test and Evaluation Master Plan (TEMP). The Contractor shall develop a System Validation and Verification Plan (CDRL H0142).

The Contractor shall develop and use analytical tools and methods to augment testing to ensure necessary design environments, such as natural and induced conditions and system-level resources (power, data processing capacity, bandwidth, etc.) are completely bounded.

2.6.0 Support for System Operational Assessments

The Contractor shall provide support to an Independent Operational Test and Evaluation (IOT&E) program conducted by the government to assess *SBI_{net}* operational effectiveness, suitability, security, logistics supportability (i.e., compatibility, interoperability, reliability, maintainability, and logistic requirements), cost of ownership, and modification requirements. The Contractor shall provide use of test articles, system documentation and, subject matter expertise as requested by the Government.

2.7.0 System Development Facilities, Laboratories, and Infrastructure

2.7.1 SIL Assets

The Contractor shall design, develop, procure, maintain, and administer SIL facilities representative of deployed architecture, and hardware and software configurations. SIL Facilities shall be linked to subcontractor facilities, engineering development models

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and forward area test facilities as necessary. The Contractor shall design, produce, and use all models, fixtures, and instrumentation required in support of the system-level test program. The Contractor shall develop and maintain these SIL assets at a level of effort to 1) maintain the facility infrastructure, 2) develop and maintain complete in-laboratory system hardware and software configurations, and 3) support Advanced Technology Demonstrations and new technology evaluations. Specifically, SIL facilities shall be capable of supporting:

- Deployed sector system configuration(s) to include P28
- *SBInet* sector and hardware/software configuration(s) for development integration (present block)
- *SBInet* system variants for future deployment (future block)
- Supporting system alternatives analysis and technology evaluations
- *SBInet* system integration

2.7.2 Reserved

2.7.3 Other Test Facilities

At the direction of the COTR, the Contractor shall provide planning services to support development of an independent test range facility to be constructed under a potential future TO. The Contractor shall provide detailed design documentation which specifies critical data paths and components to allow the Government to determine where/how to connect for monitoring of critical data paths.

2.7.4 Mission Analysis Laboratory

The Mission Analysis Laboratory is used to support the definition of laydowns, the analysis of results, and the management and use of Geographic Information System (GIS) data and Environmental Systems Research Institute, Inc. (ESRI) mapping and geodatabase related products.

2.7.4.1 Mission Analysis Laboratory Facility

The Contractor shall establish, manage, and operate a Mission Analysis Laboratory in the WDC area to support collaboration with *SBInet* in the definition, analysis, and review of system and project laydowns and related models and simulations.

2.7.4.2 ESRI Product Training

The Contractor shall obtain training in key ESRI products including the GeoDatabase and ARCGIS products to support more effective and efficient application to the laydown process. The training shall include a mixture of Web-based and instructor led courses on the use of relevant ESRI products to include development “toolkits” for automating interfaces to/from the ESRI products to support modeling, simulation and analysis tools. The training effort shall leverage CBP license agreements with ESRI to the extent possible.

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2.7.4.3 Precise Elevation Data

The contractor shall obtain precise Digital Terrain Elevation Data (DTED) and image data for the entire land border between the United States and Mexico and the 48 contiguous United States and Canada. This data shall include 1 meter elevation data with at least 5 meter post spacing in two forms (Digital Terrain Model, Digital Surface Model) and Orthorectified Radar Imagery (ORI) with a 1.25 meter pixel size, accurate to 2 meters horizontally. Coverage will be 30 miles (50km) into the United States and 15 miles (25 km) into both Mexico and Canada. Vertical accuracy shall be within an average of 2 meters for the entire dataset with no particular area having more than 5 meters of vertical accuracy.

2.8.0 Quality Management and Mission Assurance

2.8.1 Quality Assurance (QA)

The contractor shall develop and implement a quality assurance strategy and plan that appropriately covers the main products and processes that the contractor is obligated to provide and manage on the *SBI_{net}* program.

The plan shall include reference to the standards of quality that the contractor intends to obtain such as ISO 9001-2000 or other recognized quality management standards.

2.8.2 Quality Improvement

The Contractor's quality management system shall provide for quality improvement within three distinct areas: quality priority management and deployment; quality process management and quality problem solving. The contractor shall target the achievement of quality improvements by concentrating organizational resources on key priority issues. The contractor shall also identify and assure key management and technical processes are stable and capable. Through quality problem solving, the Contractor shall provide a structured environment to: 1) improve the quality products and services throughout systematic root cause problem solving tools and techniques, 2) develop skills and abilities in relationship to the new environment, materials and operations, processes and procedures being produced, and 3) promote communication and teamwork with project personnel and customer personnel.

2.8.3 Mission Assurance

To further reduce technical and mission risk, the Contractor shall implement a formal mission assurance independent review process based on agreed to high priority phases/components of the *SBI_{net}* system.

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The overall purpose of the mission assurance independent review (MAIR) is to insure that the high priority technical work within the *SBI_{net}* system has a more holistic yet detailed examination of risk, quality, customer requirements, and the probability for success than the normal operational daily work that is now covered by standard risk and quality procedures. The government wants to assure that major milestones and key priorities are successfully met the first time.

The Contractor shall therefore develop a detailed Mission Assurance Plan (MAP) that describes the following:

- 1) How mission assurance shall determine candidates for review,
- 2) How mission assurance will deploy its MAIR,
- 3) How data information and knowledge management will be collected, and disseminated to insure appropriate knowledge management and success on high priority issues,
- 4) The process mission assurance will use to assess program readiness to field or not, and
- 5) A detailed description of coordination and communication between mission assurance and the *SBI_{net}* SPO.

2.9.0 Risk Management

2.9.1 Program Risk, Issue, and Opportunity Management

The Contractor is responsible for system-level risk assessment, risk identification, and risk mitigation and shall implement Risk Management in accordance with the Risk Management Plan. The Contractor shall establish a Joint Risk Management Board (RMB) at the program-level supported by both Contractor and CBP representatives. The Contractor shall manage and maintain the Risk, Issue and Opportunity (RIO) management tool and provide access to the CBP. The Contractor shall include summary status presentations of risks, issues, and opportunities at the monthly Program Management Reviews (PMRs), along with detailed reports as part of the monthly Program Reports.

The Contractor shall assign a Risk Manager (RM) who conducts all Risk Management Team meetings and support the *SBI_{net}* PM in all matters involving program RIO. The Contractor RM shall develop and maintain risk, issue and opportunity Tracking Documents. The Contractor RM shall integrate with all stakeholders at IPT and working group levels to instill risk identification and risk handling options. The Contractor RM shall provide risk assessments as part of system-level gate reviews.

2.10.0 Supplier Management and Procurement

The Contractor shall perform in accordance with Boeing standard processes, tailored for the *SBI_{net}* program to the Subcontractor Management Plan.

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2.11.0 Program and Business Management

The Contractor Program Management Team plans, organizes, coordinates, authorizes, and controls the overall program to meet technical, quality, cost, and schedule requirements, in accordance with the Program Management Plan (PMP) (CDRL H001).

2.11.1 Program Management Organization and Facility Services

The Contractor PMO shall operate from offices located in the WDC area, and shall have the appropriate background investigation documents submitted to CBP. The Contractor shall provide program coordination and administrative support to execute the program and to ensure metrics underpinning program performance are accurate, current, and that CBP information requests are responded to in a timely manner.

The Contractor will ensure personnel are available to meet *SBI*net deployment in accordance with an approved staffing plan. The Contractor shall prepare and submit an updated Transition Plan six (6) months prior to the end of each period of contract performance, to ensure that the transition of mission operations can be achieved with minimum impact to CBP.

The Contractor will implement Control Account Management (budget definition, tracking, and reporting), WBS definition, schedule performance, and managing performance to schedule. This includes identification of the tasks being performed by each of the functions, and scheduling those tasks.

2.11.1.1 Tools and Data Integration

The Contractor shall establish a Tools and Data Integration team for integrating tools and data between the Contractor, CBP, and teammate information systems.

2.11.2 *SBI*net Configuration and Data Management

The Contractor shall implement a Configuration and Data Management system for managing prime contractor and supplier products and data across all Task Orders. The Contractor shall maintain the Configuration and Data Management Plan.

The Contractor shall develop a Data Accession List (DAL) (CDRL H132) that shall include, but not be limited to, the Accessible Data Products (ADP) listed in Appendix B (for reference only).

2.11.3 *SBI*net Program Planning and Cost Estimating Support

The Contractor shall support the government in the future planning for the *SBI*net Program to include support and participation in program roadmap planning, development, and maintenance.

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The Contractor shall develop cost estimates that aid decision-making and budgeting by providing visibility into the costs of solution components, software, projects, and the aggregate program, to include sustainment and ownership costs. The cost estimates shall provide a basis for estimating costs to support development of Life Cycle Cost Estimates and budget cycle inputs. The Contractor shall support the government in the development and periodic update of a Common Cost Model (CCM). The CCM will provide approximate acquisition costs for *SBI*net products and related efforts, and will be used to support government budgetary acquisition planning.

2.11.4 Cost and Schedule Management

The Contractor shall work closely with the Government to develop task orders and project information necessary to establish and approve project baselines. The Contractor shall use the jointly developed program and project Integrated Master Plan (IMP) templates, as applicable, in planning projects to develop the IMP (CDRL H011) and IMS (CDRL H010). The IMP shall be used to develop each project's Integrated Master Schedule (IMS). The Contractor shall develop project schedules and report project execution status in accordance with the guidance in the *SBI*net Schedule Standard. The Contractor shall develop the IMS to the program, system, and project level including projections of future systems.

The IMS shall identify inter-project dependencies and external dependencies with other stakeholders. The Contractor shall synchronize its project schedules with the Government Program IMS. The Contractor shall use the Program WBS for scheduling, budgeting, project proposals, and EVM reporting. Proposed changes to the WBS shall be submitted via change control process to the Program Change Control Board (CCB).

The Contractor shall conduct an Integrated Baseline Review for the work required in this task order within 60 days of award with an interim review within 30 days of award. The Contractor shall deliver its detailed, resource-loaded IMS (in final with its Integrated Baseline Review (IBR) documents (CDRL H128). The IMS shall be sufficiently detailed for the Government to approve the Project Performance Measurement Baseline. The contractor shall provide weekly schedule updates to project schedules as specified in CDRL H010, or as modified by agreement by the Government and Contractor Project Managers. For each new task order issued under the Boeing IDIQ, the Contractor shall conduct IBRs, as directed in the SOW, but not later than 60 days after contract award to establish project baselines. The Contractor shall maintain a current and accurate description of its *SBI*net EVMS policies and processes in its Cost Management Plan.

The Contractor shall submit Contract Performance Reports (CPRs), Formats 1 through 5, (CDRL H052) for each active TO in accordance with SBI-DID-0016, unless specified otherwise in the task order SOW. CPRs shall reflect the cost and schedule performance against the TO baseline and shall contain Variance Analysis Reports (VARs) for those control accounts that exceed the *SBI*net variance thresholds. The Contractor shall provide Contract Funds Status Reports (CFSR) (CDRL H112) and updates to the CPR

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estimates at completion (EAC) for cost reimbursement and fixed price incentive contracts, unless otherwise specified in the task order.

The Contract shall conduct monthly PMRs with the government. The Contractor shall present individual TO/project technical, cost, and schedule performance status at the PMR for all task orders issued under the Boeing IDIQ.

2.11.5 Program Security

The Contractor shall develop and implement Physical and Personnel Security Plans that conform to the policies, procedures, regulation, guidelines, and the published mission of CBP and DHS central security program.

2.11.6 Program Environment, Health, and Safety (EHS)

The Contractor shall develop and implement an EHS program that integrates with the Security Plan, and shall act as primary focal for EHS regulatory agency inspections of Contractor and supplier operations, and input/maintenance of data in a Company inspection database.

The Contractor shall develop and implement field personnel safety procedures for performing work at project site locations, and shall develop and maintain processes for EHS recordkeeping.

2.11.7 Contracts and Data Management

The Contractor shall provide contracts support under the SDITPMTO for the following:

- Represent and commit the Contractor organization on contract-related program issues
- Distribute work packages across the Contractor business units in accordance with the TO requirements
- Perform Work Authorization Administration for documentation and communication of work breakdown packages
- Serve as the customer focal point for all contractual matters
- Issue and track correspondence items (incoming and outgoing), and maintain a change history log
- Perform obligation analysis to assess the impact of change activity with regard to scope, change board activities, funding requirements, and coordinate export compliance activities with export control
- Coordinate property administration on the status and maintenance of government furnished property (GFP)
- Support budgetary and planning exercises
- Monitor incoming Inter-organizational Work Authorizations (IWAs) as required

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Data Management tasks include, but are not limited to, reviewing the contract and contract modifications for requirements, scheduling, monitoring, statusing, delivering, transmitting, and storing deliverable contract data, including data from customers, subcontractors, and/or suppliers. Additional tasks may include the review and coordination of Request for Proposal (RFP) requirements in conjunction with the proposal cycle.

2.11.8 TO Preparation and Proposal Development

As directed, the Contractor shall support the government in preparing RFP packages. The Contractor shall perform what-if analysis and develop Rough Order of Magnitude (ROM) estimates as requested.

The Contractor shall prepare, submit and negotiate TO proposals and change proposals in response to *SBI*net requested TOs or contract change orders. The Contractor shall develop cost and pricing data in support of cost proposals and support audits, reviews and negotiations. To support the prime proposal development and negotiation, the Contractor shall generate procurement requests such as RFPs and Requests for Quote (RFQs), perform cost analysis of supplier/subcontractor proposals, resolve proposal related business issues with suppliers and subcontractors, and conduct fact-finding and negotiate the supplier/subcontractor proposals.

2.11.9 Organizational Change Management

To prepare CBP for the change from their current work methods to a more technologically advanced work method through the *SBI*net solution suite, the Contractor shall assess, plan, develop and recommend an Organizational Change Management (OCM) program to effectively manage CBP through the transition of the *SBI*net technology solution.

Essential to successfully undertaking change is an organization's ability to correctly assess and address the impacts of change – like *SBI*net - on affected employees. The Contractor shall build on the previous task accomplished under the DTO which provided an initial impact assessment on CBP personnel in the Arizona geographic region. The Contractor shall prepare the preliminary findings and recommendations of that assessment for senior executive leadership, outlining the readiness of acceptance of change, the foresight found in the assessment, pitfalls, gaps, etc. The components that are key to the success of this project build on the below elements include but are not limited to:

- A set of organizational change management gaps, needs, opportunities, risks and recommendations
- Impacts and assessments by department/functional areas
 - Skills and knowledge
 - Organizational structure
 - Resistance to change

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- Culture
- Training (needs)
- Identify and assess key stakeholders (high-impact/high-influence)
- Assess communication mediums, methods and protocol
- Assess the process

Using the findings and recommendations from the initial assessment, the Contractor shall formulate the development of the SBI organizational change roadmap (strategy to manage transition point of departure to point of arrival) and develop the organizational change management plan. Once the roadmap and rollout plan are approved, and at the direction of the Government COTR, the Contractor shall be prepared to execute the plan.

2.12.0 Intelligence Analysis and Support

The contractor shall provide and support the systems engineering and management consulting services to the SPO required to accomplish the following objectives:

1. Integrate all aspects of *SBI*net intelligence activities, including software development and integration, hardware deployment, data sources and training requirements and curriculum provided by the prime contractor and other SPO intelligence capability providers to include, but not limited to, SPAWAR Systems Center – San Diego and national intelligence agencies. This activity will require collecting and assessing Intelligence program aspects and leading the creation of the Intelligence – Integration and Improvement Plan - (I-IIP). The following items will be contained within the I-IIP:
 - a. Intelligence Driven Operations - Support development of new CONOPs, Tactics, Techniques, and Procedures for implementation of Intelligence Driven Operations at Station, Sector, and Regional field location and integrating those activities with national level systems. This activity will assess development of mission processes, operational roles, and training to enhance current and planned intelligence functions (e.g. Intelligence Analysis, Collection Management, Targeting, Indications and Warning, Force Protection, Operational Assessments, and Operational Planning & Support).
 - b. Institutionalized Intelligence Program –Support the creation and sustainment of an Institutionalized Intelligence Program for Border Intelligence Analysts utilizing *SBI*net capabilities provided to the Department. This includes the development of a training / certification program to teach new and experienced agents Intelligence Driven Operations and analytic and Intelligence tradecraft using tools developed, integrated, and deployed by the *SBI*net SPO. Recommended policy and guidance for institutionalizing the program will also be provided. This effort will require the identification of existing Intel training and areas where improved training will result in improved operations and the creation of the Intelligence - Training & Accreditation Report Assessment (I-TARA) within the I-IIP.

SDITPM SOW

2. Identify existing intelligence operations and potential new intelligence operations required to collect data required by decision makers to increase operational effectiveness through intelligence data management. This activity will require collecting and assessing Intel related information management program aspects and coordination of findings with the C3I TO Intel CONOPS development team and future intelligence operations task orders.
- a. Human Source / Informant Network Management - Assess, design, and support implementation of a standardized Human Source / Informant Network Management program. This includes inputs to the C3I CONOPS; operational Tradecraft Tactics, Techniques, and Procedures, and recommendations for and support to training (courses, programs of instruction).
 - b. Video and Radar Tasking, Processing, Exploitation and Dissemination (TPED) - Assess, design, and support implementation of an Unmanned Aerial Systems (UAS) and *SBlnet* tower video and radar TPED management program that leverages *SBlnet* capabilities. This includes the creation of CONOPS; UAS Tactics, Techniques, and Procedures; recommendations for and support to training (courses, programs of instruction). This effort will include the coordination and effective use of UAV and other video and radar data in intelligence operations. This activity will require collecting and assessing Intel related video data and radar (GMTI) data sources and effective collection and dissemination of this data. Findings shall be coordinated with the C3I TO Intel CONOPS development team and other intelligence task orders.
 - c. Counter-Intelligence - Provide analysis and tools that support improved counter-intelligence operations for both internal and external threats in coordination with the Department's newly formed CI Office. Visit and review critical CPB and DHS sites related to CI activities and recommend effective TTPs to counter such threats utilizing capabilities provided by the *SBlnet* SPO. This activity will require travel to associated locations and the creation of the Counter intelligence Assessment and improvement Plan (I-CiAP).

SDITPM SOW

ACRONYMS

-A-

A _o	Operational Availability
ADP	Accessible Data Product
ADPML	As Designated parts and Materials Lists
ASTM	American Society for Testing and Materials

-B-

BOM	Bill of Materials
-----	-------------------

-C-

C&A	Certification and Accreditation
CBP	Customs and Border Protection
CCB	Configuration Control Board
C2	Command and Control
C3I	Command, Control, Communications, and Intelligence
CCDR	Contractor Cost Data Report
CCM	Common Cost Model
CDR	Critical Design Review
CDRL	Contract Data Requirements List
CFSR	Contract Funds Status Report
CIL	Critical items List
CIS	Citizenship & Immigration Services
CONOPS	Concept of Operations
COP	Common Operating Picture
CPR	Contract Performance Report

-D-

DHS	Department of Homeland Security
DMS	Diminishing Manufacturing Sources
DoDAF	Defense Architecture Framework
DOORS	Dynamic Object-Oriented Requirements System

-E-

EAC	Estimate at Completion
ESH	Environment, Safety and Health
ERB	Engineering Review Board
ESA	Environmental Site Assessment
ESRI	Environmental Systems Research Institute, Inc.
EVMS	Earned Value Management System

-F-

FEA	Federal Enterprise Architecture
FIPS	Federal Information Processing Standards
FMEA	Failure Mode and Effects Analysis

SDITPM SOW

FOB	Forward Operating Base
FRACAS	Failure Reporting and Corrective Action System
-G-	
GILDEP	Government-Industry Data Exchange Program
GFX	Government Furnished Property, Facilities, and Information
GIS	Geographic Information System
GFP	Government Furnished Property
-H-	
HFE	Human Factors Engineering
HB	Handbook
-I-	
IBR	Internal Budget Review
ICD	Interface Control Document
ICE	Immigration & Customs Enforcement
IDD	Interface Definition Document
IDIQ	Indefinite Delivery Indefinite Quantity
IMP	Integrated Master Plan
IMS	Integrated Master Schedule
ISO	International Standards Organization
lol	Items of Interest
IOT&E	Independent Operational Test and Evaluation
IPT	Independent Product Team
IT	Information Technology
ITEP	Integrated Test and Evaluation Plan
IWA	Inter-organizational Work Authorization
-JKL-	
None	
-M-	
M&S	Modeling and Simulation
-N-	
NIST	National Institute of Standards and Technology
-O-	
OCM	Organizational Change Management
ORD	Operational Requirements Document
OV	Operational View (DoDAF)
-P-	
PDR	Preliminary Design Review; or Property Detail Record
PM&P	Parts, Materials and Processes
PMR	Program Management Review

SDITPM SOW

POE	Port of Entry
PRM	Program Reference Model
PRR	Project Requirements Review
PTR	Project Technical Requirements
	-Q-
QA	Quality Assurance
QAP	Quality Assurance Plan
	-R-
RFP	Request for Proposal
RFQ	Request for Quotation
RIO	Risk, Issue and Opportunity
RM	Risk Manager
RMA	Reliability Maintainability Availability
RMB	Risk Management Board
RMS	Risk Management System
ROE	Right of Entry
ROM	Rough Order of Magnitude
	-S-
SBI <i>net</i>	Secure Border Initiative Network
SCD	System Control Drawing
SDITPMTO	System Development, Integration, Test, and Program Management Task Order
SEP	System Engineering Plan
SEMP	Systems Engineering Management Plan
SIL	System Integration Laboratory
SIT	System Integration Test
SOW	Statement of Work
SPAWG	SBI <i>net</i> Performance Architecture Working Group
SpE	Specialty Engineering
SPRR	System Production Readiness Review
SRR	System Requirements Review
SSP	System Security Plan
SSPP	System Safety Program Plan
	-T-
T&E	Test and Evaluation
TEMP	Test and Evaluation Master Plan
TIM	Technical Interchange Meeting
TO	Task Order
TPM	Technical Performance Measure
TRR	Test Readiness Review
	-U-
U.S.	United States
	-V-

SDITPM SOW

V&V	Verification and Validation
VAR	Variance Analysis Report
VICD	Vendor Item Control Drawing
VSS	Verification Summary Sheet
VWG	Verification Working Group

-W-

WBS	Work Breakdown Structure
WDC	Washington D.C.

-XYZ-

None

SDITPM SOW

Appendix A Contract Data Requirements List (CDRL)

Data Type-I: Customer approval/disapproval required.

Data Type-III: For customer informational purposes only – no customer approval/disapproval required.

**All CDRLs are Type I Submissions*

CDRL No.	SOW #	Description	DID Number	Origin	Initial	Final or Frequency	Format	Delivery Method
1	H001	2.11.0	Program Management Plan	SBI-DID-0022	Existing (PM TO) Need Update	ATP + 60 days	Update Annually	MS Office Electronic: - BPN - PIMS
2	H010	2.11.4	Program Integrated Master Schedule (IMS)	DI-MGMT-81650	Existing (PM TO) Need Update	ATP + 60 Days	As Req	MS Project Electronic: - BPN - PIMS
3	H011	2.11.4	Integrated Master Plan (IMP)	SBI-DID-0015	Existing (PM TO)	ATP + 30 Days	As Req	MS Office Electronic: - BPN - PIMS
4	H018	2.2.7.2	System Requirements Review Package (SRR)	SBI-DID-0032	Existing (PM TO) Need Update	10 Day\$ Prior to SRR	days after SRR	MS Office Electronic: - BPN - PIMS
5	H019	2.2.7.2	System Preliminary Design Review Package (PDR)	SBI-DID-0019	Existing (PM TO) Need Update	10 Day\$ Prior to PDR	days after PDR	MS Office Electronic: - BPN - PIMS
6	H020	2.2.7.3	System Critical Design Review Package (CDR)	SBI-DID-0020	Existing (PM TO) Need Update	10 Days Prior to CDR	5 days after CDR	MS Office Electronic: - BPN - PIMS
7	H021	2.2.2.1	System Security Plan	SBI-DID-0049	Existing (PM TO) Need Update	at System CDR	30 days prior to ST&E	MS Office Electronic: - BPN - PIMS
8	H052	2.11.4	Contract Performance Reports (CPR)	SBI-DID-0016	Existing (PM TO) Need Update	IBR + 30 Days	Monthly	IAW CDRL 27, Formats 1 & 5 Electronic: - BPN - PIMS
9	H055	2.2.5	Interface Definition Documents	SBI-DID-0047	New (SDITPMTO)	Draft 15 Days Prior to PDR	10 days after final applicable B-Spec approval	MS Office Electronic: - BPN - PIMS
10	H056	2.2.5	Interface Control Documents	SBI-DID-0048	New (SDITPMTO)	Draft 15 Days Prior to PDR	10 days after final applicable B-Spec approval	MS Office Electronic: - BPN - PIMS
11	H112	2.11.4	Contract Funds Status Reports	SBI-DID-0041	New (SDITPMTO)	ATP + 90	Quarterly	MS Office Electronic: - BPN - PIMS
12	H115	2.1.4.1	Southern and Northern Border Design Reference Scenarios Documents	SBI-DID-0034	New (SDITPMTO)	ATP + 60 Days	Quarterly	MS Office Electronic: - BPN - PIMS
13	H126	2.2.2.1	IT Contingency Plan	SBI-DID-0043	New (SDITPMTO)	at system CDR	10 days prior to ST&E	MS Office Electronic: - BPN - PIMS
14	H127	2.2.2.1	IT Security Risk Assessment	SBI-DID-0044	New (SDITPMTO)	at system CDR	as required	MS Office Electronic: - BPN - PIMS
15	H128	2.11.4	IBR Package	SBI-DID-0045	Existing (PM TO) Need Update	10 Days prior to IBR	As Required per approved baseline	OPP Electronic: - BPN - PIMS

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							change		
16	H132		Data Accession List (DAL)	DI-MGMT-81453A	New (SDITPMTO)	ATP + 60 Days	Update every 60 days	MS Office	Electronic: - BPN - PIMS
17	H140	2.2.4	B Specifications Document	SBI-DID-0054	New (SDITPMTO)	Draft Required 45 days prior to PDR	10 Days after PDR	MS Office	Electronic: - BPN - PIMS
18	H141	2.2.3	A Specifications Document	SBI-DID-0055	New (SDITPMTO)	Draft Required 30 days prior to SRR	10 Days after PDR	MS Office	Electronic: - BPN - PIMS
19	H142	2.5.2.1	System Validation and Verification Plan	SBI-DID-0056	New (SDITPMTO)	ATP + 60 Days	6 Months after initial submission	MS Office	Electronic: - BPN - PIMS
20	H143	2.1.3.7	Modeling and Analysis Plan	SBI-DID-0071	New (SDITPMTO)	ATP + 45 Days	Update Anually	MS Office	Electronic: - BPN - PIMS
21	New	2.2.7.4	System Test Readiness Review Package	SBI-DID-0056	New (SDITPMTO)	15 Days Prior to TRR	15 days after TRR	MS Office	Electronic: - BPN - PIMS
22	New	2.2.7.5	System Production Readiness Review Package	SBI-DID-0056	New (SDITPMTO)	15 Days Prior to SPRR	15 days after SPRR	MS Office	Electronic: - BPN - PIMS

SDITPM SOW

APPENDIX B Accessible Data Products (ADP) (For Reference Only*)

**All ADPs are Type III Submissions*

ADP No.	Description	Initial	Final or Frequency	Format	Delivery Method
H-Des-01	Ad hoc supporting analysis and briefings in support of system integration tests	As Available	As Available	MS Office	Electronic: - BPN - PIMS
H-Des-02	Briefings and reports as required to support design team action items, program reviews and status reports	As Available	As Available	MS Office	Electronic: - BPN - PIMS
H-MAA-01	Mission Analysis Process	As Available	As Available	MS Office	Electronic: - BPN - PIMS
H-MAA-02	Mission Analysis Assessments	As Available	As Available	MS Office	Electronic: - BPN - PIMS
H-MAA-03	Mission Operational Analyses	As Available	As Available	MS Office	Electronic: - BPN - PIMS
H-MAA-06	System and Project Pre-Implementation Analysis Report	As Available	As Available	MS Office	Electronic: - BPN - PIMS
H-MAA-07	System and Project Post-Implementation Analysis Report	As Available	As Available	MS Office	Electronic: - BPN - PIMS
H-MAA-08	Performance Management Information System	As Available	As Available	MS Office	Electronic: - BPN - PIMS
H-MAA-09	Ad-hoc Reports	As Available	As Available	MS Office	Electronic: - BPN - PIMS
H-MAA-10	SBInet Performance Architecture Working Group charter	As Available	As Available	MS Office	Electronic: - BPN - PIMS
H-MAA-11	System Verification Planning reports	As Available	As Available	MS Office	Electronic: - BPN - PIMS
H-MAA-12	Inputs to weekly, monthly, and quarterly program management reviews	As Available	As Available	MS Office	Electronic: - BPN - PIMS
H-MAA-14	Mission Analysis Analytic Laydown reports	As Available	As Available	MS Office	Electronic: - BPN - PIMS
H-MAA-16	Mission Analysis Report	As Available	As Available	MS Office	Electronic:- BPN- PIMS
H-MAA-18	System Modeling Validation Review presentations	As Available	As Available	MS Office	Electronic: - BPN - PIMS
H-SpT-01	SpE Design Analysis/Assessment Reports/Ad hoc Reports	As Available	As Available	MS Office	Electronic: - BPN - PIMS
H-SpT-02	Parts, Materials and Processes (PM&P) Program Plan	As Available	As Available	MS Office	Electronic: - BPN - PIMS
H-SpT-03	Reliability Maintainability Availability (RMA) Program Plan	As Available	As Available	MS Office	Electronic: - BPN - PIMS
H-SpT-04	Human Factors Engineering (HFE) Program Plan	As Available	As Available	MS Office	Electronic: - BPN - PIMS
H-SpT-05	Affordability Program Plan	As Available	As Available	MS Office	Electronic: - BPN - PIMS

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H-T&E-01	Toolbox Candidate Feasibility Evaluation Detailed Test Plans	As Available	As Available	MS Office	Electronic: - BPN - PIMS
H-T&E-02	Toolbox Candidate Feasibility Evaluation Test Procedures	As Available	As Available	MS Office	Electronic: - BPN - PIMS
H-T&E-03	Toolbox Candidate Feasibility Evaluation Test Reports	As Available	As Available	MS Office	Electronic: - BPN - PIMS
H-T&E-04	Toolbox Candidate System Integration Test Detailed Test Plans	As Available	As Available	MS Office	Electronic: - BPN - PIMS
H-T&E-05	Toolbox Candidate System Integration Test Procedures	As Available	As Available	MS Office	Electronic: - BPN - PIMS
H-T&E-06	Toolbox Candidate System Integration Test Reports	As Available	As Available	MS Office	Electronic: - BPN - PIMS
H-T&E-07	Toolbox Candidate Qualification Test Detailed Test Plans	As Available	As Available	MS Office	Electronic: - BPN - PIMS
H-T&E-08	Toolbox Candidate Qualification Test Procedures	As Available	As Available	MS Office	Electronic: - BPN - PIMS
H-T&E-09	Toolbox Candidate Qualification Test Reports	As Available	As Available	MS Office	Electronic: - BPN - PIMS
H-MAA-19	System Safety Program Plan (SSPP)	As Available	As Available	MS Office	Electronic: - BPN - PIMS
H-MAA-20	SBinet Hazard Safety Tracking System	As Available	As Available	MS Office	Electronic: - BPN - PIMS
H-MAA-21	Program Safety and Security Plan	As Available	As Available	MS Office	Electronic: - BPN - PIMS
H-MAA-22	TPM Metrics Report	As Available	As Available	MS Office	Electronic: - BPN - PIMS
H-MAA-26	System or Product List	As Available	As Available	MS Office	Electronic: - BPN - PIMS
H-MAA-27	Transition Plan	As Available	As Available	MS Office	Electronic: - BPN - PIMS
H-MAA-28	Weekly Status Report Monthly Status Report	As Available	As Available	MS Office	Electronic: - BPN - PIMS
H-MAA-29	System Integration Plan	As Available	As Available	MS Office	Electronic: - BPN - PIMS
H-MAA-34	Risk Assessment Plan	As Available	As Available	MS Office	Electronic: - BPN - PIMS
H-MAA-35	Initial Risk Assessment	As Available	As Available	MS Office	Electronic: - BPN - PIMS
H-MAA-37	Subcontractor Management Olan (SMP)	As Available	As Available	MS Office	Electronic: - BPN - PIMS
H-MAA-38	Quality Assurance Plan (QAP)	As Available	As Available	MS Office	Electronic: - BPN - PIMS
H-MAA-39	Configuration and Data Management Plan	As Available	As Available	MS Office	Electronic: - BPN - PIMS

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H-MAA-40	Risk Management Plan	As Available	As Available	MS Office	Electronic: - BPN - PIMS
H-MAA-41	Cost Management Plan	As Available	As Available	MS Office	Electronic: - BPN - PIMS
H-MAA-42	Configuration Status Accounting Report	As Available	As Available	MS Office	Electronic: - BPN - PIMS
H-MAA-44	SBInet Road Map Planning Products	As Available	As Available	MS Office	Electronic: - BPN - PIMS
	Integrated Test and Evaluation Plan (ITEP)	As Available	As Available	MS Office	Electronic: - BPN - PIMS
New	Intelligence Integration and Improvement Plan (I-IIP)	As Available	As Available	MS Office	Electronic: - BPN - PIMS
New	Intelligence Training Report Assessment (I-TRA)	As Available	As Available	MS Office	Electronic: - BPN - PIMS
New	Organizational Change Roadmap and Management Plan	As Available	As Available	MS Office	Electronic: - BPN - PIMS

Note: The DAL (CDRL H132) shall maintain, but not be limited to, the documents listed in Appendix B.

Attachment 1

Secure Border Initiative (SBI)

System Task Order (STO)

Award Fee Plan

Contract #: HSBP1006D01353
Task Order #: HSBP1208J20016



U.S. Customs and Border Protection

System Task Order (STO) Award Fee Plan

Version 1.0

April 15, 2008

U.S. Customs and Border Protection SBInet Program

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Approval

Approved by:

(b) (6)

Date

STO Project Manager
SBI^{net} Systems Program Office

Approved by:

(b) (6)

Date

Contracting Officer
Director, SBI^{net} Acquisition Division
SBI Acquisition Office

Approved by:

(b) (6)

Date

Deputy Program Manager
SBI^{net} Program

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1. Overview

The Department of Homeland Security (DHS) has the statutory authority to develop and implement a comprehensive strategy for securing America's borders and reducing illegal immigration. The Secure Border Initiative (SBI) was created to achieve this strategy and the following core objectives: gain effective control of the borders, strengthen interior enforcement and compliance with immigration and customs laws, and support passage of a temporary worker program. A critical component of the SBI is the SBlnet Program. DHS has designated U.S. Customs and Border Protection (CBP) as the executive agent for the contracting and implementation of the SBlnet program, which will provide the technical solution required to detect, identify, and classify Items of Interest crossing the border, and support law enforcement officials in responding to border incursions.

The system engineering and program execution activities required to support the Department of Homeland Security (DHS) Customs and Border Protection (CBP) SBlnet Program are to be performed in the System Task Order (STO). The objective of the STO is to acquire Boeing's systems engineering and program execution services to allow the SBlnet System Project Office (SPO) to effectively and efficiently deliver the SBlnet solution. The following key objectives are associated with the STO:

Outcome 1: Ensure the SBlnet technology solution is successfully deployed and performs as specified.

Observable Objectives:

- Successful qualification of Block 1.0 SBlnet System
 - Successful completion of the Block 1.0 System Critical Design Review
 - Successful completion of the Block 1.0 System Test Readiness Review
 - Successful completion of the Block 1.0 System Production Readiness Review
 - Successful completion of TUS-1 Operational Assessment.
- Successful completion of the Block 2.0 System Requirements Review

Outcome 2: The task orders are managed within cost, schedule, and technical parameters.

Observable Objectives:

- Cost, schedule, and performance status are known, measured, and accurately reported, and controlled to deliver the desired system within cost and schedule
- Technical Performance measures for Block 1 are identified, tracked and reported.

- Task orders' risks, issues, and action items are identified, tracked, and effectively mitigated / resolved in a timely manner,
- Task orders' dependencies (internal and external) are identified and actively managed,
- Task orders' management plans, processes, and procedures are in place, being followed, and updated as needed, and
- There are no breaches to the task orders' baseline.

1.1 Justification

The cost-plus-award-fee (CPAF) contract has been deemed suitable for use for the STO in accordance with Federal Acquisition Regulation (*FAR*) 16.301-2 *Application* and *FAR* 16.405-2 *Cost-plus-award-fee contracts*. The following paragraphs document compliance.

FAR 16.301-2 Application

STO uncertainties involved in contract performance do not permit costs to be estimated with sufficient precision to use a fixed price contract. Uncertainties include the exact, versus planned, component / sub-system level reviews, System Integration Laboratory tests, management performance, and overall SBI^{net} performance. The Government desires effective management by the contractor, and management objectives are difficult to quantify.

FAR 16.405-2 Cost-plus-award-fee contracts

1. The STO work to be performed is such that it is neither feasible nor effective to devise predetermined objective incentive targets applicable to cost, technical performance, or schedule: It is not possible to establish objective incentive criteria and evaluation factors due to the complex nature of the work. Cost and schedule can be measured by Earned Value Management, but technical is inherently subjective.
2. The likelihood of STO meeting acquisition overall goals will be enhanced by using a contract that effectively motivates the contractor toward exceptional performance and provides the Government with the flexibility to evaluate both actual performance and the conditions under which it was achieved: Motivate Boeing to excel in the areas discussed below critical to success of both STO project efforts and the overall SBI^{net} Program.

The efforts under the STO are critical to SBI^{net} Program success and affect all Boeing TOs. Work under the STO guides and touches every other SBI^{net} Project and current and future Boeing TO. For Boeing to be successful they must be rewarded for managing and balancing resources, primarily key people, so that the right skills are supporting the right TOs and project at the right time. This rewarding cross TO/systems performance will be on the STO. Successful

contractor performance in the following areas is essential, for without both timely delivery and superior deliverables individual projects cannot proceed and the SBlnet schedule cannot be met:

- a) **Mission Area And Operational Analyses:** Includes, but not limited to, mission and operational analyses, system level analyses and assessments, system level simulations, systems architecture design analysis, and mission architecture modeling and simulation.
 - b) **Systems Specification and Requirements Allocation:** Includes, but not limited to, systems engineering management, specialty engineering planning, analyses, and requirements, system level specifications, system interface control document development, system verification planning and documentation, system level reviews, and engineering operations (integration, product, and process improvement).
 - c) **Technology Identification, Analysis, Testing and Verification:** Includes, but not limited to, technology identification, vendor / source control documentation, component source selection and approval, component test articles testing and verification, systems integration, testing and verification, system testing, and system test planning and documentation.
 - d) **System Development Facilities, Laboratories, and Infrastructure**
 - e) **Quality Management**
 - f) **Risk Management**
 - g) **Program Management**
 - h) **Organizational Change Management**
 - i) **Support for Intelligence Operations**
3. Any additional administrative effort and cost required to monitor and evaluate performance are justified by the expected benefits: The SBlnet Program has in place individuals versed in both the implementation of award fee plans (AFP) and in the subjective evaluation, based on established criteria, of contractor performance. Given that trained personnel are on board and given the fact that the SBlnet SPO intends to use the CPAF award fee briefing framework as a direct way of communicating with the contractor regarding its performance, including deficiencies and weaknesses, the cost of executing a CPAF type contract are mitigated by the expected benefits.
4. Contract types and fees (incentives or awards) will differ widely among TOs. In each individual case, the contract type and fee is a separate determination. The SBlnet SPO is implementing in the STO, award fee criteria measurement of Boeing's overall implementation of system level requirements and integration of the system across all TOs. Subjective award fee criteria and evaluation factors are included in the AFP. In fact, Boeing has an opportunity to earn a portion of the award fee for superior integrated management of all task orders which will limit the risk of affecting the "minimum acceptance performance in all other areas. Successful management of all TOs in this massively integrated program

is critical.

5. STO CPAF shall provide for evaluation at stated intervals during performance, so that the Contractor will periodically be informed of the quality of its performance and the areas in which improvement are expected: The SBlnet SPO intends to use the CPAF award fee briefing framework as a direct way of communicating with the contractor regarding its performance, including deficiencies and weaknesses.
6. All of the limitations specified in *FAR 16.301-3, Limitations*, have been compiled with as follows, and thus a CPAF contract may be awarded:
 - a) The Boeing Company's accounting system is adequate for determining costs applicable to the STO. This has been verified by the Defense Contract Audit Agency. The Boeing Company is CAS covered.
 - b) Appropriate Government surveillance during performance will provide reasonable assurance that efficient methods and effective cost controls are used. The SBlnet SPO has a strong program and project management system in place. Indeed, the STO is intended to supplement this system, and provide program-wide project assessment data for Government evaluation.
 - c) The contract amount, performance period, and expected benefits are sufficient to warrant the additional administrative effort and cost involved. Please see 3. above.
 - d) This task order is not for the acquisition of commercial items.

1.2 Scope

As required by DHS guidance, this AFP:

1. Defines clearly the standards of performance for each rating category (Section 7)
2. Defines clearly the percentage of fee the Contractor should be paid for each of these rating categories. (Attachment 2)
3. Documents roles and responsibilities for those involved in monitoring contractor performance and determining award fees (Sections 2, 3, and 9)
4. Provides detailed guidance on steps in the evaluation process for agency representatives and contractors (Sections 3 and 5)
5. Establishes a base fee. (Section 4.2)
6. Is approved in accordance with CBP policy. (Approvals Section)

In addition, in accordance with the December 4, 2007 OFPP policy, "Appropriate Use of Incentive Contracts", this AFP:

1. Links the award fees to acquisition outcomes (cost, schedule, and performance);
2. Does not permit the contractor to earn an award fee if the contractor's performance is judged to be below satisfactory or does not meet the basic requirements of the contract;

3. Includes pre-determined award fees documented in writing and a process for awarding the fees;
4. Metrics that clearly describe what is required and at what point the contractor will be considered successful; and
5. Does not permit rollover of award fees.

The AFP describes the Award Fee Board (AFB) organization, roles and responsibilities and the categories, processes and procedures used to evaluate contractor's performance. It shall serve as the basis for the SBinet AFB's evaluation of the contractor's performance on the STO, for the purpose of presenting an assessment of that performance to the Fee Determining Official (FDO) and determining the award fee on this TO. The AFP is intended as a proactive management tool to motivate the Contractor to efficiently and effectively manage and execute the SBinet program.

2. Organizational Structure

The Award Fee organization consists of: the AFB, the performance monitors, and FDO.

The AFB will consist of the following core and invited Government SBinet stakeholders designated by the FDO:

Table 2 AFB Stakeholders

Core Stakeholders	<ol style="list-style-type: none"> 1. STO Project Manager (PM) (Chairperson) 2. Director of Mission Engineering 3. Director of Business Financial Management 4. Chief Engineer 5. Director SBinet Acquisition Division 6. Performance Monitors 7. Procuring Contracting Officer (PCO) 8. Contracting Officer's Technical Representative (COTR)
Invited Stakeholders	<ol style="list-style-type: none"> 1. Director, Facilities & Infrastructure 2. Director, Integrated Logistics 3. Director, SBinet Field Offices 4. Chief Counsel

The AFB may designate or substitute alternative evaluation board members as necessary. The Contractor will be notified within 48 hours before the start of the Award Fee meeting of the names and titles of the AFB members.

3. Roles and Responsibilities

The roles and responsibilities associated with the management of this TO include the following:

Table 3 Roles and Responsibilities

FDO	<p>The SBI<i>net</i> Program Manager will serve as the FDO on this contract. The responsibilities of the FDO are to:</p> <ul style="list-style-type: none">• Designate AFB Chairperson and AFB members,• Review AFB Performance Report and the recommendation of the AFB,• Use this recommendation and all applicable information to make a determination of performance and award fee, as prescribed by the TO,• Review and approve the award fee guidance and weights that are to be applied for subsequent evaluation periods,• Provide the PCO with final performance evaluation and determination of the award fee for that period. <p>The FDO will take into consideration all the performance recommendations provided by the AFB and determine the amount of award fee to be paid to the contractor for performance during each evaluation period. The FDO has the authority to modify the recommended evaluation of the AFB. Any award fee determination made by the FDO is a unilateral decision made solely at the discretion of the Government.</p>
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AFB Chairperson (AFBC)	<p>The STO PM will serve as the AFBC on this contract. The Chairperson's responsibilities are to:</p> <ul style="list-style-type: none">• Review all documentation submitted by the AFB Coordinator prior to its submittal to the AFB. The AFB Chairperson must ensure that the Performance Monitor's ratings are accurately weighted for the evaluation periods as well as pertinent to the evaluation criteria, and approve the Award Fee Evaluation and Recommendation Report,• Ensure participants are aware of the period performance criteria,• Review/Approve the Performance Monitors report for submission to the AFB and include one recommended score for cost, technical, and management areas,• Ensure that AFB Members have the applicable AFB Rating Form to document specific Contractor actions or inactions during that performance period that support their initial performance rating,• Participate in discussions with the Contractor on the results of the mid-point AFB Meeting (if required) as may be requested by the FDO,• Brief the Contractor with the results of the FDO determination and the Performance Report ,• Discuss with the Contractor the evaluation guidance and weighting factors for subsequent evaluation periods. <p>The AFBC may change monitor assignments at any time without advance notice to the Contractor. However, the AFBC will notify the Contractor of all monitor assignments and changes within 48 hours of an AFB meeting.</p>
PCO	<p>The responsibilities of the PCO are to:</p> <ul style="list-style-type: none">• Participate as a core member of the AFB,• Issue a modification to the TO to reflect the Award Fee earned as determined by the FDO,• Update the AFP as required.

Performance Monitors	<p>The responsibilities of the Performance Monitors are to:</p> <ul style="list-style-type: none">• Be familiar with the contract requirements and the performance rating categories in assigned areas,• Monitor, evaluate and assess Contractor's performance in accordance with the contract requirements and AFP, and review and analyze all available data relevant in assigned areas during the period under evaluation,• Prepare and submit a PMER and provide recommended scores per Category to the AFB Coordinator for each area of direct cognizance. Submit within 10 calendar days after the end of the evaluation period,• Be available to discuss evaluation and brief the AFB, FDO or Contractor on assigned area and provide additional information if requested,• Maintain written documentation/record of Contractor's performance in assigned area in detail to provide substantiation for the PMER ratings,• Recommend changes to the AFB.
AFB Coordinator	<p>The responsibilities of the AFB Coordinator are to:</p> <ul style="list-style-type: none">• Schedule midpoint AFB meetings,• Collect Performance Monitor input to support the midpoint assessment and distribute to AFB members prior to midpoint meeting,• Record the midpoint AFB assessments,• Collect input to support the performance assessment,• Assist the AFBC in preparing award fee notification letter,• Distribute the Contractor's Award Fee Self Evaluation Report (SER) to the AFB members in accordance with Table 7,• Collect written Performance Monitor evaluations and distribute them to the AFB members in accordance with Table 7,• Advise PCO on status of current AF matters. Seek PCO guidance and counsel when appropriate,• Attend each AFB Meeting and record comments throughout the meeting,• Collect/compile the AFB Rating Forms at the conclusion of the meetings,• Prepare the AFB Summary Report of the Board's recommendations,• Assist the AFBC in preparing the signed AFB Summary Report to submit to the FDO in accordance with Table 7,• Assist the AFBC as may be required.

AFB	<p>The AFB responsibilities are:</p> <ul style="list-style-type: none"> • Advise the FDO concerning the contract performance objectives and evaluation criteria and weight factors to be used during subsequent performance periods, • Review and analyze all available data relevant to their respective areas on Contractor performance, • Assess the Contractor's performance for the current period, • Prepare an Award Fee Evaluation and Recommendation Report that itemizes the Contractor's performance, • Provide a recommendation for a performance rating and an award fee to the FDO, • Attend Midpoint AFB Meetings to review the informal Performance Monitors inputs and to recommend a midpoint qualitative assessment. The midpoint assessment is for Contractor information only, is not scored, and is not used in fee computation, • Present to the AFB and Contractor the strengths and weaknesses of the contractor performance for that period, • Prepare for AFB Meetings by familiarizing themselves with all the relevant issues prior to the AFB meeting. This will be done by reading all the PMERs and the Contractor's SER, • Attend Post Period AFB Meetings, e.g. the Contractor's Self-Assessment presentation, as requested, • Review and the AFB meeting summary, prepare by the AFB Coordinator, and sign the AFB Recommendation Report.
Boeing	<p>Boeing responsibilities are:</p> <ul style="list-style-type: none"> • For the mid point review, if Boeing elects to prepare and submit a SER, the document must be received no later than 10 calendar days prior to the mid-point evaluation period. • Prepare and submit a SER within 10 calendar days after the end of the evaluation period. • Participate in discussion of the evaluation and provide additional information if requested,

4. Award Fee Performance Periods, Pool Funding, and Rollover

4.1 Evaluation Period

The Award Fee evaluation period is the period of time that the Contractor is performing against the TO, and the Contractor's performance, in achieving the objectives of the

SBlnet Program in accordance with the Performance Categories that are listed as Attachment 2 to this Plan, is evaluated. There will be three evaluation period for the STO. Refer to Attachment 1 for the evaluation periods.

The Government reserves the right to adjust the evaluation period and allocation of award fee pool available for each period by bilateral TO modification, which shall be issued, if at all, prior to the start of the affected evaluation period(s).

4.2 Fee

The Base Fee shall be (b) (4) Award Fee shall be (b) (4)

4.3 Award Fee Pool

The Award Fee Pool will be distributed in accordance with the categories and weights established in Attachment 2 of this plan.

4.4 Award Fee Rollover

Unearned award fee from one evaluation period shall not rollover to any subsequent period.

5. Evaluation Process, Procedures and Schedule

The Award Fee evaluation process and procedures along with the timeline to be followed in monitoring, assessing, and evaluating Contractor performance during each period are described below. It is designed to take advantage of all reports, data, and meetings required by the TO and to minimize the need for additional data and meetings solely for award fee purposes.

Table 5 Evaluation Process, Procedures and Schedule

ACTIVITY	SCHEDULE	ACTIVITY DESCRIPTION
Midpoint AFB Meeting and Contractor discussion	Mid-point in the performance evaluation period +15 days	<p>Assignment of Government Performance Monitors will be identified for each area of responsibility to ensure adequate coverage for all areas.</p> <p>Prior to collection of performance monitor inputs, the PCO will conduct award fee training for the performance monitors</p>

ACTIVITY	SCHEDULE	ACTIVITY DESCRIPTION
		<p>The AFB Coordinator will poll each Performance Monitor for an interim assessment of the Contractor's performance up to that point in the evaluation period.</p> <p>The AFB coordinator will convene a midpoint AFB meeting to review the AFB Chairperson's inputs. Each AFB member shall provide inputs of the contractor's performance in the form of qualitative assessments to be incorporated into the briefing to the Contractor.</p> <p>The AFBC shall summarize the midpoint assessment and brief the Contractor on the midpoint evaluation of his performance.</p> <p>The Contractor may, but is not required to, provide an SER at the midpoint of each evaluation period. If the Contractor chooses to provide an SER, the Contractor shall submit an electronic copy via the program network to the COTR and PCO no later than 10 days prior to the mid-point evaluation.</p>
Contractor SER	End of the Period + 10 days	The contractor shall submit an electronic copy of SER via the network within ten (10) days after the end of each evaluation period. The SER shall contain a description of the Contractor's performance during the period being evaluated, with specific reference to its accomplishments in relation to the applicable evaluation categories.
Performance Monitors Evaluation	End of the Period + 14 days	<p>The AFBC and Performance Monitors will provide their evaluations within fourteen (14) days after the end of each evaluation period.</p> <p>The AFB Coordinator will provide the</p>

ACTIVITY	SCHEDULE	ACTIVITY DESCRIPTION
		AFB with written Performance Monitor evaluations within 24 hours after receipt of the evaluations.
AFB Meeting	End of the Period + 30 days	<p>The AFB will convene a formal AFB evaluation meeting after the completion of each performance period to evaluate the Contractor's performance against the performance categories in this Plan.</p> <p>The agenda and procedures for the AFB meeting shall be as follows:</p> <p style="text-align: center;">Open Session</p> <p><u>Performance Monitor Presentation</u></p> <p>Each Performance Monitor will present the results of his/her assessment based on the categories being evaluated during the award fee period. Each presentation will be limited to 10 minutes per monitor, per factor.</p> <p><u>Contractor Presentation</u></p> <p>The Contractor shall present their performance accomplishments (oral brief of the SER). The oral presentation is limited to an hour. A copy of the presentation shall be submitted to the Government a minimum of 24 hours prior to the AFB meeting.</p> <p><u>90 Minute Recess</u></p> <p><u>Contractor Rebuttal Presentation</u></p> <p>The Contractor shall have 30 minutes to provide additional information, to the AFB for consideration, rebutting the evaluation results briefed during the oral presentations made by the Performance Monitors.</p>

ACTIVITY	SCHEDULE	ACTIVITY DESCRIPTION
		<p style="text-align: center;">Closed Session</p> <p><u>AFB Rating</u></p> <p>The AFB will deliberate on all the information presented and each AFB member will prepare a written AFB Ratings Form to document (his/her) evaluation and recommended scores.</p> <p><u>AFBC Recommendation</u></p> <p>The AFBC will summarize results, positive and negative areas of performance, along with the recommend scores for each Category and brief it to the FDO.</p> <p><u>FDO Discussion</u></p> <p>The FDO will review and discuss the AFB's recommendation and will determine the amount of AF earned.</p> <p>The closed session shall be approximately 90 minutes.</p> <p style="text-align: center;">Open Session</p> <p><u>Award Fee Announcement</u></p> <p>The FDO or the AFBC will announce the AF decision along with the corresponding AF amount earned during the period being evaluated.</p>
Contract Modification	End of the Period + 35 days	The PCO will issue a unilateral contract modification, which identifies the AF earned and provides the basis for subsequent Contractor invoicing and payment.

6. Award Fee Performance Evaluation Categories and Weighting Factors

The general AF performance evaluation categories for this contract are System Engineering and Program Execution, and Mission Analysis and Assessment. The Contractor's earned AF for each Performance Period will be a weighted average of the scores for each of the categories as weighted for the applicable period.

6.1 Changes to Performance Categories and/or Weight Factors

Within fourteen (14) days of the start of the period, the Government and Contractor may participate in a joint meeting to reach a common understanding of the categories provided. The Government reserves the right to make changes to the Performance categories and factors or weights by unilateral modification prior to commencement of each evaluation period.

Changes to the Performance Categories after the start of a performance period shall be negotiated between the Government and the Contractor.

7. Award Fee Performance Scoring

The Contractor will receive a rating in each performance evaluation category using the following adjective and numerical ratings:

Table 7 Award Fee Performance Scoring

ADJECTIVE RATING	NUMERICAL RATING	DESCRIPTION
EXCELLENT	≥ 91-100	The Contractor has demonstrated an excellent level of performance in meeting program technical, cost and schedule requirements. All major activities, and nearly all other activities, are on or ahead of schedule and budget. Deficiencies (if any) are very minor with no adverse effect on overall performance or on meeting program objectives. When deficiencies are identified, the contractor has initiated immediate and effective recovery plan. No government intervention is required. The Contractor is cooperative and always proactive in keeping the government apprised of program progress.

ADJECTIVE RATING	NUMERICAL RATING	DESCRIPTION
GOOD	≥ 81 <91	<p>The Contractor has demonstrated a good level of performance in meeting program technical, cost and schedule requirements. All major activities and most other activities are on or ahead of schedule and budget. Deficiencies are minor with minimal effect on overall performance or on meeting program objectives. When deficiencies are identified, the contractor has initiated immediate and effective recovery plan and action. Government intervention is minimal. The Contractor is cooperative and often proactive in keeping the government apprised of program progress.</p>
SATISFACTORY*	≥ 71 < 81	<p>The Contractor has demonstrated a satisfactory level of performance in meeting program technical, cost and schedule requirements. Some of the major activities are behind schedule and budget. Most of the other activities are on or ahead of schedule and budget. Deficiencies in one or more areas have a tolerable effect on overall performance or on meeting program objectives. Contractor has initiated a reasonable recovery plan and action and some Government intervention has been required. The Contractor is cooperative and sometimes proactive in keeping the government apprised of program progress.</p>
UNSATISFACTORY	< 71	<p>The Contractor has demonstrated an unsatisfactory level of performance in meeting program technical, cost and/or schedule requirements. A significant number of the major activities are behind schedule and/or budget. Deficiencies in one or more areas have adversely affected overall performance or meeting program objectives. Government intervention has been required and remedial action required in one or more areas. The Contractor did not anticipate problems and/or did not keep the government informed.</p>

ADJECTIVE RATING	NUMERICAL RATING	DESCRIPTION
		Recovery actions (if any) were not effective or have disrupted government operations. The Contractor is not keeping the government adequately apprised of program progress.

*If numerical rating is less than 71, no award fee is paid.

8. Termination

If the contract or TO is terminated for the convenience of the Government after the start of an AF evaluation period, the AF deemed earned for that period shall be determined by the FDO using the normal AF evaluation process. After termination for convenience, the remaining AF pool cannot be earned by the contractor and, therefore, will not be paid. If terminated for default, there will be no AF earned.

9. Definitions

Award Fee (AF) - As specified in FAR 16.405-2, Cost-Plus-Award-Fee Contracts an award fee is "an award amount that the contractor may earn in whole or in part during performance that is sufficient to provide motivation for excellence in such areas as quality, timeliness, technical ingenuity, and cost-effective management." The specific Award Fee Performance Evaluation Categories and Weighting Factors for the STO are specified in Attachment 2.

Award Fee Board (AFB) - The AFB voting members will consist of Government SBI^{net} stakeholders designated by the FDO.

Award Fee Board Chairperson (AFBC) - The AFB Chairperson will be the STO PM

Award Fee Board Coordinator - The AFB Coordinator will be designated by the AFB Chairperson to schedule the AFB meetings, to receive evaluations from the Performance Monitors and the contractor's SER, and to distribute this information to the AFB. Additionally, the AFB Coordinator maintains a record of the AFB's deliberations, prepares the draft of the Award Fee Evaluation and Recommendation Report to the FDO and PCO. The AFB Chairperson will prepare the Award Fee notification letter to the Contractor.

AFB Rating Form - A form filled out by each AFB member showing their rationale and rating of each performance criteria factor.

Award Fee Evaluation and Recommendation Report - A written report that summarizes the evaluation of Contractor performance and provides the recommended score and

amount of award fee to be allocated for the evaluation categories that are scored during the period to the FDO.

Award Fee Board Recommendation Report – The final written report prepared by the AFB Coordinator and approved by the AFB that summarizes the evaluation of contractor performance and provides the recommended scores and the amount of AF. This report consists of a summary of the AFB Rating Forms and also includes recommended weighting factors. The FDO is provided the evaluation and makes the determination of the final score and amount of the AF earned.

Contractor's Award Fee Self-Evaluation Report – A report or presentation prepared by the Contractor that is submitted to the PCO and presented to the AFB within seven days after the end of the evaluation period. The Contractor shall furnish to the AFB such information as may be reasonably required, including a statement of cost and hours incurred and a statement addressing metric performance data to assist the AFB in evaluating the Contractor's performance during that evaluation period. The Contractor shall electronically provide to the PCO and AFB Coordinator a written self-assessment of its performance under the Contract Performance Element within seven days after the end of the evaluation period. This information shall include a complete evaluation on the Contractor's efforts, accomplishments, and products due and delivered for the period, problems, recommendations, costs incurred and any other data the Contractor considers appropriate. Definitive and quantifiable data shall be provided.

Evaluation Period – The AF evaluation period is the period of time that the Contractor is performing against the TO, and the Contractor's performance, in achieving the objectives of the SBlnet Program in accordance with the Performance Categories that are listed as Attachment 2 to this Plan, is evaluated.

Fee Determination Official (FDO) -The FDO will determine the amount of award fee to be paid to the contractor for performance during each evaluation period. The SBlnet Program Manager shall perform the duties of FDO for this contract.

Midpoint AFB Meetings – The AFB may convene an informal evaluation meeting at the midpoint of each evaluation period. The purpose of these meetings is to informally review and assess the Contractor's performance to determine if discussions with the Contractor would provide information for them to improve performance. The midpoint assessment is not formally rated and no AF will be earned or awarded.

Performance Monitors - The Performance Monitor(s), as designated by the AFB Chairperson, will be responsible for evaluating the contractor's performance for their respective areas and submitting reports to the AFB Coordinator. Performance Monitors will have substantial responsibility for AF TOs.

Performance Monitor Evaluation Report (PMER) - Each Performance Monitor will prepare an evaluation report of the contractor's performance and provide recommended scores for the evaluation categories for the contractor's performance in the Performance Monitor's area of responsibility to the Award Fee Board Coordinator.

10. Acronyms

Table 10 Acronyms

ACRONYM	FULL NAME
AF	Award Fee
AFB	Award Fee Board
AFBC	Award Fee Board Chairperson
AFP	Award Fee Plan
CBP	U.S. Customs and Border Protection
CDR	Critical Design Review
CLIN	Contract Line Item Number
COTR	Contracting Officer's Technical Representative
CPAF	Cost Plus Award Fee
DHS	Department of Homeland Security
FAR	Federal Acquisition Regulation
IDIQ	Indefinite Delivery Indefinite Quantity
LCC	Life Cycle Cost
PCO	Procuring Contracting Officer
PMER	Performance Monitor Evaluation Report
PRR	Project Requirements Review
SBI	Secure Border Initiative
SBI<i>net</i>	Secure Border Initiative net
SER	Self Evaluation Report
SPO	System Program Office
STO	System Task Order
TO	Task Order

Attachment 1 - Award Fee Evaluation Period for the STO

Performance Period	Award Fee Available
Period 1 -	
Period 2	
Period 3	

Attachment 2 - Award Fee Performance Evaluation Categories and Weighting Factors

Systems Engineering (45%)

System Design, Integration, and Testing (35%)

- Contractor's incorporation of COTS and non-COTS components into a coherent, integrated system as evidenced by a testable end-to-end configuration.
- Contractor's incorporation of test, evaluation, validation, and verification considerations into all stages of the systems engineering process.
- Successful completion of all component, segment and system testing and resolution of associated issues.
- Successful system Integration to support deployment.
- Successful completion of a holistic and comprehensible SBIref system design.
- Contractor's execution of a documented and disciplined systems engineering process.

Systems Engineering Management (10%)

- Completion of an integrated system design and architecture that achieves SBIref goals.
- Effectiveness and documentation of systems engineering studies, trades and reviews. Effective allocation of resources and integration of engineering activities across the all SBIref activities.
- Contractor effectively conducts various technical reviews such as Systems Requirements Review, Preliminary Design Review and Critical Design Review, Test Readiness Review, and System Production Readiness Review meeting all the entrance and exit criteria on time. Effectively maintains traceability of requirements identifies areas of risk and develops and executes effective risk mitigation plans.
- Completion of a standardized/modular design to support deployments.
- Contractor's establishment and tracking of technical performance measures supporting achievement of system technical performance requirements, reliability and maintainability, and minimal Life Cycle Cost (LCC).

Program Execution (45%)

Cost /Schedule Management (15%)

- Contractor's establishment, control and maintenance of realistic baselines for all task orders under the contract, in addition to the work effort as a whole. Contractor captured and accurately and completely defined the entire work scope (to include supplier work and resources), and allocated the required resources, schedule and budget. Follows processes to control unnecessary changes to baselines and to update and maintain documents.
- Conducts timely, complete, and accurate Integrated Baseline Review.
- Contractor's management of cost and schedule including Contractor's development of accurate initial cost estimates and estimates at completion, ability to control cost and avoid cost increases, and make cost effective decisions with respect to technical requirements, schedule and quality control.
- Contractor's effectiveness in early identification of cost or schedule problems and issues impacting the overall Program goals and objectives along with Contractor's timely identification and effective implementation of the mitigation plans and actions.
- Contractor's timely identification and implementation of value added opportunities (innovations in designs, processes, concepts, etc.) that resulted in cost savings and schedule efficiency for the program.
- Contractor's accurate estimated costs for production and deployment options.

Supplier Management (15%)

- Contractor's effective integration, monitoring and management of subcontractor activities to achieve on time delivery of materiel and services. Subcontractor risks identified and mitigated with minimal impact to program cost, schedule or quality.
- Contractor's achievement of their SBlnet Small Business Plan Goals

Overall Program Execution (10%)

- Contractor's overall Program Management to include but not limited to resource and staffing management, risk management, security management, communications management, and configuration management.

- Contractor's integration and management of TO activities to include organizing, planning, scheduling, implementing, controlling, analyzing, and integrating and coordinating individual task orders and all contract activities (including subcontractors' effort) to effectively and efficiently achieve SBlnet goals and objectives, and accurately report on all elements of the SBI contract. Contractor information with respect to schedule dates, cost estimates and progress against baselines is consistent among task orders and accurate.

Quality and Time Management (5%)

- Contractor's overall implementation of quality and time management to achieve quality improvements by concentrating organizational efforts and resources on key priority issues and by applying a systematic approach, problem solving tools and techniques.
- Quality of the proposals* and products delivered including the number of approved documents, based on initial submittal, necessary for the program to achieve its goals and objectives.
- Proposals* and products delivered on time, and documents delivered on time and accepted on first submittal in accordance with the Contract Requirements Deliverable List schedule or program schedule.

* Bid & Proposal costs would operate on the assumption that the contractor basis of estimate (BOE) is six (6) task orders. Should the number of task orders increase, the Government will take that in consideration when determining the contractor's efforts regarding this subject.

Mission Analysis and Assessment (10%)

- Extent to which the Contractor's proposed-system realizations take into account personnel (i.e., CBP agents/officers, CBP Sector Enforcement Specialists, and contract services), infrastructure, technology, affordability, availability, and effectiveness considerations.
- Extent to which the Contractor establishes (in partnership with CBP stakeholders) and follows a well defined Mission Engineering Management Plan for developing and refining project-specific laydowns for assets.
- Extent to which the Contractor's analysis outcomes are found to be meaningful, believable, and defensible by CBP decision makers and subject matter experts.

Attachment 3 - Award Fee Board Performance Report

CATEGORY	SUB-CATEGORY	WEIGHT	RATING	RECOMMENDED SCORE	STRENGTH/WEAKNESS NARRATIVE
Systems Engineering		45%			
	System Design, Integration, and Testing	35%			
	Systems Engineering Management	10%			
Program Execution		45%			
	Cost/Schedule	15%			
	Supplier Management	15%			
	Overall PE	10%			
	Quality and Time Management	5%			
Mission Analysis and Assessment		10%			

Attachment 4 - Evaluation Report

CATEGORY	SUB-CATEGORY	WEIGHT	RATING	SCORE	STRENGTH/WEAKNESS NARRATIVE
System Engineering		45%			
	<p>System Design, Integration, and Testing</p> <ul style="list-style-type: none"> • Contractor's incorporation of test, evaluation, validation, and verification considerations into all stages of the systems engineering process. • Successful completion of all testing and resolution of associated issues. • Successful system Integration to support deployment. • Successful completion of a holistic and comprehensible SBI^{net} system design. • Contractor's execution of a documented and disciplined systems engineering process. 	35%			
	<p>System Engineering Management</p> <ul style="list-style-type: none"> • Completion of an integrated system design and architecture that achieves SBI^{net} goals. • Effectiveness and documentation of systems engineering studies, trades and 	10%			

CATEGORY	SUB-CATEGORY	WEIGHT	RATING	SCORE	STRENGTH/WEAKNESS NARRATIVE
	<p>reviews. Effective allocation of resources and integration of engineering activities across the all SBlnet activities.</p> <ul style="list-style-type: none"> • Contractor effectively conducts various technical reviews such as Systems Requirements Review, Preliminary Design Review and Critical Design Review, Test Readiness Review, and System Production Readiness Review, meeting all the entrance and exit criteria on time. Effectively maintains tractability of requirements identifies areas of risk and develops and executes effective risk mitigation plans. • Completion of a standardized/modular design to support deployments. • Contractor's establishment and tracking of technical performance measures supporting achievement of system technical performance requirements, reliability and maintainability, and minimal Life Cycle Cost (LCC) 				
Program Execution		45%			
	<p>Cost and Schedule Management</p> <ul style="list-style-type: none"> • Contractor's establishment, control and maintenance of realistic baselines for all task orders under the contract, in addition to the work effort as a whole. Contractor captured, accurately and completely defined the entire work scope (to include supplier work and resources), and allocated the required 	15%			

CATEGORY	SUB-CATEGORY	WEIGHT	RATING	SCORE	STRENGTH/WEAKNESS NARRATIVE
	<p>resources, schedule and budget. Follows processes to control unnecessary changes to baselines and to update and maintain documents.</p> <ul style="list-style-type: none"> • Conducts timely, complete, and accurate Integrated Baseline Review. • Contractor's management of cost and schedule including Contractor's development of accurate initial cost estimates and estimates at completion, ability to control cost and avoid cost increases, and make cost effective decisions with respect to technical requirements, schedule and quality control. • Contractor's effectiveness in early identification of cost or schedule problems and issues impacting the overall Program goals and objectives along with contractor's timely identification and effective implementation of the mitigation plans and actions • Contractor's timely identification and implementation of value added opportunities (innovations in designs, processes, concepts, etc.) that resulted in cost savings and schedule efficiency for the program. • Contractor's accurate estimated costs for production and deployment options. 				

CATEGORY	SUB-CATEGORY	WEIGHT	RATING	SCORE	STRENGTH/WEAKNESS NARRATIVE
	<p>Supplier Management</p> <ul style="list-style-type: none"> • Contractor's effective integration, monitoring and management of subcontractor activities to achieve on time delivery of materiel and services. Subcontractor risks identified and mitigated with minimal impact to program cost, schedule or quality. • Contractor's achievement of their SBlnet Small Business Plan Goals 	15%			
	<p>Overall PE</p> <ul style="list-style-type: none"> • Contractor's overall Program Management to include but not limited to resource and staffing management, risk management, security management, communications management, and configuration management. • Contractor information with respect to schedule dates, cost estimates and progress against baselines is consistent among task orders and accurate. • Contractor's integration and management of TO activities to include organizing, planning, scheduling, implementing, controlling, analyzing, and integrating and coordinating individual task orders and all contract activities (including subcontractors' effort) to effectively and efficiently achieve SBlnet goals and objectives, and accurately report 	10%			

CATEGORY	SUB-CATEGORY	WEIGHT	RATING	SCORE	STRENGTH/WEAKNESS NARRATIVE
	on all elements of the SBI contract.				
	<p>Quality and Time Management</p> <ul style="list-style-type: none"> • Contractor's overall implementation of quality and time management to achieve quality improvements by concentrating organizational efforts and resources on key priority issues and by applying a systematic approach, problem solving tools and techniques. • Quality of the proposals* and products delivered including the number of approved documents, based on initial submittal, necessary for the program to achieve its goals and objectives. • Proposals* and products delivered on time, and document delivered on time and accepted on first submittal in accordance with the Contract Requirements Deliverable List schedule or program schedule. <p>* Bid & Proposal costs would operate on the assumption that the contractor basis of estimate (BOE) is six (6) task orders. Should the number of task orders increase, the Government will take that in consideration when determining the contractor's efforts regarding this subject.</p>	5%			

CATEGORY	SUB-CATEGORY	WEIGHT	RATING	SCORE	STRENGTH/WEAKNESS NARRATIVE
Mission Analyses & Assessment		10%			
	<ul style="list-style-type: none"> • Extent to which the Contractor's proposed-system realizations take into account personnel (i.e., CBP agents/officers, CBP Sector Enforcement Specialists, and contract services), infrastructure, technology, affordability, availability, and effectiveness considerations. • Extent to which the Contractor establishes (in partnership with Customs and Border Protection stakeholders) and follows a well defined Mission Engineering Management Plan for developing and refining project-specific laydowns for assets. • Extent to which the Contractor's analysis outcomes are found to be meaningful, believable, and defensible by CBP decision makers and subject matter experts. 				

Attachment 2

Secure Border Initiative (SBI)

System Task Order (STO)

Ground Rules and Assumptions

Contract #: HSBP1006D01353
Task Order #: HSBP1208J20016

STO - Attachment 2

The following Ground Rules and Assumptions are the basis of this task order and were jointly agreed to by the Government and the Contractor.

Technical Assumptions

1. Use the current Government furnished CONOPS, version 2 (July 2007) and baseline ORD, version 1 (March 2006) documents
2. The Systems Engineering Management Plan (SEMP) version B is the baseline for the SDITPM proposal
3. One System Level Systems Requirement Review (SRR) (4th Qtr) will be held in CY08 for Block 2 System including segments and component/subsystems with initiation of prime mission product selection process.
4. Analysis and support for testing of the Block 1 system for the deployment projects is included in the SDITPM Task Order.
5. Residual work associated with the Northern Border Demo and the El Paso Deployment Project will be completed through Program Requirements Review (PRR) under the 2008 SDITPM TO.
6. The primary System Integration Lab (SIL) facility will be located in HSV
7. Assume four System Integration test phases performed in the SIL for COP software / Block 1 system qualification during CY 2008
8. The primary Mission Analysis Laboratory is located in Crystal City, VA (WDC area).
9. Facilities planning and requirements for deployment (staging) up to PRR are included.
10. Access will be provided by CBP to Government facilities and information for design assessment of future task orders
11. Sector/Project activities, including facilities and infrastructure, are included through Production Readiness Review (PRR)
12. Boeing is to assume that there will be a System PRR scheduled in the CY 2008 time-frame
13. P28 COP sustainment for the SIL is included
14. Modeling and Simulation (M&S) support for training will be done in the Integrated Logistic Services (ILS) TO
15. SIL equipment calibration, maintenance and disposition is performed under the ILS TO
16. Remote Terminal Unit (RTU) design is included in Design Task Order (DTO); RTU code & unit test, integration, and qualification are included in SDITPM

STO - Attachment 2

17. IV&V will be supported in accordance with the Governments test plan limited to 8 EP
18. No Prime Mission Product (PMP) for Advanced Demonstration projects will be performed in CY 2008
19. All required ESRI licenses will be Government Furnished
20. The proposed ILS Task Order will contain the management, development, sustainment, including engineering analysis, of Failure Reporting, Analysis and Corrective Action/Failure Review Board (FRACAS/FRB).
21. Tasks currently performed under the DTO will continue via an extension to the period of performance through December 31, 2008 for that task order.
22. Mission Assurance will develop and implement a Program Mission Assurance Plan (PMAP) defining strategies, tools and processes to promote mission success. This relies on conducting mission assurance independent reviews (MAIR) leveraging independent subject matter experts (SMEs), implementing disciplined application of best practices, and instilling a mission success driven culture throughout the Boeing, Supplier, and Customer teams. Mission Assurance will assess program technical solutions, including the ability of the system design, build, and deployment to successfully provide expected functionality; identifying risks critical to mission success; and assuring the adequate resolution of technical or related issues. Additionally, Mission Assurance will conduct and support root cause corrective action evaluations of technical issues on the program and will participate in the SBInet Performance Architecture Working Group (SPAWG) to vet system performance measurements.
23. All required SIL hardware needed to support the Block 1 build has been procured.
24. CBP approval, upon task order award, of all Bill of Material (BOM) Subcontractors as identified in the attached proposal.
25. There will be six (6) notional lay-downs for the Southern Border and eight (8) notional lay-downs for the Northern Border total during the duration of the Base and Option 1 performance periods.
26. SOW 2.1.6 Advanced Technology Demonstrations scope is Level of Effort (LOE) and direction will be provided by SBInet PMO if additional LOE is required.
27. SOW 2.6.0 Support for System Operational Assessments would be proposed as LOE and direction will be provided by SBInet PMO if additional LOE is required.
28. SOW 2.7.3 Other Facilities will not be priced until further direction is received
29. The Government will address, post-award of the task order, the language in SOW Paragraph 2.1.4.3 (Architecture Framework) concerning the use of the word "compliant" vs. "aligned." The Contractor is not required to address this SOW Paragraph until both parties have come to a resolution.

STO - Attachment 2

Contract Ground Rules and Assumptions

1. The negotiated price is predicated upon a period of performance of April 16, 2008 through January 31, 2010. (Base Period: April 16, 2008 through February 15, 2009; Option Period: February 16, 2009 through January 31, 2010).
2. The contract type is cost plus award-fee. Base fee is (b) (4) and Award fee is a potential maximum of (b) (4).
3. Task Order Preparation is currently estimated to support a steady level of effort for 6 proposals in 2008 and 4 proposals in 2009 that are in-work at any given time.
4. The current SBNet program WBS has been used for the proposal revision and the IBR will incorporate the new WBS if it is completed.
5. Individual task orders will include costs associated with additional effort not included in the SDITPM (i.e. contracts and pricing, supplier management, business operations, etc.)
6. A twenty-two (22) month priced SDITPM proposal with a CLIN structure divided into 2008/2009 periods has been provided.
7. Travel dollars are excluded from fee calculations in accordance with contract clause B.3 Travel and Other Direct Costs.
8. The SEPM Task Order includes the SBNet core Program Management function for all task orders (Program Management Organization, Program Coordination, Tools and Data Integration, SBNet Configuration and Data Management, SBNet Program Planning and Cost Estimating Support, Cost and Schedule Management, Program Security, Program Environment, Health, and Safety (EHS), Contracts and Data Management, TO Preparation and Proposal Development, and Organizational Change Management.
9. The applicable IDIQ Contract 1.2 (Clauses Incorporated by Reference (FEB 1998) – Continuation) shall apply: 1.2.1 (All Delivery, Task, and Construction Orders), 1.2.2 (All Cost-type Task and Construction Orders, and 1.2.3 (All Cost-type Task Orders).
10. All Contract Data Requirements List (CDRL) items submitted and approved under the Program Management Task Order HSBP1006J13313 will not be required to be submitted for approval under the SDITPM Task Order.
11. Invoices for cost incurred shall be submitted on a monthly basis in accordance with FAR 52.216-7, Allowable Cost and Payment.
12. Customs and Border Protection (CBP) will provide a formal response to the delivered Task Order CDRLs no-later-than 10 working days after Boeing CDRL submittal. Boeing will incorporate any required changes or proceed as directed in the CBP response letter within a minimum of 10 working days, or longer period if specified. The re-submittal time period will not begin until CBP comments have been received.

Attachment 3

Secure Border Initiative (SBI)

System Task Order (STO)

**Government Furnished Property,
Government Furnished Material, and
Government Furnished Information**

**Contract #: HSBP1006D01353
Task Order #: HSBP1208J20016**

SDITPM GFP

The Government shall provide the following Government owned equipment or services in support of the SBInet SDITPM Task Order.

Government Furnished Property (GFP), Government Furnished Material (GFM), and Government Furnished Information (GFI)

Description	Justification	Benefit to Government	Need Date
Government Furnished Property (GFP)			
Redstone Technical Test Center (RTTC)	Utilization of the existing RTTC facilities and expertise accelerates the segment integration cycle time	Reduce time and cost associated with build out of HSV SIL and segment integration and testing	Within 60 days following Contract ATP
Government Furnished Material (GFM)			
100 ERSI Software Product Licenses for viewing and working with map/geographic information of the border areas.	Product licenses for installation on Boeing computers for analysis of geographic information facilitate implementation of border area map/geographic information	Utilization of the CBP ERSI Enterprise Licenses will reduce the cost to the CBP	Within 30 days following Contract ATP
Government Furnished Information (GFI)			
IT Threat Definition	Needed to develop the IT Security Risk Assessment and System Security Plan	Use of existing information eliminates cost of Contractor data generation; and ensures that security posture is neither over nor under subscribed	ASAP following Project ATP
Information Categorization (FIPS 199)	Definition of the DHS/CBP information categorization	Use of existing information eliminates cost of Contractor formulation	ASAP following Project ATP
ENFORCE Data Base outputs with regular updates (all data fields) for models, simulation, and analysis	ENFORCE data provides direct border area definition in models, analysis, and simulations	Use of existing information eliminates cost and schedule impact of Contractor development	ASAP following Project ATP
Operation Waypoint GIS data updates	Operation Waypoint data provides direct application in models, analysis, and simulations of border area	Use of existing information eliminates cost and schedule impact of Contractor development	ASAP following Project ATP
ORBPP documents and GIS information with regular updates (Northern and Southern borders)	ORBPP documents and GIS information reflect planned and approved CBP border area improvements for use in models, analysis, and simulations	Use of existing information eliminates cost and schedule impact of Contractor development	ASAP following Project ATP
Access to CBP agents for in-person interviews/data for: 1. Definition of applicable borders and boundaries 2. Collection of Intelligence Preparation of the Border information for models, simulation, and analysis 3. Definition of threats, crossing patterns, and similar information for models, simulations, and analysis 4. Identification of current transportation assets for timely transport of detainees for models, simulation, and analysis 5. Typical daily work schedule breakdown between patrol-time and non-patrol time for models, simulation, and analysis	Accurate and reliable: 1. Definition of border areas of interest 2. Characterization of border areas of interest and associated CONOPS for accurate model and simulation development, and analysis of all Southern and Northern border projects 3. Characterization of border threats and crossing patterns for accurate model and simulation development, and analysis of all Southern and Northern border projects 4. Identification of current transportation assets for timely transport of detainees for models, simulation, and analysis 5. Definition of typical daily work schedule breakdown between patrol-time and non-patrol time for models, simulation, and analysis	Reduces potential ambiguity in: 1. Definition of border areas of interest 2. Characterization of border areas of interest and associated CONOPS 3. Characterization of border threats and crossing patterns 4. Identification of current transportation assets 5. Definition of typical daily work schedule breakdown between patrol-time and non-patrol time	ASAP following Project ATP
System-level SBInet operational requirements documents: CONOPS, ORD, COP ORD, ILS, SBI integrated CONOPS and requirements specification	Needed to perform Mission and Operational Document Analysis and Support	Use of existing information for independent contractor evaluations to derive composite SBInet CONOPS	ASAP following Project ATP
Access to Controlled/LES Intelligence Report to support threat analysis for project area	Needed to provide project area threat analysis support	Contribute toward independent contractor threat assessments for project area	ASAP following Project ATP