ORDER FOR SUPPLIES OR SERVICES

PAGE 1 OF 3 PAGES

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

1. DATE OF ORDER: 04/30/2007
2. CONTRACT NO. (if any): HSBP1006A01067
3. ORDER NO.: HSBP1007J16013
4. REQUISITION/REFERENCE NO.: 0020028761

5. ISSUING OFFICE (Address correspondence to)
Department of Homeland Security
Customs & Border Protection
1300 Pennsylvania Ave NW
NP 1310
Washington DC 20229

6. SHIP TO:
a. NAME OF CONSIGNEE
See Attached Delivery Schedule
b. STREET ADDRESS
c. CITY | d. STATE | e. ZIP CODE
f. SHIP VIA

7. TO:
a. NAME OF CONTRACTOR
ROBBINS GIOIA LLC
b. COMPANY NAME
c. STREET ADDRESS
11 CANAL CENTER PLAZA
STE 200
d. CITY: ALEXANDRIA | e. STATE: VA | f. ZIP CODE: 22314-1595

8. TYPE OF ORDER
☐ 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.
☒ 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.

9. ACCOUNTING AND APPROPRIATION DATA
See attached Accounting and Appropration Information.
DUNS: 796450364
CONTRACTOR TIN: (b) (4)

10. REQUISITIONING OFFICE
CSPO

11. BUSINESS CLASSIFICATION (Check appropriate box(es))
☐ a. SMALL ☒ b. OTHER THAN SMALL
☐ c. DISADVANTAGED ☐ d. WOMEN-OWNED
☐ e. HUBZone ☐ f. EMERGING SMALL BUSINESS
☐ g. SERVICE-DISABLED VETERAN-OWNED

12. F.O.B. POINT: Destination

13. PLACE OF: a. INSPECTION | b. ACCEPTANCE
14. GOVERNMENT B/L NO.
15. DELIVER TO F.O.B POINT ON OR BEFORE (Date): 04/30/2008
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 Accpt (g)
00010	(b) (4)	(b) (4)	AU	(b) (4)	(b) (4)	
00020			AU			
00030			AU			
00040			AU			
00050			AU			
00060			AU			

18. SHIPPING POINT | 19. GROSS SHIPPING WEIGHT | 20. INVOICE NO.

17(h) TOT. (Cont. pages): $0.00

21. MAIL INVOICE TO:
SEE BILLING INSTRUCTIONS ON REVERSE
a. NAME: DHS - Customs & Border Protection National Finance Center
b. STREET ADDRESS (or P.O. Box): P.O. Box 68908
c. CITY: Indianapolis | d. STATE: IN | e. ZIP CODE: 46268

17(i) GRAND TOTAL: $14,621,074.48

22. UNITED S
BY (Signatu (b) (6)
23. NAME (Typed)
Andre S. Aslen
TITLE: CONTRACTING/ORDERING OFFICER

AUTHORIZED FOR LOCAL REPRODUCTION
Previous edition not usable

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

SCHEDULE OF SUPPLIES/SERVICES

Item Number: 00010 **Line Item (Priced/Information/Option):** P
Supplies/Services: RG- Program Management Support

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

Item Number: 00020 **Line Item (Priced/Information/Option):** P
Supplies/Services: RG - Program Management support

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

Item Number: 00030 **Line Item (Priced/Information/Option):** P
Supplies/Services: RG- Program Management support

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

Item Number: 00040 **Line Item (Priced/Information/Option):** P
Supplies/Services: RG- Program Management support FY07

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

Item Number: 00050 **Line Item (Priced/Information/Option):** P
Supplies/Services: RG - ESAR SAP Support

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

Item Number: 00060 **Line Item (Priced/Information/Option):** P
Supplies/Services: RG - ESAR SAP Support

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

Total Funded Contract Value: $14,621,074.48

ACCOUNTING AND APPROPRIATION INFORMATION

Item: 00010	6100.2525USCSGLCS0923070000Z00006165HQ01 IS6012525	**Amount**	(b) (4)
Item: 00020	6100.2525USCSGLCS0923070000Z00005165HQ01 IT6012525	**Amount**	(b) (4)
Item: 00030	6100.2525USCSGLCS0923070000Z00007165HQ01 IS6012525	**Amount**	(b) (4)
Item: 00040	6100.2525USCSGLCS0923070000Z00007165HQ01 IS6012525	**Amount**	(b) (4)
Item: 00050	6100.2525USCSGLCS0923070000Z00007165HQ01 IS6012525	**Amount**	(b) (4)
Item: 00060	6100.2525USCSGLCS0923070000Z00007165HQ01 IS6222525	**Amount**	(b) (4)

DELIVERY SCHEDULE

Deliver To: U.S. Customs and Border Protection

(b) (7) (E)

Instructions:

Item	Quantity	Delivery Date	Recipient
00010	1	5/1/2007-4/30/2008	(b) (6)
00020	1	5/1/2007-4/30/2008	
00030	1	5/1/2007-4/30/2008	
00040	1	5/1/2007-4/30/2008	
00050	1	5/1/2007-4/30/2008	
00060	1	5/1/2007-4/30/2008	

Performance Incentive Matrix
See SOW paragraph 11.0 for Performance Measures
Total Incentive Award
Pool:
$807,200.67

	Perf Meas 1	Perf Meas 2	Perf Meas 3	Perf Meas 4	Perf Meas 5	Monthly pool Total	Quarterly Pool Maximum
Performance Measure Percentages of Pool:	(b) (4)						
Amount of pool based on percentages:							
Monthly breakdown							
May-07							
Jun-07							
Jul-07							
Aug-07							
Sep-07							
Oct-07							
Nov-07							
Dec-07							
Jan-08							
Feb-08							
Mar-08							
Apr-08							
Totals							

Maximum Monthly Performance Measures 1 - 4 Incentive Total (b) (4)
Maximum Semi-Annual Performance Measure 5 Incentive Total
Maximum Performance Incentive Pool Total

4/30/2007

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

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

1.0 INTRODUCTION

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

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

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

2.0 SCOPE OF EFFORT

This statement of work covers program management support to the ACE Modernization and Secure Freight Initiative within the CBP Office of Information and Technology. Support will be provided to all systems identified and assigned to CSPO.

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

- Executive Program Management
- Acquisition Planning and Management
- Cargo IT Support Services

- Program Planning and Control (Schedule Management, Earned Value Management (EVM), Integrated Baseline Reviews (IBRs), Program Analysis, Risk and Issue Management, Configuration Management, Requirements Management, Process Management, Training Management)
- Financial Management
- Communications, Deployment, and Outcomes
- Program Administration
- SAP Project Management

The overall program support work profile will consist of 85% planned activities and 15% unplanned activities.

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

- Provide CSPO with program management support;
- Provide program oversight and facilitation of contractor performance monitoring;
- Provide effective strategic planning and management to help align CSPO initiatives with Department and Agency Strategic Plans;
- Assist CSPO in effectively identifying, managing, mitigating, closing, and minimizing business and management risks and manage the risk management system operation;
- Support the development of ACE Modernization Program Plan, the ACE Modernization Expenditure Plan and related documents;
- Provide project cost estimating capabilities that compliment the existing Independent Cost Estimating capability for additional acquisition planning maturity;
- Meet or exceed the expectations of oversight bodies in the areas of program management control and communications by implementing best practices and by responding to oversight inquiries;
- Meet or exceed the expectations of CSPO management related to the timely assistance and quality of program management knowledge;
- Continue to improve and institutionalize the plans, processes, and procedures that enable the organization to perform continuous improvement activities;
- Coordinate with OIT Program Integration Division (PID) process improvement leadership to ensure that the CSPO process improvement activities fit within the OIT Enterprise Process Improvement approach and timeline and contribute to the creation of enterprise assets;
- Assist CSPO in managing integration across projects as well as between projects and external stakeholders throughout the Modernization Program, and, Guide, create and coordinate communications efforts such that ACE Modernization efforts, progress, and plans are effectively communicated to internal and external stakeholder communities.
- Work with CBP to identify, track and align agency strategic goals, business outcomes and performance measures.

- SAP program planning support shall be provided for AST task order documentation, request for proposal preparation, project analysis, project preparation, requirements analysis, development, and implementation activities for Modernization as well as program advisory, and technical architectural assessments, business activities.

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

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

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

The Contractor shall not provide contracting support to the government Contracting Officer (CO). The Contractor is not expected to provide Independent Cost Estimating (ICE) support.

3.0 REQUIREMENTS

The Contractor shall provide expert program management services support as follows:

3.1 Executive Program Management

The Contractor shall provide Executive Program Management (EPM) support necessary to manage this contract, including the identification of seven (7) key personnel as defined in paragraph 9.0 below. The EPM will coordinate and integrate the continued development of the CSPO mission with the appropriate mix of people, tools and processes to ensure that deliverables and outcomes for all program information are synthesized in such a way as to provide a past, present, and future perspective on the program in a comprehensive, integrated, and succinct fashion to enable CSPO to be successful in executing its mission.

The EPM shall have extensive project management experience managing large IT acquisitions. The EPM shall have a thorough understanding of the CBP and OIT Modernization objectives and requirements in order to be able to provide a global program impact perspective to senior managers of the ACE Program.

3.1.1 Ad-hoc Program Management Support

In addition to the work described below, the Contractor shall provide ad-hoc program management support as requested within the budget of this SOW. The Contractor shall reasonably accommodate the unplanned needs, up to 15 percent of the total support effort provided, within the scope of this SOW to resolve unforeseen issues and circumstances. The Contractor shall be prepared to deliver additional expertise and/or perform additional unforeseen program activities on short notice as part of the unplanned activities.

3.2 Acquisition Planning and Management

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

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

- Provide Business Managers (BMs) to be the single point of contact for securing and delivering effective, full-service project management support to the CSPO Directors, Team Leads, and project teams. The BMs will perform acquisition activities in support of specific project plans, consistent with CSPO policy and acquisition business processes. The BMs role is further defined below:
    - The BMs shall represent interests of the Director at Cost Performance Reviews and Program Management Reviews; analyzing project data and providing advice and recommendations to the Director.
    - The BMs shall perform independent analyses of project activities and contractor progress reports, developing forecasts and monitoring contractor performance metrics and measures.
    - The BMs support the Director and COTR in technical invoice review activities which include confirming deliverables received/accepted, ascertaining the reasonableness of hours worked by the contractor, reviewing WBS identifiers on the invoice to ascertain that they are appropriate for the work being charged to the task order(s), ascertaining the reasonableness of other direct costs, and providing input into recommendations for invoice payment.
    - The BMs shall develop the weekly project status reports for the Modernization Program staff meetings.
    - The BMs shall maintain project acquisition management files (official contract files are maintained by the Office of Procurement).

  - The BMs shall Initiate and manage cost containment actions at the request of the Director.
  - The BMs shall perform program office project closeout activities in support of the Director.
- Provide expertise in developing Statements of Work (SOW), Requests for Proposals (RFPs), task statements, and coordinating procurement activities.
- Provide project management support for all task orders managed by CSPO, including a documented standard model or approach for developing project management activities across all task orders.
- Plan for and coordinate the Modernization activities associated with obtaining the Project Work Authorization necessary to award the task order.
- Support Modernization contract strategy development and provide related contracting advice in the acquisition of projects and programs; coordinate and manage program activities and inputs that feed into contract actions and responses; and support the Director's review of invoices, assisting in reconciling billing and performance information, and providing requisite analyses supporting the accurate allocation of costs.
- Provide input to the structuring of project-level incentives that allow the implementation contractors to focus on the most critical aspects of Modernization; support measuring the implementation contractor's performance against these incentives; and make recommendations for fee/incentive authorizations based on the outcomes.
- Coordinate the development of task statements, providing related Program Management (PM) input; support task order technical evaluations and negotiations; coordinate task order pre-award development, solicitation, evaluation, and negotiation activities; develop agendas and document meeting minutes; and collect all associated artifacts from the execution of these processes.
- Ensure that:
  - Facilitate CSPO in award of contracts or task orders that effectively and efficiently support CSPO.
  - Contract actions are efficiently executed in the best interest of CPB and contract requirements are met.
  - Tactical acquisition planning is effective in supporting CSPO.
  - The CSPO project acquisition life cycle is managed effectively.
- Support the Directors in the planning of and preparing for the Project Initiation Review and Authorization (PIRA) and Project Definition Completion Review (PDCR) gate review milestones.
- Coordinate the reviews of all PM-related prime contractor deliverables; consolidate the Government teams' comments on these deliverables; and prepare the final responses to the implementation contractor.
- Participate in the System Development Life Cycle or System Life Cycle tailoring required for new projects.

- The contractor shall support data calls from oversight agencies, such as DHS, GAO, and OMB.
- Provide project management in support of the various Acquisition and Program Planning activities undertaken by CSPO for the ACE Modernization Program.

3.2.1 Cargo IT Support Services (CISS)

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

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

3.3 Program Management Group

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

3.3.1 Schedule

- The Contractor shall define appropriate Integrated Master Schedule (IMS) activities for its work and combine the schedule activities for all CSPO-related work provided through coordination with all support contractors.
- The Contractor shall maintain and update the CSPO schedules, provide schedule updates, and coordinate schedules and scheduling issues with the ACE Support Team (AST) on a monthly basis, at a minimum.

- The Contractor shall monitor the AST's schedule management activities, reporting on the development schedules, whether they are properly maintained, accurate, and complete.
- The Contractor shall provide schedule analysis support for all CSPO project and activity schedules to CSPO leadership.
- The Contractor shall provide advice and support to AST and Government staff during the Integrated Master Schedule transition from Work Lenz to Microsoft Project Server.
- The Contractor shall review all schedule reports and provide recommendations on changes to or deletions of existing reports or recommend and assist in the development of new reports as required to mange the schedules.

Deliverables: Schedule Analysis Reports, CSPO Process Assets and Process Asset Training

3.3.2 Earned Value Management (EVM)

- The Contractor shall perform monthly analyses for CSPO use of the EVM data provided by the AST in their monthly Cost Performance Reports (CPRs), Cost/Schedule Status Reports (C/SSRs), and other cost data provided from the AST EVM system.
- The Contractor shall perform in-depth special analyses, as required, and report the results to CSPO leadership.
- The Contractor shall provide timely forecasts of cost and schedule performance problems based on CPR data and the results of analyses performed and prepare presentations, white papers, and contract letter content, as appropriate.
- The Contractor shall provide guidance, training and mentoring for CSPO staff to ensure understanding and proper application of contract requirements and industry EVM standards and to assist, as needed, in Earned Value analysis.
- The Contractor shall work with the AST and other contractors to improve their implementation of EVM. Contractor shall work with the implementation contractors at the beginning of each new task order to ensure that earned value principles are appropriately applied to the contract performance measurement baselines.
- The Contractor shall perform assessments for CSPO concerning the implementation of contractor EVM systems, processes, and procedures to determine compliance with EVM principles and standards, and that CSPO receive accurate, reliable earned value data and reports.
- The Contractor shall provide guidance, training, and assistance to the CSPO staff to ensure understanding and proper application of contract requirements and industry EVM standards, and to assist the staff with Earned Value analysis.

- The contractor shall maintain an awareness of EVM industry best practices and DHS EVM standards.
- The contractor shall support EVM compliance reviews as required.

Deliverables: CPR Analysis Reports, CSPO Process Assets and Process Asset Training

3.3.3 Integrated Baseline Reviews (IBRs)

- The Contractor shall maintain and update, as required, the CSPO IBR process.
- The Contractor shall provide IBR training to the CSPO staff and to AST control account managers; plan, coordinate, and control the execution of IBRs; document their results; and obtain approvals necessary to establish the task order baselines.
- The Contractor shall analyze and evaluate the IBR data from a PM perspective, and shall record action items, risks, and issues identified during IBRs and to advise CSPO that all open actions are addressed prior to closing out the IBR activity.

Deliverables: IBR open action report, CSPO Process Assets and Process Asset Training

3.3.4 Program Analysis

- The Contractor shall analyze the program data provided by implementation contractors via their deliverables, work products, and other sources, ensuring that the data provides usable, integrated, and accurate program information.
- The Contractor shall develop findings and recommendations, as appropriate, based on the analyses, and shall track and manage the resultant actions, risks or issues until closure.
- The Contractor shall provide/produce input to the quarterly OIT Program Reviews (named SRT in past), DHS Periodic Report, and any other OIT or compliance organizations request for status reports, in accordance with the requirements set forth by the OIT measurement initiative. The Contractor shall provide analyses, forecasts, and recommendations addressing program-level and tactical issues that may influence CSPO, and coordinate these issues with the appropriate offices.
- The Contractor shall compile, analyze, and report on all CSPO program and project status in a consolidated CSPO Accountability Framework and Measurements Dashboard on a monthly basis. This executive-level deliverable shall synthesize and integrate all program status and information to provide a past, present and future perspective on the program in a comprehensive and succinct narrative.

- The Contractor shall create and maintain the Acquisition Program Baseline in accordance with the DHS IRB requirements.
- The Contractor shall develop and present program-level management reviews, as requested, for OIT/CBP management. The Contractor shall support preparing CSPO staff for, and participate in, monthly Program Management Reviews (PMRs) and Cost Performance Reviews, providing analyses and findings to the appropriate Director-level CSPO staff.
- The Contractor shall provide management support and liaison activities to CSPO, capturing and tracking action The Contractor shall use the Government-designated action item-tracking tool to record, manage, and report status against Government-specific action items. The Contractor shall proactively manage open action items until they achieve closure.
- The Contractor shall maintain, revise, and prepare the annual ACE Program Plan documentation that accompanies the annual ACE Expenditure Plan to Congress for approval.

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

3.3.5 Risk and Issue Management

- The Contractor shall be responsible for implementing a robust integrated risk management program across CSPO. The Contractor shall analyze open and closed risks and issues to determine if there are significant findings that may result in program-level and tactical issues that may influence CSPO, and coordinate these issues with CSPO leadership.
- The Contractor shall maintain the Active Risk Manager (ARM) Risk and Issue Database and updates.
- The Contractor shall conduct administrative oversight of the AST's risk and issue management activities, monitoring that the AST is following its plans, processes, and procedures, as well as and keeping its risk and issue database up-to-date, and that resolution plans are being executed within the allocated timeframes.
- The Contractor shall create, and maintain the risk plan and associated processes, procedures and job aids.

Deliverables: Risk Management Plan, CSPO Process Assets and Process Asset Training

3.3.6 Configuration Management

- The Contractor shall perform integrated Configuration Management (CM) activities for CSPO Program configuration items. This includes maintaining the

physical and electronic CM repository for CSPO documents that are placed under CM control, supporting the Government-chaired Change Control Boards (CCBs), and performing the administration of the overall CCB process including the coordination of the CCB meetings.

- The Contractor shall oversee the AST change management process and the systems used to manage change, in order to recommend enhancements as needed.
- The Contractor shall perform configuration audits to verify Configuration Items as well as Requirements traceability. Additionally, the Contractor shall perform configuration status accounting, maintaining all of the configuration records and producing status accounting reports and CM metrics.
- The Contractor shall maintain and update the CM plan and associated processes, procedures and job aids.

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

3.3.7 Requirements Management

- The Contractor shall maintain and update the end-to-end Requirements Development and Management (RDM) plans, processes, procedures and job aids. The Contractor shall recommend procedures for and execute accomplishment of a centralized requirements process for CSPO. This process will assign responsibility for accomplishment of each requirement to the appropriate OIT development/delivery organization. This process must be integrated with the existing CBP Systems Development Life Cycle (SDLC) and System Life Cycle (SLC) and Investment Management Process.
- The Contractor shall monitor the change management process, as it relates to Requirements Management, and through process improvement actions, make recommendations for improvements.
- The Contractor shall provide oversight of the ACE Systems Development and Integration contractors' technical requirements development and management activities, advising CSPO that they have developed all necessary RDM plans, processes, and procedures for these activities. The Contractor shall verify that technical requirements are traceable to CRs, test cases, and developed software components through configuration audits.

Deliverables: Requirements Development Plan, CSPO Process Assets and Process Asset Training

3.3.8 Process Management

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

- Facilitating, actively participating in, and supporting the Asset Process Group (APG). This includes assisting the process owners in identifying, developing and institutionalizing their plans, processes, procedures and job aids. In addition, the Contractor shall support process presentations, development of agendas, capturing and communicating meeting minutes and coordinating APG activities.
- The Contractor shall ensure that CSPO processes align with direction from OIT for all Process Improvement (PI) activities and superseding OIT level assets.
- Identify and facilitate continuous improvement activities across CSPO.
- The Contractor shall interact with Government and contractor personnel with the objective of standardizing, streamlining, and enhancing current CSPO activities..
- Maintaining and updating the process asset repository.

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

3.3.9 Training Management

- The Contractor shall assist CSPO in Training Management for CSPO.
- The Contractor shall maintain and update the consolidated Training Management Plan (CARGO and AST) and annual training needs assessment.
- The Contractor shall I assist and support functional training that focuses on identified skill gaps, training on CSPO assets, and training on technology tools used specifically by CSPO. CSPO training management will support in classroom instructors and computer-based training. The Contractor shalll assist with the training logistics.
- The Contractor shall maintain the CSPO Training database for the Director of Program Control by inputting the names of personnel who attend training (CSPO Government personnel and CSPO contractors). In addition, the Contractor shall be responsible for use of the Training Records and Enrollment Network (TRAEN) database as required.

Deliverables: Training Plan, Updated Roles and Responsibility Matrix, CSPO Process Assets and Process Asset Training

3.4 Financial Management

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

- CSPO budget formulation activities and products that comply with statutory requirements and the CBP and DHS Investment Management processes, resulting in sufficient funding levels for CSPO activities included in the Administration's annual budget submission to Congress.
- CSPO budget justification activities and products that respond to CBP, DHS, Office of Management and Budget (OMB), GAO, and Congressional requests for information, resulting in timely release of sufficient funding to maintain progress and momentum of all CSPO projects.
- CSPO cost estimating activities and products that employ proper and sound cost/risk estimation methodologies that are aligned with the most recent program direction, resulting in positive assessments against the Software Engineering Institute's (SEI) Cost Estimating Checklist and GAO expectations that are met.
- Provide input to the independent cost estimating activities and products, resulting in a life cycle cost model and independent government cost estimates that are consistent with the latest program direction and technical baseline.
- CSPO budget execution and reporting activities and products that execute, track, and report on all available CSPO funding, resulting in sound fiscal management of all available CSPO funding.

Deliverables: ACE Smart Book, Status of Funds Report, Reconciliation of Government and Independent Cost Estimates, ACE OMB 300, CSPO Process Assets and Process Asset Training

3.5 Communication, Deployment, and Outcomes (CDO)

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

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

- Communication activities and products about cargo processing, resulting in effective communication to the public, CBP workforce, and the general trade community.

- Key Government decision/information papers, briefings, reports, and other senior-level documents, resulting in effective communication to CBP and DHS officials, and Congress.
- The CBP Modernization Board of Directors, resulting in issues that are well positioned for discussion and decision-making.
- Business Performance Measurement, resulting in the effective identification, alignment, monitoring, collection, aggregation, analysis, and reporting of business-related outcome measures for cargo processing.
- The deployment cargo-processing capabilities, resulting in the effective implementation of these capabilities at ports-of-entry on America's borders.

Deliverables: Modernization Monitor, CBP Today Input, Congressional Brief, Communications Management Plan, Congressional Report, Communications Questionnaire, Deputy Commissioner Report, MboD Read-Ahead Package, MboD Minutes and Action Items, ACE Deployment Report, Deliverable Report, CSPO Process Assets and Process Asset Training

3.6 Program Administration

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

- Executive Administrative and analytical support to the Executive Director, Deputy Director and seven (7) Directors and backup support for one (1) Director whose executive support is a government employee. This support includes calendar management, travel, taking minutes of Executive Director's staff meetings, and analyzing program and/or administrative information provided to CSPO Leadership.
- Providing resources necessary to answer and assist callers to the CSPO main 3000 line and the Directors lines from 8:30 to 5:00 weekdays, when Government is in normal business operations.
- Providing administrative support for the monthly Program Management Reviews (PMRs).
- Providing back-up assistance for processing the program's Background Investigations and the Local Property Officer's (LPO's) inventory and maintenance of CSPO-identified equipment.
- Assisting the Government Facilities Coordinator in maintaining supplies for the 400-person Beauregard facility. Duties include taking inventory and ordering of supplies, performing analyses of usage and recommending new items for inclusion in the current inventory. Government staff will be responsible for placing all orders resulting from these activities.

- Maintaining the CSPO Facility Database of all Cargo staff, including the Beauregard and Tyson's Corner work sites.
- Coordinating cube assignments with senior CSPO staff for Cargo contractors moving into and out of Beauregard and Tyson's Corner.
- Conducting a periodic physical review of Beauregard cube assignments.
- Updating floor plan charts when any new seating assignments occur. Periodically providing a physical inventory of each floor, providing an analysis of more efficient ways to utilize space and account for moves and changes.
- Coordinating changes/moves with government Facilities Coordinator and Background Investigation/LPO Coordinator.
- Contractor shall be responsible for monitoring the CSPO Mailbox, forwarding Action Items that are sent to CSPO to the responsible government personnel for resolution.

3.7 SAP Program Planning

SAP program planning support shall be provided for AST task order documentation, request for proposal preparation, project analysis, project preparation, requirements analysis, development, and implementation activities for Modernization as well as program advisory, and technical architectural assessments, business activities.

- The Contractor shall provide expert program management services and support to include, but not limited to:

    - Performing program documentation reviews
    - Assessing the program implementation of Entry Summary, Accounts, and Revenue functionality with SAP context
    - Supporting ACE Release 5 ESAR Drop A1 and A2 integration with the Office of Finance's SAP project
    - Supporting business and technical leads with SAP program information as well as assist in the education and knowledge transfer process
    - Participating in and supporting analysis of hardware and software configurations for SAP performance considerations
    - Examining technical architectures and technical integration
    - Providing recommendations to address problem areas
    - Conducting gap analysis
    - Evaluating program complexity
    - Assessing the implementation of the ASCENDANT development process
    - Assessing legacy interface issues, blueprinting, and development activities
    - Assisting in development of work proposals as requested

This support will result in complete technical data and information upon which to base ACE modernization Program Planning, acquisition planning, technical integration, and integration contractor performance evaluation decisions.

4.0 DELIVERABLES AND WORK PRODUCTS

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

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

- File editing – All text and diagrammatic files shall be editable by OIT.
- Format – Deliverables and work products shall conform to OIT and Government standards for correspondence and written products. The Contractor shall submit these deliverables and work products in both hard copy and soft copy. Soft copies shall be submitted in Microsoft Professional Office Suite, Visio, or as needed on a case-by-case basis using versions currently supported by CSPO.
- Timeliness – Deliverables shall be submitted in accordance with the Integrated Master Schedule baselines as established by mutual agreement between the Contractor and the COTR, or as directed by the CSPO Executive Director.
- Deliverables shall be at a level of accuracy that does not require "return for correction" by the Director for typographical and grammatical errors.

5.0 QUALITY

The Contractor shall display a thorough understanding of CSPO and OIT current and future needs to ensure the support across all areas of responsibility will meet customer requirements. The Contractor is expected to demonstrate continual improvement of its overall performance. Deliverables and work products are to be delivered in such a manner that they may be sent forward to any organization without correction in grammar and format.

6.0 PERIOD OF PERFORMANCE

The period of performance is a base period of one year from May 1, 2007, through April 30, 2008.

7.0 PLACE OF PERFORMANCE

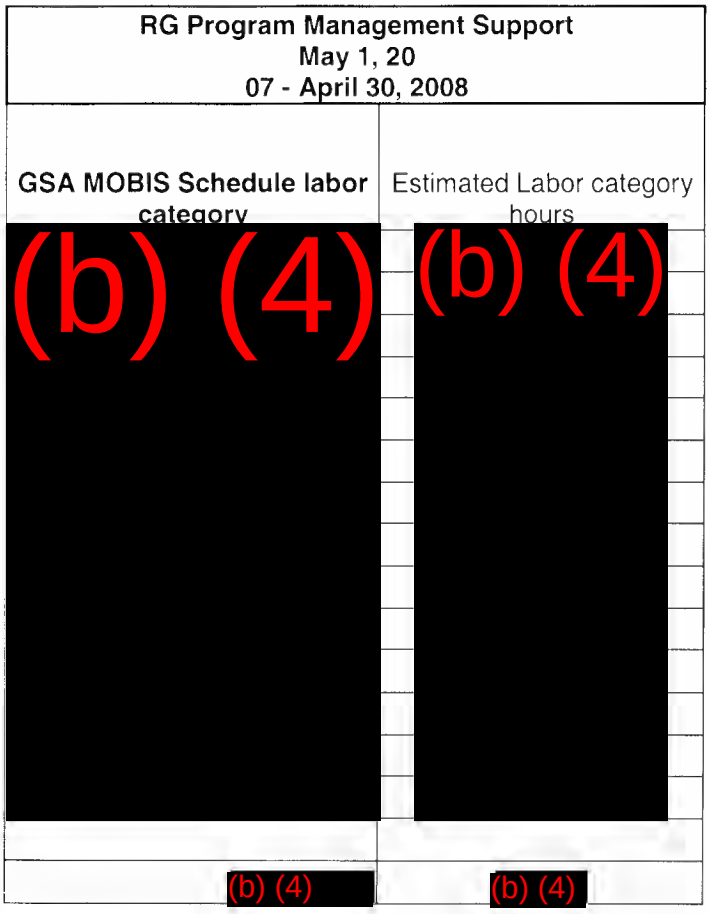
The majority of the work will be performed at various CBP locations in the Washington, D.C. metropolitan area. The principal place of performance will be in the Alexandria, Virginia area, but is subject to change.

8.0 CONTRACTOR PERSONNEL

The Contractor shall provide qualified and experienced personnel and shall provide all supervision to its personnel. Where specified in this SOW, personnel provided must meet the experience qualifications noted. The Contractor may provide its own administrative support (a single staff person) for Contractor staff. This staff will not be considered, or priced, as a part of this SOW. The same level of space and computer equipment support listed in Section 11 shall be made available.

8.1 Estimated Level of Effort

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



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

9.0 KEY PERSONNEL

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

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

Title	Name of Personnel
(b) (4)	(b) (4); (b) (6)

All requests for substitutions or changes must provide a detailed explanation of the circumstances necessitating the proposed substitutions, a complete resume for each proposed substitute, and any other information requested by the Contracting Officer. All proposed substitutes must have qualifications that are equal to or better than the qualifications of the person being replaced as related to the contract work. The Contracting Officer shall evaluate such requests and promptly notify the Contractor whether the proposed substitution has been approved or disapproved.

10.0 GOVERNMENT-FURNISHED EQUIPMENT

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

11.0 CONTRACT TYPE AND PERFORMANCE MEASURES

This SOW is a firm fixed-price incentive performance-based task order with the following performance measures applicable during the period of performance. The

Contractor shall report on achievement against the specific performance metrics on the basis indicated in the following:

Performance Measure 1: On-Time Deliverables
All planned deliverables shall be scheduled as agreed to by the COTR. During the period of performance, previously unplanned deliverables shall be scheduled upon identification, with the schedule dependent on COTR agreement. Once scheduled, all deliverables shall be tracked and managed using the Integrated Master Schedule (IMS). On-time delivery will be measured monthly, and will be 20% of the total incentive fee. See the Task Order Performance Incentive Matrix. The incentive calculation will be the number of on-time deliverables divided by the total number of deliverables multiplied by the maximum fee available for this Performance Measure per month.

Performance Measure 2: Knowledge Base Retention
The Contractor shall track and status its retention of key staff identified in Section 9.0, Key Personnel. The retention shall be measured monthly, and will be 10% of the total incentive fee. See the Task Order Performance Incentive Matrix. The incentive calculation will be as of the last day of the month, the number of key personnel retained, divided by seven (7) key personnel multiplied by the maximum fee available for this Performance Measure per month.

Performance Measure 3: Average Staff Retention
The Contractor shall track and status its total staff retention rates on a monthly basis during the period of performance. The retention rate will be measured on a monthly basis, and will be 10% of the total incentive fee. See the Task Order Performance Incentive Matrix. The incentive calculation will be as of the last day of the month, the number of staff retained, divided by forty-nine (49) staff personnel multiplied by the maximum fee available for this Performance Measure per month. Key personnel from Performance Measure 2 above are not to be included in this calculation.

Performance Measure 4: Deliverable Quality
Performance Measure 4 focuses on the quality of each deliverable. This measure includes as "items" the following: 1) all deliverables in Appendix A due during the month measured; and, 2) all Blue Sheets signed by the final government person listed on the Blue Sheet during the month measured. This performance measure will be measured on a monthly basis and will be 25% of the total incentive fee. See the Task Order Performance Incentive Matrix. The incentive calculation will be the number of "items" without corrections divided by the total number of items for the month multiplied by the maximum fee available for this Performance Measure per month.

Performance Measure 5: Quality Assurance Surveillance Plan
Performance Measure 5 focuses on the quality of program support delivered to the Modernization Program and OIT organization. It measures, by COTR-conducted performance quality survey, the quality of support delivered in all critical areas of

program support. The performance measure may be modified as required by mutual agreement of the Contractor and the Contracting Officer. This measure is the government's Quality Assurance Surveillance Plan (QASP). This performance measure will be measured on a semi-annual basis, and will be 35% of total incentive fee. See the Task Order Performance Incentive Matrix. At the end of the sixth and twelfth month of the task order, the survey, using Appendix C, will be taken. As a result of those surveys being conducted, the incentive calculation will be the average quality rating from responses on the QASP survey, in Appendix C, divided by 5.0 as the highest possible score and then multiplied by the maximum fee available for this Performance Measure shown in the sixth and twelfth month of the Task Order Performance Incentive Matrix.

12.0 OTHER DIRECT COSTS (ODCs)

The only ODC allowed is travel.

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

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

13.0 SECURITY

Security processes are addressed in the Blanket Purchase Agreement (BPA) governing this task order. Non-disclosure certification requirements are also addressed in the BPA.

14.0 ADDITIONAL CLAUSES FOR THIS TASK ORDER

Section 508 of the Rehabilitation Act (29 U.S.C. 794d), as amended by the Workforce Investment Act of 1998 (P.L. 105-220), August 7, 1998, requires that when Federal agencies develop, procure, maintain, or use electronic and information technology, they must ensure that it is accessible to people with disabilities. Federal employees and members of the public who have disabilities must have access to and use of information

and services that is comparable to the access and use available to non-disabled Federal employees and members of the public.

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

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

· 36 CFR 1194.41 – Information Documentation and Support, applies to all documents, reports, as well as help and support services. To ensure that documents and reports fulfill the required "1194.31 Functional Performance Criteria", they shall comply with the technical standard associated with Web-based Intranet and Internet Information and Applications at a minimum.

Exceptions for this work statement have been determined by DHS. Only the exceptions described herein shall be applied. Any request for additional exceptions shall be sent to the COTR and determination will be made in accordance with DHS MD 4010.2. DHS has identified the following exceptions that may be applied:

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

Information Security clause:

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

HLS EA Clause – Developed Solutions shall be compliant with the HLS EA.

HLS EA Clause – Hardware/Software:

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

Appendix A - Schedule of Deliverables and Work Products

ACE Program Plan	Deliverable	Updated Annually as determined by CSPO management
Risk Management Plan	Deliverable	Updated annually as determined by the IMS
Configuration Management Plan,	Deliverable	Updated annually as determined by the IMS
Requirements Development Plan	Deliverable	Updated annually as determined by the IMS
ACE Expenditure Plan	Deliverable	Updated annually, date is determined by CSPO management
ACE Smart Book	Work Product	Expenditure Plan approval + 15 days
Review and Update to CSPO Process Assets	Deliverables	Updated annually as determined by the IMS
RG Monthly Performance Report	Deliverable	Monthly
Accountability Framework including Performance Metrics	Deliverable	Monthly
Annual Asset Portfolio Review	Deliverable	Within 45 days of contract award
PMR Production/Prep	Deliverable	Bi-monthly
ACE OMB 300	Deliverable	Updated annually as determined by OIT management
Status of Funds Report	Deliverable	Monthly
Update of ACE/ITDS Acquisition Program Baseline	Deliverable	Updated annually, date will be the same time as the Program Plan and the Expenditure Plan, as determined by CSPO management.
Reconciliation of Government and Independent Cost Estimates	Deliverable	Updated annually as determined by GAO
CPR Analysis & Schedule Analysis Reports	Work Product	Monthly

IBR open action report	Work Product	After each IBR
Communications Management Plan Update	Deliverable	Updated annually as determined by the IMS
Deliverable Review Comments	Work Product	As required
Modernization Monitor	Work Product	Bi-Monthly
CBP Today Input	Work Product	Monthly
Congressional Brief	Work Product	As required
Congressional Report	Deliverable	Quarterly
Communications Questionnaire	Work Product	Updated annually as determined by the CTOD Director
Deputy Commissioner Report	Work Product	Monthly
MboD Read-Ahead Package	Deliverable	Monthly
MboD Minutes and Action Items	Deliverable	Meeting occurrence + 5 days
ACE Deployment Report	Work Product	Weekly
Process Asset Training	Deliverable	Training will start within 2 months of the asset update.
Deliverable Report on the number of documents that have gone through blue sheet and the number of typographical and grammatical errors per document.	Deliverable	Monthly
Risk and Issues report that measures issues, that are identified, tracked and mitigated.	Deliverable	Monthly
Updated training report that includes measures on the courses taken, as related to assigned roles and responsibilities.	Deliverable	Monthly
Updated Roles and responsibilities and related courses matrix	Deliverable	Occurrence within 60 days of contract award.
Annual Management Training Plan (for the next Fiscal Year)	Deliverable	Annually as determined by the IMS and Asset Process Group schedule

DHS Periodic Report for ACE	Deliverable	Quarterly
Integrated Master Schedule	Deliverable	Within 45 days of contract award

* All days refer to calendar days.

Appendix B - Acronym List

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

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

Appendix C – Quality Assurance Surveillance Plan (QASP) Survey

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

7	The Contractor maintained, aggregated, collected and reported Program Performance Measures? Comment?	☐	☐	☐	☐	☐
8	The Contractor provided a workforce skilled in program management disciplines?	☐	☐	☐	☐	☐
9	The Contractor met deliverable dates?	☐	☐	☐	☐	☐
10	The Contractor displays ability to manage cost issues meeting contract requirements? Comments?	☐	☐	☐	☐	☐

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