

Integrated Logistics services include maintenance management, system support analysis, call center operations, asset management, critical property and spare parts storage, management and inventory records, field services, maintenance and overhaul, and training. Boeing shall submit an Integrated Logistics Support Plan 45-days after DARO in accordance with CDRL 9 to define the logistics and maintenance infrastructure necessary to keep the capability reliably deployed in the field.

## **5.9 Deployment and Installation Area**

### **5.10 Operations Support Area**

Boeing shall provide such operational support as may be required for the *SBlnet* solution, exclusive of integrated logistics support. This support will include the operation of the Network Operations Center and Security Operations Center, manning of the Customer Support (Help Desk), and IT Systems Support.

### **5.11 Program Management Area**

Boeing's Program Management Team shall plan, organize, coordinate, authorize, and control the overall program to meet technical, quality, cost, and schedule requirements. The Program Management services shall be applied over the entire *SBlnet* program life and include all activities and processes from contract award through the period of performance.

Boeing shall draft and provide the Program Management Plan in accordance with CDRL 1, and provide the Scope Management Plan in accordance with CDRL 6; the Scope Definition in accordance with CDRL 7; the Integrated Master Schedule in accordance with CDRL 10; the WBS/Integrated Master Plan in accordance with CDRL 11; and the Weekly, Monthly, and Quarterly Reports in accordance with CDRL 22.

#### **5.11.1 Program Management Office (1.1.1)**

Boeing shall maintain a formal program management organization to manage this contract and associated subcontracts. The Boeing Program Office shall operate from offices located in the Washington, D.C., area and be staffed within 10 days of contract award. Boeing shall have the appropriate background investigation documents submitted to CBP within ten (10) working days following contract Award.

Boeing 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.

Biweekly program management meetings shall be held at Boeing's premises, or other locations as mutually agreed upon between Boeing and the Contracting Officer (CO).

Monthly Program Reviews shall be held at Boeing's premises, or other locations as mutually agreed upon between Boeing and the CO. Boeing shall include, as a minimum, a detailed review of technical, cost, and schedule performance against plan, contract change report, risk assessment, 90-day forecast of detailed schedule and cost plans, and performance against contract-level Quality Assurance and Surveillance Plan (QASP) metrics.

Boeing shall support ad hoc requests for program related information in a timely manner. CBP urgent requests for information which indicate a need date shall receive a response from

Boeing within the timeframe requested or Boeing will advise the CO of the reason the date cannot be met and an agreement on a mutually acceptable date will be reached.

For meetings and reviews Boeing shall take minutes, record and track action items and issues. At the close of the meeting or review, action items and issues shall be agreed upon by Boeing and the senior government representative present. Boeing shall provide either electronic copies or online access within a common Government/Contractor database within 2 days of the meeting. All action items are to be approved by the Contractor's Program Manager and the Government's Contracting Officer's Technical Representative.

Boeing shall ensure personnel are available to meet SBI<sup>net</sup> deployment in accordance with our approved staffing plan.

Boeing shall prepare and submit an updated Transition Plan six (6) months prior to the end of each period of contract performance, in accordance with CDRL 28, to ensure that the transition of mission operations can be achieved with minimum impact to CBP.

#### **5.11.1.1 Program Manager/Deputy/Chief Engineer (1.1.1.1)**

Boeing shall designate a Program Manager (PM), Deputy Program Manager (DPM), and Chief Engineer (CE) to provide the Program and Technical governance for the SBI<sup>net</sup> Program and be the key points of contact for all programmatic and technical matters. The PM and DPM shall have the responsibility and authority to represent and commit Boeing on programmatic matters. The PM and DPM are responsible for creating a partnering environment with CBP and ensuring that the Integrated Product Teams work in a collaborative manner. The DPM is also responsible for implementing the Program Management Best Practices model and associated measurement and program visibility tools. They are supported by a small team of Program Specialists to ensure Program Management Best Practices and non-operational metrics are captured and to support communications and the welfare of the team. Additional support is provided to ensure that there is full visibility to CBP.

#### **5.11.1.2 Program Coordination and Administrative Support (1.1.1.2)**

Program Coordination is responsible for tracking issues and action items and developing reports to support weekly and monthly program reviews and to rapidly respond to ad hoc requests for program-related information. Other responsibilities include the coordination and de-conflicting of program reviews, independent and non-advocate reviews, and internal and external compliance audits. The administration elements are responsible for the overall support of the Program Management effort through the provision of the office administration.

#### **5.11.2 Business Management (1.1.2)**

Boeing shall provide Business Management and Contracts and Pricing management support and establish the systems required by the Project Management Office for planning, performance tracking and control, governing of all contract interactions with the CBP CO, and provide estimates/proposals as required by the program. Boeing shall also provide roll-up and integration for reporting to Program Management and CBP.

The Business Management IPT shall provide detailed integrated plans, schedules, and budgets as well as control (via EVMS) and report cost and schedule variances to Boeing Program Management and CBP. The Business Management IPT shall establish and control the WBS and the Scope Definition Plan. The Business Management IPT shall report on

performance against plan and the relevant Contract Level QASP metrics as part of Business Team meetings with the CO and as part of Monthly Program Reviews.

Boeing shall provide the Cost Management Plan in accordance with CDRL 15 and the Bill of Material in accordance with CDRL 23.

#### **5.11.2.1 Cost and Schedule Management (EVMS) (1.1.2.1)**

Boeing shall use an approved EVMS system to oversee the preparation, implementation, and maintenance of the performance management baseline (PMB) as well as the preparation and maintenance of the following documents, which will be used during the performance of the program: Integrated Performance Management Plan (IPMP), Work Breakdown Structure (WBS), Bill of Materials (BOM), Work Authorizations (WA), Integrated Master Schedule (IMS), weekly and monthly Equivalent Persons (EP) Report, weekly and monthly Earned Value (EVMS) Reports, weekly and monthly IMS updates, and various analytical products and Business Reports and Briefing Packages, which shall include a weekly and monthly Program Management Review package, monthly Cost Performance Report (CPR), quarterly Contract Funds Status Report (CFSR), and quarterly Estimates at Completion. This effort includes integrating cost and schedule performance data across the program into a single database and producing an integrated set of cost and schedule performance metrics and schedule status reports, which can be accessed electronically.

Boeing shall provide the Earned Value Management Report in accordance with CDRL 27.

#### **5.11.2.2 Contracts management (1.1.2.2)**

Boeing shall designate a Contracts Administrator as the single point of contact for contractual matters. The Contract Administrator shall have the responsibility and authority to represent and commit Boeing's organization on contract-related program issues. Boeing shall distribute work packages across the company's business units in accordance with the program plan. Boeing shall perform Interorganizational Work Authorization Administration as the means of documenting and communicating the work breakdown. This task encompasses the contracts administration effort associated with the model contract. Contracts administrator manager shall perform general contract administration support during the period of performance of the program. The administrator shall serve as the customer focal point for contractual matters. The administrator shall support program reviews. The administrator shall issue and track correspondence items (incoming and outgoing), and maintain a change history log. The administrator shall also maintain a GFE/GFP log tracking receipt and registration. The administrator shall perform obligation analysis to assess the impact of change activity with regard to scope, change board activities, funding requirements, and export compliance activities. The administrator shall coordinate property administration on the status and maintenance of GFP, support budgetary and planning exercises, and monitor in-coming Interorganizational Work Authorizations as needed.

#### **5.11.2.3 Task Order Preparation (1.1.2.3)**

Business Management shall (1) develop the detailed Task Orders for SBInet implementation by evaluating options using existing cost and schedule data to model alternate choices to achieve the Government's objectives within funding and schedule constraints, (2) develop the detailed IMS and preliminary resource loads, (3) update the IMS and resource loads through a proposal preparation process, (4) support the implementing team in finalizing the PMB, and (5)

participate in Integrated Baseline Reviews (IBRs) for each new Task Order. This WBS element shall cover the Task Order preparation activities of the Business Management function. Other functions shall participate in Task Order preparation as noted in their individual write-ups.

### 5.11.3 Supplier Management and Procurement (1.1.3)

Boeing shall provide the Subcontractor Management Plan in accordance with CDRL 3.

In support of the Program Management Office, SM&P shall be responsible for the following:

- Establish, implement, and maintain a Subcontract Management/Procurement Plan. The Subcontract Management Plan for this task shall embody all of the elements of sourcing and subcontracting for the SBI<sup>net</sup> program. The plan shall be developed in conjunction with Supplier/Program Management Best Practices.
- Create/maintain major subcontract umbrella task order contracts and flow down coordination and communication to the SM&P task order team.
- EBOM to MBOM configuration and macro requirements flowdown (make/buy), to SM&P task order team.
- Procurement Contracts will be issued in accordance with Contractor-approved procurement systems.
- CBP and supplier team interface/coordination for subcontract team decisions.
- Assess new supplier technologies and capabilities and implement/maintain new PIAs, MOUs, MOAs, and TAs.
- Create and establish competitive source selection evaluation criteria and team requirements including subcontract award fee criteria.
- Participate in program reviews with respect to subcontractor performance, supporting EAC, IMS analysis and schedule management activities, evaluating data items, evaluating and maintaining effective supplier performance metrics, assessing subcontractor risk, issues, and opportunities.
- Ensuring that subcontractor work scope requirements; i.e., PWSs, specs, drawings, etc, items/dates, etc., are developed, maintained, and released to the SM&P task order organization for contractual implementation.
- Work closely with suppliers and supply chain members to develop a fully integrated supply-chain visibility system for components, subassemblies, material, and supplies in order to monitor points of delivery and delivery times to support schedule.
- Travel to sectors and SM&P task order office to assess needs and staffing requirements.
- Mentor Protégé development.
- Oversight for SM&P task order team and on-site sector support, which includes procurement readiness as follows:
  - o Major Subcontract: Proposal evaluation, negotiation, procurement contracts ready for placement.
  - o COTS: Leverage Contractor enterprise commodity teams for COTS procurement order placement.
  - o Services Contracts: Model purchase contracts developed.
  - o Small Business: Small Businesses identified and provided with model contact.

- eBuy/Exostar: Identify products and services for reverse auctions and quick response e-commerce.
- Purchasing Cards: Available for emergency and low value procurements.

#### **5.11.4 Program Risk Management (1.1.4)**

Boeing shall implement proactive risk management processes across the *SBI*net program in accordance with an approved Risk Management Plan (RMP), in accordance with CDRL 8, tailored to the *SBI*net program objectives. Boeing shall employ a risk management process that is common to all team members and uses a common risk management tool. Boeing shall establish a Risk Management Board (RMB) at the program level to monitor and manage risk activity on the *SBI*net program. The RMB shall consist of representatives from CBP and Boeing. Access shall be provided to CBP for view of risk activity through the RMB and the risk tool. Boeing shall include an overview of the management of risks, issues, and opportunities at each Monthly Program Review and include a detailed report as part of the monthly Program Report.

Boeing's Risk Manager (RM) for the *SBI*net Program Management Task Order shall conduct all Risk Management Team (RMT) meetings and support the *SBI*net program manager in conducting the Risk Management Board (RMB), in (1) reporting risk at program reviews and control boards, and in (2) disseminating risk across the program for visibility and incorporation into program activity. Boeing's RM shall coordinate and lead all risk activity for the Program Management Task Order, which includes the following:

- Implement the Boeing risk management process across the program—be the program focal point for identification, analysis, handling, tracking, and communicating of risk.
- Lead all program risk mitigation activities—ensure that risk mitigation activities are incorporated into program budget and IMS.
- Be the focal point for use of the Risk Management tool.
- Develop and report risk metrics to assist the program in assessing the effectiveness of the risk management process on the program and assess risk resolution on the program.
- Perform Issues and Opportunities Management using the Risk Management Tool to support program management in execution of the program.

Boeing shall develop and maintain Risk Tracking Documents. For costing purposes, assume these documents consist of a Risk List, a Risk Mitigation Summary, and a Risk Burndown Summary. Assume monthly delivery of these Risk Tracking Documents to the CBP.

#### **5.11.5 Quality and Mission Assurance (1.1.5)**

Boeing's quality management system shall be ISO 9001-2000 certified as supplemented by AS9100 from an ANSI-ASQ accredited certification body and shall be employed to ensure all quality aspects of this program. Boeing shall develop and implement a Quality System/Management Plan (QMP) in accordance with CDRL 4. This system, which will support the Quality Assurance Surveillance Plan (QASP), will quantify, measure, track, and accurately report performance against the stated program objectives. The Q&MA IPT shall establish relationships and dialog with CBP counterparts and other stakeholders. This will ensure that continuous CBP feedback is obtained in developing performance measures, tools, and processes. This information shall be used to measure progress toward achieving CBP *SBI*net

objectives during all phases of SBI<sup>net</sup> development. The Q&MA IPT ensures continuous process improvement with third-party certifications where required.

Mission Assurance shall establish a system to provide near-real-time visibility into program performance metrics. This system shall be integrated with the Program and Task Order(s) Project Quality Assurance and Surveillance Plans (QASP)

- Management of the resources assigned to the SBI program from the Systems Safety, Reliability (and Maintainability), Quality, Software Quality, and SHEA functional areas. Tasks Include the following:
  - Cost Account Management (budget definition, tracking, and reporting), Work Breakdown Structure (WBS) definition, Schedule performance (identification of the tasks being performed by each of the functions, scheduling those tasks, and monitoring performance to schedule).
  - Requirements adherence: Ensure that all functions being performed and products being delivered are in accordance with the contractual requirements and meet the intent of the Statement of Work.
- Customer Relationship Management.
  - Receive feedback from and responding to Award Fee feedback from the customer. Provide additional customer support as requested/required.
  - Respond to customer generated corrective actions.
- Providing inputs and support to all program reviews.
  - Design reviews.
  - Management reviews.
  - Customer Reviews.
- Process and Tool support: Provide the appropriate tools and processes to ensure adherence to the company Quality Management System while meeting the program needs.
  - Quality Metrics.
  - Records Control.
  - Audit Oversight, etc.

Specific activities and deliverables include the following:

- Reliability, Maintainability, and Supportability Engineer (RM&S).
  - Prepare reliability and maintainability plan.
  - Identify high-cost high-failure items for redesign (hardware and software).
  - Perform Failure Modes and Effects Analysis (FMEA).
  - Provide Mean Time Between Failure (MTBF) data.
- Quality Engineer (QE).
  - Draft QA Plan/Policy.
  - Participate in development/review procedures for handling inspection and disposition of Customer Furnished Equipment (CFE).
  - Support development and procurement activities.
  - Review supplier system and process control/support IPT infrastructure.
- Software Assurance Engineer (SWA)
  - Evaluate customer requirements.
  - Perform RFP evaluation.

- Participate in source selection activities.
- Perform Capability Maturity Model/Capability Maturity Model assessment.
- Support CMMI Level 3 certification process.
- Product Quality Assurance Representative (QA)
  - Pre-contract customer proposal support.
  - Review requirements and determine manufacturing/inspection capability.
  - Review manufacturing plan, develop QA, Integration and Test plan, and support test data analysis, obtain customer input.
- Procurement Quality Assurance Representatives (PQA)
  - Provide quality requirements for Purchase Contracts.
  - Receive and Disposition (accept or reject) product or services. Conduct quality assurance product acceptance activities at supplier's facilities.
- Quality System Integrity Representative (QSI)
  - Internal Quality Audit.
  - Process Records.
  - Task Nonconformance data collection and metrics.
- Safety, Health & Environmental Affairs Representative (SHEA)
  - SHEA Representative Oversight activities.

#### 5.11.6 Land-Use Regulatory Activities (1.1.6)

Boeing's Program Management Office shall coordinate with CBP to obtain environmental clearances for the various Task Orders by preparing NEPA documents, coordinating these documents with appropriate agencies, preparing an Environmental Assessment (EA), if required, and follow this process through the NEPA clearance through approval of a Record of Decision (ROD). The Project Management Office shall establish an Environmental Tracking Database. The Program Management Office shall establish a separate database, the Environmental Commitments Database, which will also be developed and maintained throughout the project, to assist Engineering, Architecture, and Construction teams with tracking avoidance sites, mitigation requirements, design and construction constraints, permit stipulations and conditions, and monitoring requirements.

The Program Management Office shall coordinate with CBP tasks required prior to the commencement of any construction activities and obtaining all permits necessary under the CWA (Section 404 permits from the COE, Sections 401 and 402 permits from ADEQ and ADWR, and Clean Air Act certifications from ADEQ).

The Program Management Office shall identify land that is to be used under the Task Orders and coordinate with CBP to obtain the necessary land rights.

The Program Management Office shall ensure that the necessary permits and licenses are in place to operate the sensors, radars, communication equipment, etc., to be delivered under Task Orders.

The Program Management Office shall include metrics and an overview of performance against plan as part of the biweekly meetings and Monthly Program Reviews.

Boeing's Program Management Office shall coordinate with local, state, and federal agencies to obtain land use permits, certificates, and clearances including:

- Land Acquisition and Use.