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# SECTION C –statement of WORK (SOW)

**C.1 INTRODUCTION**

The Department of State (DOS), Bureau of Consular Affairs (CA), Passport Services Directorate (PPT), is seeking a Contractor with demonstrated experience and the expertise in providing facility maintenance, IT equipment and maintenance, and personnel to conduct travel document personalization to include Passport Book personalization, Passport Card personalization, Consular Report of Birth Abroad personalization, Border Crossing Card personalization, and other future travel document personalization operations using new technology, processes and procedures.

During the lifetime of this contract, it is expected that the BPFs will be responsible for approximately 90 percent of U.S. Passport Book and Passport Card demand, 100 percent of CRBA demand and 100 percent of BCC demand and, as such, must be planned for, maintained and operated in a scalable and flexible manner.

**C.2 BACKGROUND**

The mission of the Bureau of Consular Affairs (CA) is to administer laws, formulate regulations and implement policies relating to the broad range of consular services and immigration. Within Department of State’s Bureau of Consular Affairs, the Passport Services Directorate (CA/PPT) serves U.S .citizens intending international travel through passport and other travel document issuance and protects the integrity of the U.S. passport as proof of U.S. citizenship at home and around the world.

Domestic Passport Centers and Passport Agencies located in cities throughout the United States and United States Embassies and Consulates located overseas accept, examine, adjudicate, and process passport applications, issue Passport Books and Passport Cards to those determined to be citizens or nationals of the United States and are otherwise qualified; and amend, extend and validate passports in accordance with Title 22 of the Code of Federal Regulations (CFR).

In 2007 and 2008, the Passport Services Directorate opened two remote Book Personalization Facilities (BPF) to centralize and increase the overall U.S. Passport Book personalization capabilities and to have the infrastructure to add other travel document personalization capabilities. These two BPFs are the Arkansas Passport Center (APC) located in Hot Springs, Arkansas, and the Tucson Passport Center (TPC) located in Tucson, Arizona. The two BPFs focus on core Passport Book and Passport Card personalization operations for domestic Passport Agencies and support U.S. Embassies and Consulates overseas. The BPFs also personalize Consular Reports of Birth Abroad (CRBA) for U.S. citizens born outside of the United States, and Border Crossing Cards (BCC), a B1/B2 visitor’s visa, issued to qualifying Mexican citizens for travel in the United States. In addition, the Arkansas Passport Center operates a public counter to assist passport applicants with urgent travel needs. It is projected that during the base year and each option year of the Contract, the BPFs will personalize 18 million to 24 million Passport Books, 2 million to 3 million Passport Cards, 1.5 million to 2 million Border Crossing Cards, and 100,000 to 200,000 Consular Report of Birth Abroad.

The Book Personalization Facilities may also be responsible for the personalization of other travel documents and integration of new technology (i.e. next generation printers), processes and procedures in the future. The personalization of these other travel documents and integration of new technology (i.e. next generation printers), new processes and procedures will be incorporated into the Book Personalization Facilities as the requirements are specified.

**C.3 OBJECTIVE**

The objectives of this acquisition directly support the mission and goals of CA/PPT which includes:

• Production capability to meet U.S. Passport Book, Passport Card, CRBA, and BCC demand at the BPFs

• Production capability to support any future travel documents, new technology, processes and procedures as directed by DOS

• Increased speed and quality of U.S. Passport Book, Passport Card, CRBA, BCC, and other travel document personalization production

• Flexibility to increase production capability during the contract’s period of performance with minimal changes to the contract

• Identify and upon DoS approval implement innovations to improve the quality, capacity, and production of U.S. Passport Books, Passport Cards, CRBA, BCC, and other travel documents within the current book personalization process and hardware constraints

• Provide responsive management and maintenance of the BPFs and information technology at the facilities

**C.4 SCOPE OF WORK**

The Contractor shall provide facility maintenance, IT equipment and maintenance, and personnel to conduct travel document personalization to include Passport Book personalization, Passport Card personalization, Consular Report of Birth Abroad personalization, Border Crossing Card personalization, and other future travel document personalization operations, new technology, processes and procedures.

Travel Document Personalization Services include but are not limited to:

• Operation Management of the Book Personalization Facilities, IT operations, Passport Book personalization and APC customer counter support, Passport Card personalization, Consular Report of Birth Abroad personalization, Border Crossing Card personalization operations, and other travel document personalization operations

• Receipt, protection, inventory control and accountability of all blank Passport Books, Passport Cards, CRBA, BCC, other blank travel documents and controlled passport consumables

• Receipt and protection of all data, production statistics, and personal information regarding Passport Book, Passport Card, CRBA, BCC, and other travel document production

• The accurate printing of personal information and endorsement in blank Passport Books, Passport Cards, CRBA, BCC, and other blank travel documents

• The accurate writing of personal information on the integrated circuit in Passport Books, Passport Cards, BCC, and other blank travel documents

• The quality control and review of personalized Passport Books, Passport Cards, CRBA, BCC, and other travel documents

• Accountability of spoiled Passport Books, Passport Cards, CRBA, BCC, and other travel documents

• The inclusion of any necessary mailing inserts to be provided with each Passport Book, Passport Card, CRBA, BCC, and other travel document

• The preparation of mailing labels and attachments of such to Passport Books, Passport Cards, CRBA, BCC, and other travel document mailing envelopes

• Customer Service and Help Desk operations to liaise with Passport Agencies, and U.S. Embassy, and Consulates overseas and to support the APC customer counter operations

**C.4.1 Facility Acquisition, Maintenance, and Security (Task 1)**

The Contractor shall be responsible for negotiating and securing a lease with the current lessor for each Book Personalization Facility (BPF) and ensuring that each BPF complies with all Diplomatic Security (DS) related facility security requirements and maintains a Defense Security Service (DSS) SECRET level facility clearance. Security of DoS information, all travel documents to include Passport Book, Passport Card, CRBA, BCC, and any future travel documents, and other secure materials is critical.

The Contractor shall be responsible for the development and implementation of a facility maintenance program to ensure continual travel document personalization operations at the BPFs. This includes, but is not limited to housekeeping, recurring utility costs, external and internal building maintenance, utility and central systems maintenance, environmental systems maintenance, OSHA compliance, emergency and disaster planning, warehouse operations, disintegrator maintenance, and procurement, repair and upkeep of furnishings.

**C.4.2 IT Implementation and System Administration (Task 2)**

The Contractor shall be responsible for procurement, maintenance, installation, upgrades, reconfigurations, and hardware refreshes related to information technologies and telecommunications used for Passport Book, Passport Card, CRBA, and BCC personalization operations at the BPFs. This includes, but is not limited to, personal computers (PC), PC accessories, network equipment, servers, telephones, switches, CAT 6e cable or higher, fiber optic cable, desk top and network printers. All equipment should be on the DoS Information Technology Configuration Control Board approved hardware and software baseline list. The Contractor shall be responsible for complying with 12FAM600 and all appropriate DSS and DS security requirements.

**C.4.3 Travel Document Personalization Operations and Counter Support (Task 3)**

The Contractor shall provide the personnel and operational support needed to conduct and manage:

* All Passport Book, Passport Card, CRBA, and BCC personalization processes at the BPFs
* Electronic receipt of the adjudicated application to personalization, quality control, and mailing of the completed travel document to applicants
* Internal controls of controlled supplies, equipment, and other materials, inventory control and accountability for blank and issued Passport Books, Passport Cards, Consular Report of Birth Abroad, Border Crossing Cards, and other travel documents and controlled consumables
* Customer support to include APC customer counter operations, and control and protection of personal applicant data associated with travel document personalization operations.

The Contractor shall manage all aspects of the BPFs including, but not limited to, personalization operations, facility maintenance, and IT system administration.

The Government shall provide and maintain the passport printers, card printers, and autopen signature machines for CRBA personalization.

The Government shall provide blank U.S. Passport Books, Passport Cards, Consular Report of Birth Abroad, Border Crossing Cards, and security foils and security ribbons for passport printers. The Government shall also provide blank travel documents and consumables needed to print other future travel documents.

**C.5 PROGRAM REQUIREMENTS**

**C.5.1 Facility Acquisition, Maintenance, and Security Requirements (Task 1)**

**Scope of the Task**

The Contractor shall be responsible for obtaining a lease for the current Book Personalization Facilities, perform maintenance services and repairs on the Book Personalization Facilities, and ensure that the Book Personalization Facilities (BPF) are cleared by the Defense Security Service (DSS) at SECRET level and comply with established security policies, systems, standards and practices. The Contractor shall be also responsible for the lease or building acquisition and build out of and move to any future BPF.

**C.5.1.1 Facility Acquisition**

The Contractor shall be responsible for negotiating a lease with the current lessor for each BPF that will minimize costs to the Government over the length of a 5-year contract. The Contractor must provide copies of all relevant documentation demonstrating the legality and other aspects of the lease. Additional information regarding the current lease is in Attachment J.1 – Current leasing requirements.

**C.5.1.2 Security Requirements**

Each BPF shall be cleared by the Defense Security Service (DSS) at a SECRET level and must comply with all DS-related facility security requirements. Security of DoS information, all travel documents to include Passport Book, Passport Card, CRBA, BCC, and any future travel documents, and other secure materials is critical.

The Contractor shall comply with appropriate security policies, systems, standards, and practices to provide the requisite level of security at each BPF. The Contractor shall maintain an accurate and up-to-date list of all authorized and approved personnel allowed access to each Facility. The Contractor will provide this list to the DoS management at each facility.

All personnel who enter the BPFs shall be issued a DoS ID badge. Employees have a permanent badge and approved visitors receive a temporary badge. Facility access is limited to: Contractor personnel performing work under this Contract; designated DoS and DoS authorized personnel; maintenance personnel or suppliers performing upkeep or repair of the BPFs or equipment; and personnel as approved by DoS. The Contractor must obtain DoS approval prior to granting access to visitors to areas where DoS work is performed. Terminated employees shall have their badges logical access removed from all information systems immediately upon termination. The Contractor shall document proof of such removal. This proof shall be made available to DoS upon request. The Contractor shall immediately provide DoS with an accurate personnel roster upon any changes to personnel.

The Government will provide all lock and guard services. The BPFs will have 24-hour guard coverage. Closed Circuit Television (CCTV) shall be used at select locations to assist Government provided guards in assessing potential threats. The Contractor shall be responsible for complying with all physical security requirements as described in Section H.9.

**C.5.1.3 Facility Maintenance and Furnishings**

The Contractor shall develop and implement a facility maintenance program to ensure uninterrupted travel document personalization operations at the BPFs.

**C.5.1.3.1 Facility Maintenance Requirements**

The Contractor shall manage the facility maintenance activities as part of the overall Operations Management activity as described in Section C.5.3.5. The Contractor shall provide a Facility Maintenance Management plan detailing how the Contractor shall perform maintenance at the BPFs.

The Contractor shall provide, as necessary, the following facility maintenance activities at the BPFs:

* Housekeeping
* Recurring costs related to utilities
* Internal & external building maintenance
* Interior systems maintenance
* Roads and grounds maintenance
* Utility, generator, and central system maintenance
* Environment systems maintenance
* OSHA compliance
* Emergency and disaster planning
* Warehouse operations
* Disintegrator maintenance
* Closed-circuit television

The Contractor shall ensure that all Contractor personnel associated with the facility maintenance obtain a Moderate Risk/Public Trust clearance and that all outside vendors are escorted. The Contractor shall be responsible for the repair and replacement of any equipment damaged or lost due to Contractor negligence.

**C.5.1.3.2 Furnishings**

The Contractor shall be responsible for the acquisition, installation, and upkeep of internal furnishings at the BPFs related to, but not limited to, office IT, book print, card print, quality control, mail-out, repair, and other personalization direct and indirect activities.

**C.5.1.3.3 Contractor Positions**

The Contractor shall provide the following KEY PERSONNEL at each (BPF) for this task:

* Facility Building Superintendent

See Section C.6 for Personnel Descriptions.

**C.5.1.4 Deliverables for Task 1**

The Contractor is expected to provide the following deliverables for each BPF as part of Task 1:

|  |  |  |
| --- | --- | --- |
| DELIVERABLES | DUE DATE | UPDATES |
| Facility legal documents (i.e. lease, building title) | To be determined at contract award | When a new facility is acquired |
| Clearance Process C.5.1.2 | Discuss in Proposal. Draft 30 calendar days after contract award date and Final 60 calendar days after contract award date | Annually or when a new facility is acquired |
| Facility Maintenance Plan | Discuss in Proposal. Draft 30 calendar days after contract award date and Final 60 calendar days after contract award date | Annually or when a new facility is Built-out |
|  |  |  |

**C.5.2 IT Implementation and System Administration (Task 2)**

**Scope of the Task**

The Office of Consular Systems and Technology (CST) supports the Bureau of Consular Affairs information technology efforts through the design, development, deployment, and maintenance of consular information technology systems, databases, and infrastructure. Working with CST, the Contractor shall procure, install, and maintain all information technology and telecommunication hardware equipment, hardware accessories, software (with exceptions), and other hardware/software specified by DoS to sustain operations at the BPFs. The systems and internal networks shall be maintained to be adequately equipped to handle fluctuations in the volume of travel document personalization activities. The systems shall be configured such that they can be expanded to accommodate growth in passport and other travel document personalization activities. The systems shall be able to exchange e-mail with DoS’ email system securely. The Contractor shall abide with a service level agreement with CA/PPT to manage IT services during the course of the contract.

**C.5.2.1 Information Technology Management**

The Contractor shall develop and implement an IT management program to ensure continual IT operations and management of IT changes, refreshes, and compliance with DoS IT regulations. The Contractor shall manage the information technology management activities as part of the overall Program Management activity as described in Section C.5.3.5. The Contractor shall provide an Information Technology Management plan detailing how the Contractor shall implement and administer the information technology environment at each BPF.

**C.5.2.2 Procure, Install, and Maintain IT/Telecom Hardware**

The Contractor shall be responsible for procuring, installing, and maintaining all information technology hardware, telecommunications hardware, and other travel document hardware necessary to perform all direct and indirect contract tasks at the BPFs. The Contractor will be responsible for maintaining the network that is connected to the Department of State OpenNet Plus network. The Contractor shall procure, install, and maintain personal computers and peripherals that include, but are not limited to printers, scanners, mice and monitors. Additionally, the Contractor shall procure, install, and maintain all travel document personalization accessories such as contactless chip reader/writers.

The Contractor shall comply with 12 FAM 600 security guidelines (reference Website: <https://fam.state.gov/FAM/FAM.aspx?ID=12FAM>) with regard to the use of Government hardware, software, networks and other IT equipment and obtain approval from CST for any changes to the IT network.

IT and travel document hardware includes, but is not limited to:

* Personal computers with operating systems
* Servers
* Racks
* Network equipment
* Telephones and other telecom equipment
* Label makers
* Uninterruptible power supplies
* Mailing machines
* Contactless chip writer/readers

See Attachment J.2 for a list of IT hardware specifications.

The following is a general description of how DoS and the Contractor shall manage the purchase, installation, maintenance, and disposal of the IT hardware and software. Specific details shall be discussed with DoS and documented by the Contractor in an IT Hardware and Software Management Plan after contract award. The Contractor shall purchase all IT and equipment per DoS and according to the DoS Information Technology Change Control Board, CST, and CA/PPT specifications.

* DoS will provide OpenNetPlus network connectivity to both BPFs.
* Contractor shall maintain all IT equipment and network configuration per DoS guidelines (Diplomatic Security and Consular Affairs guidelines).
* DoS will provide security templates and software images with operating system, passport software, and other related software.
* Contractor shall install and configure security templates and software images on IT hardware as directed by DoS.
* All hardware acquired shall become Contractor-acquired, government property.
* Upon approval by DoS, the Contractor shall decommission and prepare for disposal any IT, telecom, and other hardware equipment that is no longer needed to support contract tasks. The Contractor shall fully scrub and clean the hard disk drives prior to disposition.
* The Contractor shall be responsible for the maintenance of all IT and other travel document hardware equipment with the exception of Passport Book printers, Passport Card printers, electronic card counters, CRBA autopen signature machines, and courier shipment kiosks.
* In the event that IT hardware equipment needs to be repaired at another site other than the BPF, the Contractor shall either 1) remove the hard disk drive and the hard disk drive shall remain at the BPF or 2) the Contractor shall fully scrub the hard disk drive per Diplomatic Security guidelines (12 FAH-10 H-262.5-2  Media Sanitization - System Administrator Responsibilities: <http://fam.a.state.sbu/fam/12fah10/12fah100260.html#H262_5>). When the IT hardware equipment is repaired, all necessary software must be reinstalled before being used to support contract tasks.

**C.5.2.3 IT Software Specifications**

The Contractor shall use and install Government provided images, security templates, and travel document issuance software on all IT equipment being used for travel document personalization operations to include Passport Book print personalization, Passport Card print personalization, CRBA personalization, BCC personalization, and any other future travel document personalization. The Contractor shall comply with 12 FAM 600 security guidelines (reference Website: <https://fam.state.gov/FAM/FAM.aspx?ID=12FAM>– click on “FAM” under “Links”) with regard to the use of Government hardware, software, networks, and other IT equipment.

The Contractor shall not install any additional hardware or software on the OpenNetPlus network or travel document issuing systems without the approval of the Contracting Officer (CO) and other relevant organizations (i.e. Diplomatic Security and CST).

**C.5.2.4 Wide Area Network Connection**

Each BPF has dual dedicated network lines and routers connecting the network lines. The Contractor shall maintain the IT environment in a manner so that if one network line is lost travel document personalization operations are not impacted in any manner.

**C.5.2.5 Facility Local Area Network**

The Contractor shall maintain the OpenNetPlus network within each BPF. The network shall have sufficient uninterruptible power supply to back up the entire network in case of power outages.

Additionally, all computers associated with travel document personalization operations must have an uninterruptible power supply to allow the operator to safely exit all applications and power down the computer in the event of a loss of electrical power.

The Contractor shall use the OpenNetPlus network for all travel document personalization activities.

**C.5.2.6 Information and Telecommunication Security**

DoS requires that all DoS information systems be secure from unauthorized access and use. Access to the OpenNetPlus and the travel document issuance software is limited to only those personnel who are authorized by DoS. The Contractor shall maintain a listing of those employees with authorized access. When planning for and managing system security, the Contractor shall address factors including, but not limited to:

* Information Systems – Ensure that all information handled by computer systems is protected against unauthorized access, misuse, fraud, misappropriation, espionage, sabotage, and inadvertent or deliberate compromise.
* Software applications – Access to software applications is limited to only those personnel that are authorized to support a given project. Such restriction is accomplished through the use of customized menus, user log-on identification codes, operator-defined password protection, and or automatic timeout values. Expiration dating is used as a method of password security maintenance.
* Internet and E-mail usage policy – DoS requires the Contractor to implement and enforce guidelines with regard to appropriate Internet access and usage. Policies addressing access to and disclosure of electronic mail messages sent or received by employees using the Contractor’s corporate E-mail system should also be implemented and enforced. Such guidelines will inform employees that their privacy does not extend to their use of Contractor-provided equipment or supplies when suspected infringement on confidentiality or matters of integrity arise.
* System testing – System testing is performed on a regular basis to monitor adherence to, and compliance with, stated security measures.
* Audits – The Contractor shall be subject to periodic system audits in the same manner and fashion as conducted by DoS including Diplomatic Security and CA/PPT headquarters. Such audits shall relate to both the OpenNetPlus network and the Contractor’s use of DoS-provided data under this contract. Examples of such audits include generation of active employee listings to verify user identification, access, maintenance practices, retrieval of user activity reports, and archived security information, any other electronic transactions, and demonstration of the Contractor’s ability to monitor, collect, store, and control access to usage data.

The Contractor shall comply with all facets of the Privacy Act. Employees will be trained in privacy requirements immediately upon reporting for duty and will be required to sign a privacy agreement certifying their responsibilities to protect the privacy of all Passport Book, Passport Card, BCC, and CRBA applicants and the personal data and information that they process. The Contractor shall take every appropriate precaution to ensure against physical or electronic data theft and unauthorized access from the Contractor’s work site.

**C.5.2.7 IT Maintenance, Upgrades, Installations, and Refreshes**

The Contractor shall maintain all information technology hardware, telecommunications hardware, and software and perform all necessary upgrades, installations, reconfigurations, and hardware refreshes per DoS requests or schedule.

**C.5.2.7.1 IT Support and System Administration**

The Contractor shall provide full-time system support for the various travel document issuance systems, maintenance and administration of the LAN, WAN, as well as personal computer, telephone, and Email networks at each BPF. This support will also monitor and review the maintenance and operation of hardware and software. The System Administrator must conform to all Government internal and quality control regulations. The System Administrator will report to the top Government position at the BPFs as well as coordinate activities with the Consular Systems and Technology (CA/CST) office.

The Contractor shall manage and maintain the OpenNetPlus network and all other aspects of the IT environment via a Service Level Agreement (SLA) with DoS. It is expected that the SLA will ensure the high availability of the IT environment supporting travel document personalization operations. The SLA will be finalized upon contract award.

Systems administration consists of duties such as, but not limited to:

* Routine database maintenance at Book Personalization Facilities
* Daily system back-ups
* System purging of unnecessary data on a weekly basis
* BPF system hardware and software troubleshooting, problem solving, and user support
* Maintain system and data security and integrity
* System training and technical support
* Risk Management Plan coordination
* Electronic Mail (E-mail) management, training, as well as user and technical support for telecommunications Network management and troubleshooting
* LAN/WAN monitoring, administration, and troubleshooting
* Upgrading or installing approved hardware and software
* Applying security patches
* Developing short and long term plans and information technology reviews
* Developing, maintaining, and troubleshooting networks and network configurations
* Developing and maintaining network diagrams, system configurations, and related documentation
* Developing policies and procedures as they relate to travel document systems testing and evaluating software and hardware
* Maintaining audit trails and records
* Maintaining desktop systems and configurations
* Performing system audits both independently and with the BPF Information System Security Officer (ISSO)

**C.5.2.7.2 Upgrades, Installations, and Reconfigurations**

The Contractor shall perform DoS required installations, reconfigurations, and upgrades to existing system at the BPFs as directed by CST, which shall be implemented in a standardized way These tasks include, but are not limited to, upgrades from one operating system to another, installation of new peripherals to PCs or servers (e.g., chip readers/writers, backup servers), and applying security patches.

DoS requires that the Contractor anticipate these upgrades and prepare to conduct any upgrades, installations, or reconfigurations. These upgrades, installations, or reconfigurations need to be performed outside of scheduled production time or in a manner that does not impact travel document personalization operations. DoS estimates no more than six such installations/changes per year, with the exception of security patches, and will give the Contractor notice in advance of when a task must begin. The notice will include specific information regarding each installation/change.

The Contractor shall apply all DoS-supplied security patches per the SLA.

DoS will provide updates including, but not limited to, the following:

* New travel document issuance software versions
* Operating system security patches
* New system images for the Contractor to install on all IT equipment being used for travel document personalization services

**C.5.2.7.3 Technical Refreshes**

Approximately every four years, the Contractor shall refresh all IT hardware at the Book Personalization Facilities per DoS guidelines and specifications as necessary. The last IT Hardware Refresh occurred in 2016 at both BPFs.

DoS requires that the Contractor anticipate these hardware and software refreshes and prepare to conduct the full IT refresh in an manner that causes as little disruption to production as possible. These IT refreshes need to be performed outside of scheduled production time or in a manner that does not impact travel document personalization operations. The DoS estimates no more than one such refresh every four years, and will give the Contractor at least a three-month notice in advance of when a refresh task must begin. The notice will include specific information regarding the refresh.

**C.5.2.8 Contractor Positions (Task 2)**

The Contractor shall provide the following key personnel:

* One (1) Systems Manager Administrator
* Three (3) Systems Administrators (One per shift and an additional Systems Administrator to provide overlap between the shifts)

See Section C.6 for specific key personnel descriptions.

**C.5.2.9 Ownership of Data**

Information captured and stored in any DoS-owned or Contractor-owned information system required to support this Project will be owned by DoS both during and at the conclusion of the contract term. Should this contract terminate for any reason Contractor shall arrange for the timely transfer of such data records to DoS.

**C.5.2.10 Deliverables for Task 2**

The Contractor is expected to provide the following deliverables for Task 2:

|  |  |  |
| --- | --- | --- |
| **DELIVERABLES** | **DUE DATE** | **UPDATES** |
| IT Management Plan | Discuss in Proposal. Draft 30 calendar days after contract award date and Final 45 calendar days after contract award date | At least annually, as changes occur (i.e. new travel documents or systems), and when a new facility is acquired |
| Service Level Agreement (SLA) | Draft SLA with Proposal and Final will be negotiated at Contract Award | At least annually, as changes occur (i.e. new travel documents or systems), and when a new facility is acquired. |

**C.5.2.12 Schedule and Milestones for Task 2**

The following schedule is planned by the DoS:

|  |  |
| --- | --- |
| **MILESTONES** | **MILESTONE COMPLETION DATE** |
| IT Management Plan Start Date | At commencement of Contract Base Year Period of Performance |
| IT Inspections | Annually after contract award date or as determined by DoS |
| IT Hardware Refreshes | Every four years |
| IT Upgrades | Per CST schedule |
| IT Security Patches | Per CST schedule |

**C.5.3 Conduct** **Travel Document Personalization Operations (includes APC Customer Counter Support) (Task 3)**

**Scope of the Task**

The Contractor shall provide sufficient personnel capable of conducting all travel document personalization-related operations at the production levels required by DoS. The core areas of travel document personalization operations include:

* Passport Book print (expedited and routine process)
* Passport Card print
* Consular Report of Birth Abroad print
* Border Crossing Card print
* Other Travel Documents, processes and procedures as required by DoS
* Quality control for accuracy of printed travel document to include, but not limited to, data page and endorsements, integrated chip data loading and verification for Passport Book, Passport Card, Consular Report of Birth Abroad, Border Crossing Cards, and other travel documents
* Mail out for Passport Books, Passport Cards, Consular Report of Birth Abroad, Border Crossing Cards, and other travel documents
* Customer Service
* APC Customer Counter support

Program management and support activities include, but are not limited to, the following:

* Overall operations management
* Management and supervision of core personalization activities (Passport Book print, card print (Passport Card and Border Crossing Card), Consular Report of Birth Abroad print, Quality Control, Customer Support, and Mail-out activities)
* Process improvement as approved by DoS
* Internal control and accountability of data and controlled products to include but not limited to, Passport Books, Passport Cards, Border Crossing Cards, Consular Report of Birth Abroad, and other related consumables
* Accountability of rejected and spoiled product
* Training

The Contractor shall determine the organization of Contractor personnel to support the personalization activities and meet production requirements. The Contractor shall perform all necessary quality reviews to ensure the standards of quality of the finished Passport Books, Passport Cards, Consular Report of Birth Abroad, Border Crossing Card, and other travel documents are maintained. Furthermore, the Contractor shall conform to Government requirements to safeguard against any fraudulent activities in the production of a Passport Book, Passport Card, Consular Report of Birth Abroad, Border Crossing Card, or other travel documents.

The Government will provide Passport Book printers, card printers (for Passport Cards and BCCs), auto-pen signature devices (for CRBA), and sufficient maintenance resources to perform preventative maintenance and remedial maintenance for the book printers, card printers, and auto-pen signature devices. Government-supplied book and card printer maintenance staff will perform preventative maintenance on site. Government-supplied auto signature pen device maintenance may be provided on-site or at an off-site location. Contractor will provide user level troubleshooting.

**C.5.3.1 Production Estimates**

Annual Passport Book personalization operations will likely range from 16 million to 20 million. Annual Passport Card personalization operations will likely range from 2,000,000 to 3,000,000. Annual Consular Report of Birth Abroad personalization operations will likely range from 100,000 to 200,000. Annual Border Crossing Card operations will likely range from 1,500,000 to 2,000,000.

Attachment J.3 provides estimated monthly demand and production estimates. While production estimates have taken into account likely peaks in passport demand, the Contractor should be prepared for possible work surges to occur over the course of a year. The Contractor shall produce other travel documents and implement new processes and procedures as they are integrated into the travel document issuance process and system but production estimates and printing solutions have not been fully defined.

The Contractor shall determine the staffing needs at each BPF and will make recommendations for consideration by the Contracting Officer Representative concerning the number of shifts, length of shifts, number of workdays, and average production rate per travel document to meet all production estimates and expected maximum variances in production from month-to-month and over the course of the year. The Contractor shall ensure optimum utilization of facilities and equipment. Three shifts may be used as long as routine IT back-up operations and other supporting activities can occur. See Attachment J.3 for more information regarding production estimates.

**C.5.3.2 Work Hours**

The Book Personalization Facilities shall conduct operations no fewer than five days per week. Changes to the five day work week must be approved by the COR prior to beginning a new work schedule. The Contractor shall provide all categories of support services during these hours. The Contractor shall provide a detailed staffing plan that describes how the Contractor will staff each BPF. Government personnel must always be present at the facility during all work hours.

Contractor employees shall observe all U.S. government holidays unless otherwise directed by the Contracting Officer Representative. U.S. State and other holidays will not be recognized.

**C.5.3.3 Knowledge of Travel Document Processing**

The Government will brief the Contractor on the travel document processing functions and operations as they are currently performed at the Book Personalization facilities. This knowledge shall include the process flow and its controls, details (including volumes and timings) of the functions performed, and the nature of interfaces with DoS personnel. DoS will brief the Contractor about the travel document system(s) that support travel document printing.

The Contractor shall create all training materials and train new employees at the BPFs to ensure production efficiency, security, and sustained high level of quality needed for continuity of operations over the life of the contract. These manuals will remain the property of the DoS. DoS will provide information to assist in the development of the training manuals.

**C.5.3.4 Travel Document Personalization Operations**

This section describes the general travel document personalization workflow that the Contractor will perform from receipt of adjudicated applications via the travel document issuance software to the actual mailing of the travel documents to the applicant. The workflow and procedures may be modified from time to time at the Government’s discretion and the Contractor shall adapt these changes without additional charge.

The Contractor will only print documents at the Book Personalization Facilities that are approved by CA/PPT. The Contractor shall ensure that no other document, passport or otherwise, will be produced within the Book Personalization Facilities without the approval of CA/PPT. The Contractor shall not use spare or unused passport printers, card printers, or other Government-supplied printer technology to print any other document at the Book Personalization Facilities without the approval of CA/PPT.

**C.5.3.4.1 Passport Book Personalization Operations**

The Contractor shall use the travel document issuance software to view and access the queue of approved passport applications that must be personalized. All applications will be received via the travel document issuance software and will be sorted according to the priority of the travel document (routine or expedite).

The information contained in the travel document issuance system is printed onto a Passport Book and/or card. U.S. Passport Books must only be printed using DoS-supplied Passport Book printers. U.S. Passport Books may not be printed using any other printer hardware unless otherwise directed by DoS (CA/PPT). See Attachment J.4 for the current book print standard operating procedure.

The Contractor shall ensure that the personalization (printing) of all routine and expedite passports meet the satisfactory production standards as listed in Section **C.5.3.8**. There may be times where the Government will reprioritize the expedited/routine passport queue in order to print more expedited passports than expected.

The Contractor shall monitor the aging of passports and ensure that the personalization (printing) of all passports (routine and expedite) meet the satisfactory production standards as listed in Section C.5.3.8.

**C.5.3.4.2 Passport Book Quality Control and Mail-Out**

Quality Control and Mail-out are the last stages in the Passport Book personalization flow. The Contractor will assure that the correct steps have been taken to positively identify and verify the information that has been provided for the production of the Passport Book and the final product is mailed as requested to the correct address. See attachment J.4 for the current book quality control and mail-out process. The Contractor is not obligated to precisely replicate the current quality control and mail-out process and may determine how to best perform quality control and mail-out operations within the set of constrains listed in attachment J.4.

The Contractor shall be expected to adjust to any changes or enhancements stipulated by DoS involving Quality Control procedures.

Passport Books that have been printed, but not mailed out, shall be locked up at the close of each business day in the Strong Room.

The Contractor may propose additional quality control solutions that increase quality control and extend the quality control activities and the discovery of data, photo, and other errors *prior* to printing of the Passport Book.

The Contractor shall meet the satisfactory production standards as listed in Section C.5.3.8.

**C.5.3.4.3 Passport Card Personalization Operations**

The Contractor shall use the travel document issuance software to view and access the queue of approved passport applications that must be personalized.

The information contained in the travel document issuance system is reproduced onto a Passport card. U.S. Passport Cards must only be printed using DoS-supplied Passport Card printers. U.S. Passport Cards may not be printed using any other printer hardware unless otherwise directed by DoS (CA/PPT). See Attachment J5 for the current Passport Card print standard operating procedure. The Contractor is not obligated to precisely replicate the current Passport Card print process and may determine how best to perform Passport Card print operations within the set of listed in attachment J.5 constrains.

The Contractor shall ensure that the personalization (printing) of Passport Cards meet the satisfactory production standards as listed in Section C.5.3.8.

The Contractor shall monitor the aging of Passport Cards and ensure that the personalization (printing) of all Passport Cards meet the satisfactory production standards as listed in Section C.5.3.8.

**C.5.3.4.4 Passport Card Quality Control and Mail-Out**

Quality Control and Mail-out are the last stages in the Passport Card personalization flow. The Contractor will assure that the correct steps have been taken to positively identify and verify the information that has been provided for the production of the Passport Card and the final product is mailed as requested to the correct address. See attachment J.5 for the current Passport Card quality control and mail-out process. The Contractor is not obligated to precisely replicate the current quality control and mail-out process and may determine how to best perform quality control and mail-out operations within the set of constraints listed in attachment J.5:

The Contractor shall be expected to adjust to any changes or enhancements stipulated by DoS involving Quality Control procedures.

Passport Cards that have been printed, but not mailed out, shall be locked up at the close of each business day in the Strong Room.

The Contractor may propose additional quality control solutions that enhance quality control and extend the quality control activities and the discovery of data, photo, and other errors *prior* to the printing of the Passport Card.

**C.5.3.4.5 Consular Report of Birth Abroad (CRBA) Personalization Operations**

The Contractor shall use specified DoS software (i.e. Consular Consolidated Database) to view and access the queue of approved CRBA applications ready for personalization.

The information contained in the DoS specified software is reproduced onto a CRBA. U.S. CRBA must only be printed using DoS-supplied printers and signed using only auto signature cards and equipment provided by DoS. U.S. CRBA may not be printed using any other printer hardware unless otherwise directed by DoS (CA/PPT). See Attachment J6 for the current CRBA print standard operating procedure.

The Contractor shall monitor the aging of CRBA and ensure that the personalization (printing) of all CRBA meet the satisfactory production standards as listed in Section C.5.3.8.

**C.5.3.4.6 CRBA Review and Quality Control**

The CRBA Review and Quality Control process is where CRBA’s are rejected that do not meet DoS Quality Control standards. The Contractor shall recognize that Quality Control during this phase of CRBA personalization is extremely important. The Contractor will assure that the correct steps have been taken to positively identify and verify the information that has been provided for the production of CRBA and the final product is mailed as requested to the correct address. See Attachment J.6 for the CRBA quality control. The Contractor is not obligated to precisely replicate the current review and quality control of CRBA and may determine how to best perform quality control and mail-out operations within the set of constraints listed in attachment J.6:

The Contractor shall be expected to adjust to any changes or enhancements stipulated by DoS involving CRBA Quality Control procedures.

CRBA that have been printed, but not mailed out, shall be locked up at the close of each business day in the Strong Room.

The Contractor may propose additional quality control solutions that increase quality control and extend the quality control activities and the discovery of data, and other errors *prior* to the actual printing of the CRBA.

**C.5.3.4.7 International Mail-Out of U.S. Travel Documents**

The Contractor shall be responsible for packaging and shipment of all travel supporting documents to U.S. citizens residing outside the U.S. to include, but not limited to Passport Books, Passport Cards and CRBA. The Contractor is not obligated to precisely replicate the current international mail out procedures and may determine how to best perform international mail-out operations within the following set of constraints:

* Verify U.S. Post (Consulate/Embassy) against the Post tag and against the envelopes
* Count envelopes in batch box and compare count to what is shown on batch sheet
* Verify application numbers on envelopes to Batch Detail
* Use designated courier equipment (i.e. DHL) to complete shipment details

**C.5.3.4.8 Border Crossing Card (BCC) Personalization Operations**

The Contractor shall use DoS specified software (Consolidated Consular Database) to view and access the queue of approved BCC applications that must be personalized.

The information contained in the DoS specified software system is reproduced onto a BCC. BCCs must only be printed using DoS-supplied Border Crossing card printers. Border Crossing Cards may not be printed using any other printer hardware unless otherwise directed by DoS (CA/PPT). See Attachment J.7 for the current BCC print standard operating procedure.

The Contractor shall ensure that the personalization (printing BCC) meets the satisfactory production standards as listed in Section C.5.3.8

The Contractor shall monitor the aging of Border Crossing Cards and ensure that the personalization (printing) of all Border Crossing Cards meet the satisfactory production standards as listed in Section C.5.3.8

**C.5.3.4.9 Border Crossing Card Quality Control and Mail-Out**

Quality Control and Mail-out are the last stages in the Border Crossing Card personalization flow. The Contractor will assure that the correct steps have been taken to positively identify and verify the information that has been provided for the production of the BCC and the final product is mailed as requested to the correct address. See Attachment J.7 for the current Passport Card quality control and mail-out process.

The Contractor shall be expected to adjust to any changes or enhancements stipulated by DoS involving Quality Control procedures.

Border Crossing Cards that have been printed, but not mailed out, shall be locked up at the close of each business day in the Strong Room.

The Contractor may propose additional quality control solutions that increase quality control and extend the quality control activities and the discovery of data, photo, and other errors *prior* to the printing of the BCC.

**C.5.3.4.10 Spoilage Issues**

The Contractor shall make every effort to minimize travel document spoilage. If a travel document must be spoiled, then the print or quality assurance personnel shall use the travel document issuance software or other DoS specified software to indicate the reason for spoiling the travel document, and work with supervisory personnel to account for and properly store spoiled travel documents. Travel documents spoiled due to Contractor related errors must be segregated from travel documents spoiled for other reasons as defined by DoS (to include but not limited to equipment or operator errors). Spoilage should not exceed the allowable rate.

**C.5.3.4.11 Mailing Issues**

The Contractor shall be responsible for obtaining all mailing supplies and performing all fulfillment functions, such as addressing, insertion, and posting.

The Contractor shall be responsible for completing all daily mail manifests for each type of travel document. The Contractor shall not be responsible for the cost of travel document mail services.

The Contractor shall send travel documents to include, but not limited to, Passport Books, Passport Cards, Consular Report of Birth Abroad, and Border Crossing Cards via USPS, United Parcel Service (UPS), DHL, or FedEx as directed and must have sufficient supplies of these envelopes available to meet need. Costs associated with these delivery methods will be paid through DoS accounts with USPS, UPS, DHL, or FedEx.

The Contractor shall ensure that all mailings are provided to mail couriers by the next business day.

**C.5.3.4.12 Customer Service Activities**

The Contractor shall support customer service activities as directed by the BPF government personnel. These activities include, but are not limited to, staffing customer service desks for both domestic and overseas travel document support and changing the status and/or address of a travel document as directed by a Passport Agency, Record Services, Post, or BPF government personnel supporting the APC customer counter operations with cashiering, scanning, and mailing documents to APC counter applicants.

**C.5.3.4.13 Tours of Book Personalization Facilities**

DoS will conduct tours of the Book Personalization Facilities for VIPs and other Government visitors throughout the course of the contract. With the approval of the COR, the Contractor may conduct tours of the Book Personalization Facilities. All visitors will be escorted at all times, unless otherwise approved by the COR.

**C.5.3.4.14 Critical Supply Requirements**

The Contractor shall be responsible for maintaining records of supplies, rotating the inventory, performing receiving and shipping of the materials with DoS, and assuring that proper security and environmental controls are met to preserve blank travel documents (Passport Books, Passport Cards, Consular Report of Birth Abroad, Border Crossing Cards, and other travel documents), security foils, security ribbons, and other materials and supplies properly according to DoS requirements. The Contractor shall maintain a three-month supply of critical supplies and items needed for operations at the Book Personalization Facilities.

**C.5.3.5 Overall BPF Management Services**

The Contractor shall provide program management services as part of the book personalization operations, including, but not limited to, the following tasks:

* Operations Management
* Risk Management
* Quality Control Management
* SubContractor Management
* Staffing/Human Resources (HR) Management
* Facility Maintenance (see Section C.5.1.3)
* Information Technology Management (see Section C.5.2.1)
* Training Management
* Inventory Control Management
* Internal Control Management

Most of the above management activities shall be directed and centralized within the operational management activity, but have been described separately.

**C.5.3.5.1 Operations Management**

Operations management includes, but is not limited to:

* Schedule
* Risk
* Performance
* Human Resources
* Staffing
* Training
* Quality Assurance
* Facility Maintenance
* Information Technology
* Change Management
* SubContractor Management

Many of these areas of operations management are further described in separate sections below.

The Contractor shall provide an Operations Management Plan that identifies the procedures for all aspects of running effective and successful travel document personalization operations at all Book Personalization Facilities including, but not limited to, facility maintenance, day-to-day travel document personalization operations, , and staffing management. Additionally, the Contractor shall develop a Disaster Recovery Plan that includes procedures describing how the Contractor manages a Facility power outage, Federal Government closures, or other emergencies affecting the area in which the Facility is located.

As part of the operations management activity, the Contractor shall also serve as the single point of contact for, but not limited to, the following:

* Assist in administrative functions as needed for the operational support of each BPF
* Coordinate activities among DoS offices, business partners, Contractors, and other relevant organizations as directed by the COR

**C.5.3.5.1.1 Status and Production Reports**

During the course of the contract, the Contractor shall submit reports for operations at each BPF to the Government Technical Manager or COR on a regular basis. It is the Government’s intent to request and receive only those reports that provide insight to the Contractor’s level of performance in meeting contractual requirements.

Daily Status Reports for operations at each BPF shall be submitted to the COR. and will include the following information:

* Daily total of Passport Books printed
* Daily total of Passport Books quality controlled
* Daily Overseas Photo-Digitized Passports printed
* Daily total of Overseas Photo-Digitized Passports quality controlled
* Daily total of Passport Cards printed
* Daily total of Consular Report of Birth Abroad printed
* Daily total of Border Crossing Card printed
* Individual spoil summary for each type of travel document
* Inventory of each type of travel document
* Total number of Contractors personnel on staff
* Delivery Order Status
* Delivery Since Inception
* Product in Progress
* Overtime Status

The Contractor shall provide additional reports at the request of the COR that describe various aspects of travel document personalization operations at each BPF. Many of these reports are system-generated using the existing passport issuance system or other DoS specified software. The Operations Manager at each BPF shall, at the request of the COR, also provide trend analysis, statistical analysis, and future workload projections and capabilities expectations based on workload projections. Status and production reports will be updated to reflect processing of other travel documents as they are introduced. There shall be no separate charge borne by DoS for obtaining these reports.

**C.5.3.5.2 Risk Management Plan**

The Contractor shall perform risk management activities and provide the Government with a risk management plan that, at a minimum, describes the risk reporting and management process including how risks are identified, analyzed, mitigated, and tracked. Risk updates shall be provided as requested by the COR. The Contractor shall provide a Risk Management Plan detailing how the Contractor shall implement and conduct Risk Management at each BPF.

**C.5.3.5.3 Quality Control Management** The Contractor shall establish and maintain a quality control program covering operations at each BPF. The quality control program will focus on the management and quality control actions necessary to meet the quality and production standards set forth by the contract particularly focusing on the core travel document personalization operations (i.e., Passport Book print, Passport Book quality control, Passport Card print, Passport Card quality control, Consular Report of Birth Abroad print and quality control, Border Crossing Card print and quality control, and mail out activities) and working within current processes, technology, and security requirements and constraints. In addition to a program that monitors, identifies, tracks, and resolves quality and performance problems proactively, the Contractor shall ensure that processes are in place at each BPF to identify instances when events occur that are out of the Contractor’s control. Appropriate documentation, quick Government notification, and validation of these events, at the time they occur, will allow the Government to more effectively manage its quality and reduce disputes. The Contractor shall provide personnel with quality control expertise to plan, implement, and manage the program.

The Contractor shall develop a Quality Control Plan (QCP) for the term of the contract that establishes and maintains well documented control procedures at each BPF that ensures the production and deliverance of acceptable performance and materials in accordance with this Statement of Work. The QCP shall assure adequate quality control throughout all areas of contract performance, and shall be implemented to assure reliability and effective performance. It shall also address retention strategies in order to ensure program continuity. If any deficiencies were identified during this inspection/review, the Contractor shall also submit with their report a written Corrective Action Plan identifying specific, measurable corrective action with an associated implementation timeline to the COR and CO. The Contractor shall ensure timely implementation of all corrective action(s) and track the completion of such corrective actions in their monthly program management report.

The Government reserves the right to review the quality controls established, and to evaluate its effective use in the performance of the requirements under this contract. The Contractor shall be solely responsible for controlling quality work, and providing objective evidence that such control does, in fact, exist. The Contractor shall also be liable for Contractor employee negligence and any fraud, waste, or abuse. It shall be the responsibility of the Contractor to enforce all Quality Control Plan requirements for any and all SubContractor(s).

**C.5.3.5.4 SubContractor Management**

The Contractor shall perform subcontract management activities, as needed, and provide the Government a subcontract management plan to describe and demonstrate how the Contractor will utilize its SubContractors, if any. Updates on SubContractor issues shall be provided as requested by COR.

**C.5.3.5.5 Change Management**

The Contractor shall implement changes as directed by DoS to processes, software, and hardware technology during the course of the contract. The Contractor shall develop a change management plan that describes how the Contractor will plan implement, track, and manage any types of changes to the Book Personalization Facilities, IT infrastructure, and travel document personalization operations. DoS recently acquired new printers and anticipate there will be changes in the print process. As this time, the capability and process of how the printers will be used has not been defined. This SOW is based on the current printers.

**C.5.3.5.6 Staffing and HR Management**

The Contractor shall develop, implement and manage the staffing and human resources needs of the book personalization operations at the Book Personalization Facilities to ensure that operations comply with the standards specified by the Government in the Statement of Work (SOW) . The Government shall not be invoiced for vacant Key personnel positions less than 90 days as identified and described in sections C.5.3.7 and C.6.1. The Contractor shall provide a Staffing/Human Resources Plan that identifies and describes how the Contractor will plan and conduct, at a minimum, the following:

* Staffing – identifies staffing and management of each BPF operations, including recruiting, incentivizing and retaining employees, gaining appropriate clearances from the Defense Security Service (DSS) and Diplomatic Security (DS), replacing staff who do not receive a final clearance from DSS or DS, workforce scheduling and workload management, supervision quality monitoring practices, and staffing surge production needs.
* Dismissal Procedures – identifies procedures that the Contractor shall follow in the event of a Federal Government closure or other emergency affecting the area in which the BPF is located.

**C.5.3.5.7 Training Management**

The DoS will ensure Contractor managers, supervisors and travel document personalization personnel are trained on travel document printer operations, quality control operations, mailing procedures, internal controls, travel document issuance software and other DoS specified document issuance software for Passport Books, Passport Cards, Consular Report of Birth Abroad, and Border Crossing Cards. The duration of the training will be up to four (4) weeks. DoS will evaluate the level of proficiency of each employee involved in this training and expects a minimum level of competency. In addition, DoS require all Contractor employees to take several mandatory training courses to include, but not limited to, Personally Identifiable Information, Cyber Security Awareness, and Classified and Sensitive But Unclassified Identification and Marking (see Attachment J.8 for current training and required courses). The training will be completed at each Book Personalization Facility location.

Prior to the beginning of the Base Period, the Government will allow a small group of Contractor management and IT personnel to visit and gain an initial level of knowledge of travel document personalization operations and IT configurations. The main purpose of this initial visit is to help the Contractor transition into the Contract.

The senior-most Government person at each BPF or his/her designee will be available to respond to training questions.

The Contractor shall be responsible for the training of their existing staff as well as any new Contractor staff during the course of the contract for all Book Personalization Facilities.

The Contractor shall develop a Training Plan that describes how the Contractor will train new employees at the Book Personalization Facilities, provide periodic refresher training for all employees, and provide training on new processes and technology for all employees to include, but not limited to, the following:

* New hire cyber-security training
* New hire personalization operations training
* Refresher personalization operations training for all employees
* New personalization process and technology training for all employees (as changes occur)
* Internal controls training
* Travel document issuance software and other DoS specified software training

**C.5.3.5.8 Internal Control Management**

See Section H.10 for Internal Control Management and other security requirements.

**C.5.3.6 Government Personnel**

DoS will provide Government personnel to, at a minimum, conduct government quality assurance, contract management, fraud prevention support, internal control oversight, system security oversight, and customer service support.

**C.5.3.7 Task 3 Contractor Positions**

The Contractor shall provide the following KEY PERSONNEL at each BPF for this task:

* Operations Manager
* Operations Assistant Managers (one per shift)
* Administrative Officer
* Book Personalization Manager (one per shift)
* Card Personalization Manager (one per shift)
* System Administrator (one per shift plus one bridge)

The Contractor shall provide sufficient personnel at each BPF collectively called Passport Personalization Associates) to fulfill the following functions:

* Travel document print operations (Passport Book, Passport Card, Consular Report of Birth Abroad, Border Crossing Card)
* Quality control operations (Passport Book, Passport Card, Consular Report of Birth Abroad, Border Crossing Card)
* Mail out operations (Passport Book, Passport Card, Consular Report of Birth Abroad, Border Crossing Card
* Administrative and clerical operations

See Section C.6 for specific position descriptions.

**C.5.3.8 Production Standards for Task 3**

The following performance measurements will be used to measure the Contractor’s performance for Task 3.

Some of these production standards and satisfactory performance goals may be revised and updated at contract award and at the conclusion of the initial and subsequent base lining periods. Certain performance metrics cannot be reduced below a certain level.

Performance goals will be reevaluated when new Passport Book printer technology and equipment is introduced.

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| **METRICS** | **SATISFACTORY PERFORMANCE GOAL** |
| **Travel Document Personalization Operations Performance** | |
| **Daily and Weekly Production Rates**  The Contractor shall consistently meet daily and weekly production expectations.  Note: Rate is determined by number of travel documents mailed out. Spoiled travel documents are not counted in the Daily and Weekly Production Rates. | To be determined at contract award and at each option year award. |
| **Passport Book Print Production Rate**  The Contractor shall consistently meet Passport Book print production expectations. | At a minimum, the Contractor shall print 650 passports per pod per eight-hour shift. |
| **Passport Book Quality Control Production Rate**  The Contractor shall consistently meet Passport Book quality control expectations. | At a minimum, the Contractor shall quality control 625 per pod per eight-hour shift. |
| **Cycle (Turnaround) Time (Routine Passport Books)**  The Contractor shall consistently meet the cycle (turnaround) time for routine passports.  Note: Processed is defined as: the time between the time/date stamp of entry into the Passport Book Personalization print queue and the date/time stamp of when the quality control operator wands the USPS or other courier (i.e. DHL/UPS) envelope with the U.S. Passport Book inside.  Note: Hours are “real” hours and not business hours. For example, if a passport is received at 2:00pm on day 1, the passport must be in the UPS or other courier (i.e. DHL/UPS) envelope and envelope must be wanded sometime between 10:00am and 2:00pm on day 2. U.S. Government holidays and weekends do not count in the hour calculation. | The Contractor will process routine Passport Books within 24 hours of receipt.  The processing of routine Passport Books may extend to 72 hours as directed by the Government. |
| **Cycle (Turnaround) Time (Expedited Passport Books)**  The Contractor shall consistently meet the cycle (turnaround) time for expedited passports.  Note: Processed is defined as: the time between the time/date stamp of entry into the Book Personalization print queue and the date/time stamp of when the quality control operator wands the USPS or other courier (i.e. DHL/UPS) envelope with the U.S. passport inside.  Note: Hours are “real” hours and not business hours. For example, if a passport is received at 2:00pm on day 1, the passport must be in the USPS envelope or other courier (i.e. DHL/UPS) envelope and envelope must be wanded sometime between 10:00am and 2:00pm on day 2. U.S. Government holidays and weekends do not count in the hour calculation. | The Contractor will process expedited Passport Books within 24 hours of receipt. |
| **Passport Book Spoilage Rate**  The Contractor shall limit the number of Passport Books spoiled due to Contractor error.  Note: Spoilage is defined as any Contractor responsible error (including facility-related errors such as too much dust/foreign particles) related to Passport Book (including foil and ribbon errors if determined to be non-maintenance related) resulting in the need to destroy the Passport Book. Validated Contractor (GPO) related errors are not considered in the Passport Book Spoilage Rate calculation. See Attachment J.9 for definitions of Passport Book reject errors. | At a maximum, the Contractor shall spoil no more than 1% of all Passport Books used. |
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| **Passport Card Print Production Rate**  The Contractor shall consistently meet Passport Card print production expectations. | At a minimum, the Contractor shall print 3,500 Passport Cards per card print machine per eight hour shift based on workload. |
| **Passport Card Quality Control Production Rate**  The Contractor shall consistently meet Passport Card quality control expectations. | At a minimum, the Contractor shall quality control 3,500 Passport Cards per eight-hour shift based on workload. |
| **Cycle (Turnaround) Time (Passport Cards)**  The Contractor shall consistently meet the cycle (turnaround) time for Passport Cards.  Note: Processed is defined as: the time between the time/date stamp of entry into the Passport Card personalization print queue and the date/time stamp of when the quality control operator manually quality controls the U.S. Passport Card and seals the envelope.  Note: Hours are “real” hours and not business hours. For example, if a Passport Card is received in the Passport Card print queue at 2:00pm on day 1, the Passport Card must be in the USPS or other courier (i.e. DHL/UPS) envelope and envelope must be sealed sometime between 10:00am and 2:00pm on day 2. U.S. Government holidays and weekends do not count in the hour calculation. | The Contractor will process Passport Cards within 24 hours of receipt.  The processing of Passport Cards may extend to 72 hours as directed by the Government. |
| **Passport Card Spoilage Rate**  The Contractor shall limit the number of Passport Cards spoiled due to Contractor error.  Note: Spoilage is defined as any Contractor responsible error (including facility-related errors such as too much dust/foreign particles) related to Passport Card (including printer errors if determined to be non-maintenance related) resulting in the need to destroy the Passport Card. Validated Contractor related errors are not considered in the Passport Card Spoilage Rate calculation. See Attachment J.10 for definitions of Passport Card reject errors. | At a maximum, the Contractor shall spoil no more than 1% of all Passport Cards used.  Performance goal will be reevaluated when new Passport Card printer technology and equipment is introduced. |
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| **Border Crossing Card Print Production Rate**  The Contractor shall consistently meet Border Crossing Card print production expectations. | At a minimum, the Contractor shall print 3,500 Border Crossing Cards per card print machine. |
| **Border Crossing Card Quality Control Production Rate**  The Contractor shall consistently meet Border Crossing Card quality control expectations. | At a minimum, the Contractor shall quality control 3,500 BCC per eight-hour shift based on workload.. |
| **Cycle (Turnaround) Time (Border Crossing Cards)**  The Contractor shall consistently meet the cycle (turnaround) time for Border Crossing Cards.  Note: Processed is defined as: the time between the time/date stamp of entry into the Border Crossing Card Personalization print queue and the date/time stamp of when the quality control operator manually quality controls the Border Crossing Card and seals the envelope.  Note: Hours are “real” hours and not business hours. For example, if a Border Crossing Card is received in the Border Crossing Card print queue at 2:00pm on day 1, the Border Crossing Card must be in the Border Crossing Card envelope and envelope must be sealed sometime between 10:00am and 2:00pm on day five (5). U.S. Government holidays and weekends do not count in the hour calculation. | The Contractor will process Border Crossing within 120 hours of receipt.  The processing cycle (turnaround) time of Border Cards may be extended as directed by the Government. |
| **Border Crossing Card Spoilage Rate**  The Contractor shall limit the number of Border Crossing Cards spoiled due to Contractor error.  Note: Spoilage is defined as any Contractor responsible error (including facility-related errors such as too much dust/foreign particles) related to Border Crossing Card (including printer errors if determined to be non-maintenance related) resulting in the need to destroy the Border Crossing Card. Validated Contractor related errors are not considered in the Border Crossing Card Spoilage Rate calculation. See J.9 for definitions of Border Crossing Card reject errors. | At a maximum, the Contractor shall spoil no more than 1% of all BCC used. |
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| **Consular Report of Birth Abroad Print Production Rate**  The Contractor shall consistently meet Consular Report of Birth Abroad print production expectations to include autopen signature. | At a minimum, the Contractor shall print and affix autopen signature to 200 Consular Report of Birth Abroad per eight-hour shift based on workload. |
| **Consular Report of Birth Abroad Quality Control Production Rate**  The Contractor shall consistently meet CRBA quality control expectations. | At a minimum, the Contractor shall quality control 200 Consular Report of Birth Abroad per eight-hour shift based on workload. |
| **Cycle (Turnaround) Time (Consular Report of Birth Abroad)**  The Contractor shall consistently meet the cycle (turnaround) time for Consular Report of Birth Abroad.  Note: Processed is defined as: the time between the time/date stamp of entry into the Consular Report of Birth Abroad Personalization print queue and the date/time stamp of when the quality control operator manually quality controls the Consular Report of Birth Abroad and seals the envelope.  Note: Hours are “real” hours and not business hours. For example, if a Consular Report of Birth Abroad is received in the Consular Report of Birth Abroad print queue at 2:00pm on day 1, the Border Crossing Card must be in the Consular Report of Birth Abroad envelope and envelope must be sealed sometime between 10:00am and 2:00pm on day two (2). U.S. Government holidays and weekends do not count in the hour calculation. | The Contractor will process Consular Report of Birth Abroad within 24 hours of receipt.  The processing cycle (turnaround) time of Consular Report of Birth Abroad may be extended as directed by the Government. |
| **Consular Report of Birth Abroad Spoilage Rate**  The Contractor shall limit the number of Consular Report of Birth Abroad spoiled due to Contractor error.  Note: Spoilage is defined as any Contractor responsible error (i.e. paper inserted incorrectly) related to Consular Report of Birth Abroad (including printer errors if determined to be non-maintenance related) resulting in the need to destroy the Consular Report of Birth Abroad. Validated Contractor related errors are not considered in the Consular Report of Birth Abroad Spoilage Rate calculation. See Attachment J.9 for definitions of Consular Report of Birth Abroad reject errors. | At a maximum, the Contractor shall spoil no more than 1% of CRBA used.  Performance goal will be reevaluated when new Passport Card printer technology and equipment is introduced. |
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| **Unaccounted Travel Documents and Controlled Supplies**  The Contractor shall limit the number of unaccounted travel documents and controlled supplies - Passport Books, Passport Cards, Border Crossing Cards, Consular Report of Births Abroad, Security Foils, Security Ribbons and any other travel document or controlled item added at a future date. | The Contractor shall not have any unaccounted Travel Documents or Controlled Supplies |
| **Travel Document mailed to Incorrect Customer**  The Contractor shall limit the number of travel documents – Passport Books, Passport Cards, Border Crossing Cards, Consular Report of Births Abroad, and any other travel document added at a future date. | At a maximum, the Contractor shall not mis-mail more than .001% of all mailed travel documents. |
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**C.5.3.9 Deliverables for Task 3**

The Contractor is expected to provide the following deliverables for Task 3.

|  |  |  |
| --- | --- | --- |
| **DELIVERABLES** | **DUE DATE** | **UPDATES** |
|  |  |  |
| Operations Management Plan | Draft in Proposal and Final 60 calendar days after contract award | At least annually, as changes occur (i.e. new travel documents, new personalization equipment, and new personalization technology), and if a new Facility is built-out. |
| Risk Management Plan | Discuss in Proposal. Draft 30 calendar days after contract award date and Final 60 calendar days after contract award | At least annually, as changes occur (i.e. new travel documents, new personalization equipment, and new personalization technology), and if a new Facility is built-out. |
| Disaster Recovery Plan | Discuss in Proposal. Draft of plan 30 calendar days after contract award date and Final 60 calendar days after contract award date | At least annually, as changes occur (i.e. new travel documents, new personalization equipment, and new personalization technology), and if a new Facility is built-out. See C.5.3.5.6. |
| Quality Control Plan | Draft with Proposal and Final 60 calendar days after contract award | At least annually, as changes occur (i.e. new travel documents, new personalization equipment, and new personalization technology), and if a new Facility is built-out. |
| Change Management Plan | Draft of plan 30 calendar days after contract award date and Final 60 calendar days after contract award date | At least annually |
| Sub-Contracting Plan | With Proposal | At least annually, as changes occur (i.e. new travel documents, new personalization equipment, and new personalization technology), and if a new Facility is built-out. |
| Internal Control Management Plan | Discuss in Proposal. Draft of plan 30 calendar days after contract award date and Final 60 calendar days after contract award date | At least annually, as changes occur (i.e. new travel documents, new personalization equipment, and new personalization technology), and if a new Facility is built-out. |
| Staffing/Human Resources Plan with Organization Chart | Draft in Proposal and Final 60 calendar days after Contract award | At least annually, as changes occur (i.e. new travel documents, new personalization equipment, and new personalization technology), and if a new Facility is built-out. |
| Training Plan | Draft 30 calendar days after contract award date and Final 60 calendar days after Contract award | At least annually, as changes occur (i.e. new travel documents, new personalization equipment, and new personalization technology), and if a new Facility is built-out. |
| Status Reports | The Contractor shall submit a Daily Status Report each day for each BPF | ? |
| Transition Plan | Within 30 days after award |  |
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|  |  |  |
| Ad-Hoc Reports | The Contractor shall submit ad-hoc reports per COR direction | ? |
|  |  |  |

**C.5.3.10 Schedule and Milestones for Task 3**

The following schedule is planned by the DoS:

|  |  |
| --- | --- |
| **MILESTONES** | **MILESTONE COMPLETION DATE** |
| All Contractor personnel clearance paperwork is submitted. | Twenty calendar days after contract award date |
|  |  |
| Contractor begins full travel document personalization operations and training | At the end of the transition phase. |
|  |  |

**C.5.3.11 DOS/CA/PPT STANDARDS**

The Contractor shall comply with DoS/CA standards set forth in the publications and manuals listed in this section. The following DoS publications contain Consular Affairs Policy Procedures:

* Foreign Affairs Manual (FAM) Volume 7, Consular Affairs, Chapters 1100, 1200, 1300, 1400
* Foreign Affairs Manual (FAM) Volume 9, Visas, Chapter 400
* Foreign Affairs Manual (FAM) Volume 12, Diplomatic Security
* Passport Internal Controls Guidelines

The following DoS manuals apply to Systems Operations:

* Foreign Affairs Handbook (FAH), Systems Managers Handbook (5 FAH 9)
* Travel Document Issuance Software Documentation
* Accountable Items Software Documentation
* Consular Consolidated Database Documentation

For electronic access to the system operations documents, please contact Kathleen Mejia via email at [MejiaKJ@state.gov](mailto:MejiaKJ@state.gov).

C**.6 PERSONNEL DESCRIPTIONS**

**C.6.1 Key Personnel**

This section describes the personnel functions, clearance requirements, and educational and experience requirements that the Government considers the minimum essential requirements for satisfactory contract performance by Key personnel. In some cases, preferred but not required personnel qualifications are also stated. The Contractor shall assign personnel, at all levels, with technical experience, training, and/or education commensurate with the assigned tasks. The Contractor must propose enough staff to satisfy all required staffing categories as described below to meet the workload and production estimates for each BPF as shown in Attachment J.3. The Government shall not be charged for any vacant Key personnel positions.

Unless otherwise noted, experience may be substituted for the educational requirements on the basis of one-year experience for one year of college. The Contractor shall indicate where experience has been substituted for education. Additionally, the Contractor must show that the experience level substituted for education exceeds the basic experience requirements. The Contractor must have people for these positions at each BPF employed or with employment agreements established at the time of proposal submission.

**KEY PERSONNEL MUST MEET ALL REQUIREMENTS** including the requirement for **SECRET** clearances.

**C.6.1.1 Operations Manager**

**FUNCTIONS:**

Organizes, directs, and coordinates planning and production of all contract support activities for the BPF and ensures the flow of operations between all Contractor-staffed positions. Provides daily feedback on workflow and future projections to the senior Government personnel at the Book Personalization Facilities. Supports DoS in ongoing studies and evaluations.

Must demonstrate excellent communication skills with all levels of management and interfaces with Government Personnel including the COR, other senior Government personnel at the Book Personalization Facilities, and the Contracting Officer. Implements the Operations Management Plan and the Quality Control plan to effectively direct contract support activities to ensure satisfactory conformance with contract provisions and performance metrics. Assigns, schedules, and reviews work of supervisory staff. Interprets policies, purposes, and goals of the organization for subordinates. Monitors contractual expenditures and ensures that established budgets are not exceeded. Develops and maintains succinct reporting methodology to ensure the COR, CO, and DoS personnel. are informed of contractual performance. Must be capable of negotiating and making binding decisions for the company.

**CLEARANCE**: SECRET

**EDUCATION**: A Bachelor’s degree from an accredited university or college

**EXPERIENCE:**

**REQUIRED:**

* Minimum of fifteen (15) years of progressive management experience in a tangible goods production environment
* Minimum of ten (10) years of management/supervisory experience at a company or facility of the size and scope similar to the Book Personalization Facilities
* Ability to prepare management, business, technical, and personnel reports, reviews and documents for internal and external use
* Excellent verbal and written communication skills
* Excellent interpersonal skills

**PREFERRED**:

* Advanced Degree
* Experience in managing a seasonal/temporary workforce
* Four (4) years’ experience working with office automation tools

**C.6.1.2 Operations Assistant Managers**

The Operations Assistant Managers shall directly support the Contractor Operations Manager in the management of all aspects of Contractor-provided support services at the Book Personalization Facilities and ensures the flow of operations between all Contractor-staffed positions. There shall be one Operations Assistant Manager per shift at each BPF.

**FUNCTIONS:**

Directly reports to the Operations Manager. Supports the Operations Manager in organizing, directing, and coordinating planning and production of all contract support activities for the Book Personalization Facilities and ensuring the flow of operations between all contracted-staffed positions. In coordination with the Operations Manager, provides daily feedback on workflow and future projections to the senior Government personnel at each BPF. Supports the Operations Manager in providing studies and evaluations for DoS.

Must demonstrate excellent communications skills with all levels of management and interfaces with Government personnel. In coordination with the Operations Manager, implements the Management Plan and Quality Control Plan to effectively direct contract support activities to ensure satisfactory conformance with contract provisions and performance metrics. In coordination with the Operations Manager, assigns, schedules, and reviews work of supervisory staff. Supports the Operations Manager in interpreting policies, purposes, and goals of the organization for subordinates and the monitoring of contractual expenditures and budgets. Supports the development and maintenance of succinct reporting methodology to ensure the COR, CO, and other DoS personnel are informed of contractual performance.

**CLEARANCE:** SECRET

**EDUCATION:** A Bachelor’s degree from an accredited university or college.

**EXPERIENCE:**

**REQUIRED:**

* Minimum of ten (10) years of progressive management experience in a tangible goods production environment
* Minimum of seven (7) years of management/supervisory experience at a company or facility of the size and scope of the Book Personalization Facilities
* Ability to prepare management, business, technical, and personnel reports, reviews and documents for internal and external use
* Excellent verbal and written communication skills
* Excellent interpersonal skills

**PREFERRED:**

* Advanced Degree
* Experience in managing a seasonal/temporary workforce
* Four (4) years experience working with office automation tools

**C.6.1.3 Administrative Officer**

**FUNCTIONS**:

Under the direction of the Contractor Operations Manager, manages the financial, procurement and administrative elements of the contract at the Book Personalization Facilities. Shall initiate and maintain administrative paperwork (e.g. timesheets, security forms, inventory, requisitions, and purchase orders). There shall be one administrative officer at each BPF.

Maintains expense oversight of contract. Assures correct and timely billing of costs. Controls receipt and processing of Contractor and sub-Contractor timesheets and leave records. Maintains accurate inventory of office and warehouse supplies and replenishes as necessary. Ensures accurate and timely delivery of supplies and maintains adequate supply levels at the Book Personalization Facilities. Knowledge of Government procurement regulations and priority sources required. Prepares spreadsheets and other regular and interim reports to management as required. Required to actively participate with teams for continuous quality improvement. Maintains overview of all security operations and clearance requirements for the BPF. Maintains familiarity with all building needs, safety and evacuation procedures. Coordinates activities with all other sections of the BPF to obtain information and facilitate administration.

**CLEARANCE**: SECRET  
  
**EDUCATION:** An Associate’s Degree from an accredited university or college, such as a degree in Accounting or Business Administration.

**EXPERIENCE**:  
  
**REQUIRED**:

* At least three (3) years progressive supervisory experience, with two (2) years as office manager and/or accounts receivable/payable supervisor
* Thoroughly experienced in the use of a PC for word processing, data entry and report development
* Knowledge of postal requirements and equipment
* Excellent verbal and written communication skills
* Excellent interpersonal skills

**PREFERRED**:

* Four (4) year college degree in Accounting, Business Administration or related field
* Experience administrating Government contracts

**C.6.1.4 Book and Card Personalization Managers (includes CRBA and APC/WPC Customer**

**Counter Operations)**

**FUNCTIONS**

Under the direct supervision of the Operations Manager or Operations Assistant Manager, plans, directs, and coordinates the daily activities of travel document personalization operations for Passport Book, Passport Card, Border Crossing Card, and Consular Report of Birth Abroad to include printing, quality control, mail out, and customer service and APC customer counter support operations. Plans and establishes procedures and methods to meet changing processing requirements. Assists in the preparation of plans to ensure that the Book Personalization Facilities recruit a sufficient number of additional temporary and seasonal employees to meet fluctuating workload requirements, particularly during the peak season. Assures that a sufficient inventory of Passport Books, Passport Cards, Border Crossing Cards, Consular Reports of Birth Abroad and other supplies are on hand to meet current and anticipated demand. Reviews production reports. The incumbent must resolve all administrative, personnel, and operating problems associated with management of these processing functions in order to assure timely issuance of passports. There shall be one Book Personalization Manager per shift at each BPF and one Card Personalization Manager per shift at each BPF. Consular Report of Birth Abroad operations will be assigned to one of the Book or Card Personalization Managers at each facility. APC/WPC Customer Counter Support (Processing Section Manager) will be assigned to one of the Book or Card Personalization Managers.

Responsible for:

* Hiring, reviewing, and termination of Contract supervisors and employees
* Managing smooth transition of work between the various processing sections
* Keeping Operations Manager informed of processing issues and operations concerns
* Resolving all administrative, personnel, and operating problems associated with management of processing functions in order to assure timely issuance of travel documents to meet Department of State goals
* Maintaining constant oversight of travel document (Passport Book, Passport Card, Border Crossing Card, Consular Report of Birth Abroad, security ribbons and foils and other controlled supplies) inventories, deliveries, and daily assignments
* Developing work assignments and ensuring that all subordinate Supervisors are informed of changes in law, regulations, policy, and procedures affecting their work and such changes are understood and implemented
* Training supervisors in work procedures, regulations, and other travel document
* Assigns and reviews work of team members
* Interpreting policies, procedures, and goals of the organization for assigned staff
* Being responsive to employee issues, building team morale and cohesiveness
* Making staffing recommendations on all Contract personnel
* Effectively communicating with all section managers and taking initiative in addressing procedure revisions, personnel issues, and workflow problems
* Evaluating and auditing employees’ production for quality and quantity
* Facilitating quality improvement programs and ensuring customer service levels are met or exceeded
* Compiling and developing management reports on performance and trends in production utilizing PC skills
* Verifying adherence to all DoS and BPF security and safety regulations
* Planning, directing, and coordinating daily activities of mail open, image capture, image review, cashiering and mail out (APC/WPC Customer Counter)

**CLEARANCE**: SECRET

**EDUCATION**: A Bachelor’s Degree from an accredited university or college in a related field such as Business Administration or Management.

**EXPERIENCE**:

**REQUIRED**:

* Minimum of four (4) years of office automation experience
* Minimum of ten (10) years of progressive management experience in a tangible goods production environment
* Minimum of four (4) years of work experience in an automated environment
* Minimum of five (5) years of experience in staffing a seasonal/temporary workforce
* Minimum of five (5) years supervisory experience of four (4) or more people
* Ability to prepare management, business, technical, and personnel reports, reviews, and documents for internal and external use
* Excellent verbal and written communication skills
* Excellent interpersonal skills
* Ability to lift and carry 35 pounds
* Ability to walk and stand for long periods during workday

**PREFERRED:**

* Minimum of one (1) year experience in Government (management)
* Quality Assurance experience

**C.6.1.5 System Administrator**

**FUNCTIONS**:

Under the direct supervision of the Information Systems Manager, the onsite Microsoft, NIX, SQL, and PC specialist are responsible for maintaining, planning, and recommending computer system changes within the operation. Must demonstrate good judgment in the use, maintenance, and administration of the Local, Wide Area and PC networks using Transmission Control Protocol/Internet Protocol (TCP/IP). Must demonstrate good judgment in resolving system issues related to Microsoft, UNIX, and PC operating systems and must demonstrate good judgment in the maintenance of relational database management systems (RDMS) software. Interfaces with the COR, Information Systems Security Officer and Government personnel at the BPF and the Contractor Operations Manager on computer and system related issues. Assists in writing internal computer system control procedures. Other duties include the maintenance of data and the Microsoft, UNIX and other application privileges, accounts, and passwords, and back-up procedures to protect against data loss. Works closely with the Government Passport systems offices (i.e., Consular Systems and Technology) on Automated Data Processing (ADP) issues and insures that the integrated nationwide passport issuance system remains operational at the BPF. Works with Government officials and other computer personnel to recommend modifications and conducts systems analysis. Assists the Government in developing the specifications, scheduling milestones, and cost estimates for projects relating to passport services at the BPF. Monitors the progress of projects and assures that the Contract complies with system equipment specifications, scheduling, and cost objectives set by the Government. There will be one Systems Administrator per shift and one bridge System Administrator at each BPF.

**CLEARANCE**: SECRET

**EDUCATION**: A Bachelor’s Degree in an accredited college or university in a related technical field such as Computer Science or Information Systems.

**EXPERIENCE**:

**REQUIRED**:

* Minimum of three (3) years of ADP experience
* Minimum of three (3) years of Microsoft network experience
* Minimum of two (2) years of SQL Server and database experience
* Minimum of two (2) years of UNIX
* Minimum of one (1)year of data communications protocol and procedures
* Minimum of one (1) year of scan software and hardware experience
* Minimum of one (1) year management/supervisory experience
* Minimum of three (3) years hands-on PC use and troubleshooting experience
* Minimum of two (2) years’ experience with LAN/WAN, microcomputer communications, network programming languages and DBMS software

**PREFERRED**:

* An advanced degree in a related field
* Experience in working with the Government
* Experience in training and writing documentation

**C.6.1.6 Information Systems Manager**

**FUNCTIONS**:

Under the direct supervision of the Operations Manager or Operations Assistant Manager manages the production systems and IT environment supporting them. Oversees and supervises the work of onsite System Administrators. Liaises with the Office of Consular Systems and Technology in the resolution of IT related issues impacting the passport book and passport card production environment.

**CLEARANCE**: SECRET

**EDUCATION**: A Bachelor’s Degree in an accredited college or university in a related technical field such as Computer Science or Information Systems.

**EXPERIENCE**:

**REQUIRED**:

Minimum 5 years of progressive management experience in Information Management

Minimum 5 years of supervisory experience

Excellent verbal and written communication skills

Excellent interpersonal skills

Ability to use applicable regulations, policies, and directives pertaining to information technology management

Experience applying data management concepts and techniques

Knowledge of the capacity, configuration, and limitations of state-of-the-art computer equipment and software applications

**C.6.1.7 Facilities Manager FUNCTIONS**:

Under the direct supervision of the Operations Manager, manages various general building maintenance (preventive and corrective) functions in a variety of skilled and semi-skilled craft trades to support mechanical and electrical heating, ventilating, and air conditioning machinery. Responsibility for planning, laying out, and completion of facility installations, modifications, and repairs. Performs miscellaneous functions to include, but not limited to, generator testing, assemble and disassemble modular furniture, remove and install signs and picture frames, assist in relocating furniture and computers, and performing other similar duties. Ensures OSHA compliance at each BPF.

**CLEARANCE**: MODERATE RISK PUBLIC TRUST

**EDUCATION**: Associates Degree

**EXPERIENCE**:

**REQUIRED**:

* Minimum of three (3) years practical working experience with a variety of different skilled craft trades
* Basic knowledge of each craft trade for the individual functions of building operations, repairs, and preventive maintenance activities

**PREFERRED**:

* An advanced degree in a related field
* Experience in working with the Government

**C.6.2 Other Personnel**

The Contractor shall plan and implement a staffing plan that provides sufficient personnel to perform all travel document personalization tasks at each BPF including, but not limited to, the key tasks of travel document personalization operations (printing, quality control, customer service, and mail-out) for Passport Books, Passport Cards, Border Crossing Cards, and Consular Report of Birth Abroad and APC/WPC counter customer support.

The Contractor shall determine the best of mix of staff and the number of permanent and temporary staff necessary to conduct expected book personalization operations during the course of the contract (see Attachment J.2 for expected production). Listed below are sample position descriptions that the Contractor should consider to conduct Travel Document Personalization Operations.

The Contractor shall ensure that all non-key personnel obtain a **Moderate Risk/Public Trust** clearance (see Section H.2 for specific clearance requirements). The Contractor shall expedite all necessary paperwork for obtaining personnel Moderate Risk/Public Trust clearances as Task 3 activities cannot begin until Facility and all necessary personnel have obtained the necessary clearances.

**C.6.2.1 Travel Document Personalization Supervisor (includes Quality Assurance**

**Evaluator and APC/WPC Customer Counter Support Cashier Supervisor**

The Travel Document Personalization Supervisor reports to a Book or Card Personalization Manager. Plans, directs, and coordinates the daily activities of Travel Document Operations for Passport Books, Passport Cards, Border Crossing Cards, and Consular Reports of Birth Abroad to include printing, quality control, customer service and mail-out activities. Responsible for setting work priorities and ensuring a smooth transition of all work between the various departments. Interprets policies and procedures and establishes goals for subordinates. Leads department of quality control staff in verifying the accuracy and quality of workmanship of travel documents (Passport Books, Passport Cards, Border Crossing Cards, and Consular Reports of Birth and other future travel documents), and ensures the proper delivery of travel documents to applicants. Trains quality control staff in work procedures, regulations and proper postal requirements and assigns and reviews work to subordinates. Conducts all training for Contract personnel and reviews quality of work completed by subordinates. Monitors subordinate employees’ production for quality and quantity, and ensures that all subordinate employees are informed of changes in postal regulations, policies, and procedures affecting their work and such changes are understood and implemented. Responsible for the operation of automated postal machines, as needed, and the coordination of all mail pick-ups by the United States Postal Service and other private couriers. Interfaces with the Contractor Book and Card Personalization Managers and Department of State employees. Understands and complies with all internal control regulations for the BPF as outlined in the Internal Controls Guidelines and immediately reports any internal control concerns.

The Quality Assurance Evaluator reports directly to the Operations Assistant Manager and is responsible for compiling records and production data and calculating factors such as quantity of books produced, frequency of defects and various production rates. Prepares production and quality related reports. Investigates quality related issues and develops recommendations to reduce errors and defects. Maintains documentation files and records. Understands and complies with all internal control regulations for the BPF as outlined in the Internal Controls Guidelines and immediately reports any internal control concerns. May also be assigned to perform Personalization Supervisor responsibilities.

The APC Cashier Supervisor, reports to the Book or Card Personalization Manager responsible for APC Customer Counter operations and is directly responsible for the daily operation of the Cashier Office. Provides supervision develops work assignments and provides instruction on new or revised procedures. Makes changes in organization workflow and coordinates current workflow process demands to improve services rendered. May also be assigned to perform Personalization Supervisor responsibilities. Responsible for setting work priorities and assuring smooth transition of all work between the various departments. Interprets policies and procedures and establishes goals for subordinates. Conducts all training for Contract personnel and reviews quality of work completed by subordinates. Prepares daily, weekly and monthly reports of cashier activities. Verifies payments and fees collected. Deposits monies into DoS designated banking institution, confirms armored vehicle pick-up of deposits, and prepares monthly reports of deposit activities, including deposit slips. Interfaces with the Contractor Book and Card Print Managers and Department of State employees. Understands and complies with all internal control regulations for the Cashier office and BPF as outlined in the Internal Controls Guidelines and immediately reports any internal control concerns. The APC Cashier Supervisor must be bonded and have experience in a money handling environment working with a cash register.

**C.6.2.2 Travel Document Personalization Leads**

Under the direct supervision of Travel Document Personalization Supervisors, performs various duties to facilitate travel document personalization operations for Passport Books, Passport Cards, Border Crossing Cards, and Consular Reports of Birth Abroad to include, but not limited to training new travel document personalization associates, changing ribbon and foil as required in book printers, responding to basic printing and quality control questions, assisting Travel Document Personalization Supervisors with scanning travel documents and obtaining signatures on travel document logs, confirming and collecting completed batches and delivering them to Quality Control, replenishing workstation materials, printing and verifying various manifests, maintaining various production logs, maintaining mail collection, and scanning and preparing mail for transport to mail room. Understands and complies with all internal control regulations for the BPF as outlined in the Internal Controls Guidelines and immediately reports any internal control concerns.

**C.6.2.3 APC/WPC Customer Counter Support Cashier**

Under the direct supervision of the APC Cashier Supervisor, the Cashier verifies that all fees collected match the type of application submitted, notes any discrepancies, and records the amount and type of fees collected. Verifies and cashiers any money and/or checks still attached to passport applications. Reviews and batches some passport applications. Updates incorrect change of services or payment transactions to void the change of service and return them to customer service for correction. Assists in the preparation of the daily deposit and prints the Deposit Prep Summary Report at the end of each day. Endorses checks for deposit utilizing a check endorsement machine. Delivers the daily deposit to the armored car pick-up and confirms armored car driver’s identity. Reviews batches for completeness before cashier acceptance. Alerts supervisor to any unusual circumstances or potential fraud indicators on applications. Understands and complies with all internal control regulations for the Cashier office and BPF as outlined in the Internal Controls Guidelines and immediately reports any internal control concerns.

**C.6.2.4 Travel Document Personalization Associates and APC Customer Counter Passport Support**

Under the direct supervision of supervisors, performs various clerical and repetitive manual functions. Basic knowledge of current travel document issuance software, other DoS specified software, and computer operating systems to include, but not limited to, retrieval of application information, data entry, and generation of mailing labels. Must be able to operate personalization printing equipment. Ability to conduct quality control checks of printed travel documents and identify manufacturer flaws in blank travel document products. Ability to follow approved document sequencing procedures. Understands and complies with all internal control regulations for the BPF as outlined in the Internal Controls Guidelines and immediately reports any internal control concerns. Travel Document Personnel Associates perform the following tasks:

**TRAVEL DOCUMENT PRINT** (Passport Book, Passport Card, Border Crossing Card, Consular Report of Birth Abroad)

* Maintaining control and accountability of all travel documents received and returned
* Reviewing application information for errors
* Removing or rejecting applications and travel documents with errors
* Reviewing printed travel documents for errors and quality
* Verifying individual travel document usage report
* Filling out and maintaining travel document tracking sheets or other reports
* Prioritizing work (i.e. expedited Passport Books along with regular batches)
* Operating computer equipment, including Passport Book printers, Passport Card printers, Border Crossing Card printers, Consular Report of Birth Abroad Printers and auto signature pen devices

**TRAVEL DOCUMENT QUALITY CONTROL** (Passport Book, Passport Card, Border Crossing Card, Consular Report of Birth Abroad)

* Maintaining control and accountability of all travel documents received and returned
* Reviewing application information for errors
* Removing or rejecting applications and travel documents with errors
* Reviewing printed travel documents for errors and quality
* Verifying individual travel document usage report
* Filling out and maintaining travel document tracking sheets or other reports
* Prioritizing work (i.e. expedited Passport Books)
* Writing data onto passport-integrated chip using chip writer/reader
* Performing data entry function and using the computer screen to verify correctness of data
* Printing correct endorsements in Passport Books
* Generating address labels and attaching them to mailing envelopes and placing sealed envelopes into postal or other courier trays for mailing

**MAIL OUT**

* Conducting all aspects of mail out operations for domestic and overseas customers

**APC CUSTOMER COUNTER PASSPORT SUPPORT (Limited to specific, trained personnel)**

* Performing various clerical and manual functions in mail open, data entry, image review, book print/card print, and quality control
* Searching, sorting, filing, and other miscellaneous administration functions
* Verifying all applications are included and fees are correct
* Prioritizing applications by creating appropriate batches for, Expedite Fee (EF) and Same Day
* Pulling and preparing applications for scanning and processing
* Verifying batch count and reviewing passport applications, monies, checks, postage, select occupations and Canadian addresses
* Receiving, sorting, delivering, processing and logging regular postal mail
* Packing quality checked applications for shipment to permanent file
* Operating computer equipment using a high volume scanner
* Electronically scanning applications for image capturing and organizing in numerical batching order
* Electronically rescanning questionable photos for passport acceptability
* Reviewing photos for correct alignment and quality for passport acceptability
* Reviewing photo image quality for passport acceptability
* Performing data entry function and using the computer screen to verify correctness of data
* Generating address labels and attaching them to mailing envelopes and placing sealed envelopes into postal trays for mailing
* Preparing and maintaining files for diplomatic checks on applications and transmitting information to appropriate department using office equipment
* Reviewing passport applications using the travel document issuance system
* Completing data entry of Canadian applications and solving zip code problems
* Counting incoming correspondence
* Placing applicant responses in alphabetical order by last name, in the proper box, to match up with pending application
* Determining the “Attn: To” mail and distributing it to proper location
* Retrieving information from travel document issuance system to locate the application
* Locating an application and attaching the necessary paperwork for processing
* Verifying e-mail and being responsible to fill out required forms
* Collating correspondence to applicants.
* Placing application in appropriate folder
* Filing suspended applications in the correct order, following the written procedures and policies and pulling suspense files when a response is received
* Opening responses to determine if appropriate funds are included
* Batching suspense cases and responses into a new applicant response batch
* Placing the application and documents in a batch and placing the batch on the floor to continue processing
* Data entry of information from application into data fields
* Reviewing and documenting applications for issuance

**C.6.2.5 Customer Service Associate**

Under the direct supervision of Travel Document Personalization Supervisors, assists domestic Passport Agencies and U.S. embassies and consulates overseas with questions and requests, processes upgrades, maintains account control over mail courier (UPS, DHL, FedEx) information, provides delivery notifications to domestic Passport Agencies and U.S. embassies and consulates overseas, follows-up with overseas couriers on lost or missing shipments, tracks requests on an action tracker, effectively communicates with domestic Passport Agencies, U.S. embassies and consulates overseas, BPF Government personnel, Contract Managers and Systems Administrators.

**C.6.2.6 Administrative/Clerical Personnel** The Contractor shall provide the secretarial, clerical and operation support needed to conduct all travel document personalization activities, as needed, from receipt via the travel document issuance system and other DoS specified software through mailing of travel documents to applicants and to support DoS staff with administrative tasks to include, but not limited to, travel arrangements, time and attendance reporting, and other administrative tasks.

**C.6.2.7 Systems Administrator Assistant**

Under the direct supervision of the Systems Administrator, the Systems Administrator Assistant supports the Systems Administrator with the daily responsibilities to include, but not limited to maintaining system integrity, applying patches, creating accounts, assigning passwords, and performing preventative and remedial maintenance on PCs and peripheral devices.

**C.7 GOVERNMENT FURNISHED EQUIPMENT (GFE)**

The following equipment will be made available to the Contractor:

* Toppan MP300 passport printers and maintenance
* MX6000 card printers and maintenance
* Autopen machines, supplies and maintenance
* Other travel document hardware and maintenance
* Blank Passport Books
* Blank Passport Cards
* Blank Border Crossing Cards
* Blank Consular Reports of Birth Abroad
* Security Foils (for printing Passport Books)
* Security Ribbons (for printing Passport Books)
* Other blank travel documents and related consumables
* United States Postal Service Priority and Express Mail envelopes
* Software images for travel document issuance network hardware including, but not limited to:
  + Windows Operating System
  + Security templates
  + Travel document issuance software or other DoS travel document software
  + Other software as needed
* Software security patches
* Travel document issuance software or other DoS travel document software upgrades
* Two dedicated network circuits and routers per BPF for redundant OpenNetPlus network connections

DoS reserves the right to provide additional GFE as necessary.

**C.8 GOVERNMENT FURNISHED INFORMATION (GFI)**

The following documentation and materials will be made available to the Contractor in its current form and on its current media “as is.” DoS has made an attempt to maintain such materials current with program changes, but does not guarantee documentation to be an exact depiction of the program or tasks as they will be performed or used by the Contractor.

* Privacy Act guidelines
* Non-commercially available training materials
* Internal Control Guidelines
* DoS travel guidelines
* Data, personnel and physical security guidelines
* Relevant laws, regulations, policies and procedures

DoS reserve the right to provide additional GFI as necessary.

**C.9 GLOSSARY OF PASSPORT TERMINOLOGY**

This section provides a glossary of travel document terminology referenced in his SOW.

Amendment - an action taken after a travel document has been issued that changes some part of the original data in the passport.

Applicant - a person who applies for a travel document.

Border Crossing Card (BCC) - a “card issued by the U.S. to qualified citizens of and residents in Mexico for travel to the U.S.

Consular Report of Birth Abroad (CRBA) - a document issued to a U.S. citizen born in a foreign country as proof of U.S. citizenship.

Citizen - a person who owes allegiance to a country and, in return, is granted full privileges and protection by that country. All U.S. citizens are U.S. nationals, but all nationals are not U.S. citizens (see "national"). In general, the word "citizen" will refer to a citizen U.S. national unless otherwise noted.

Data page - the passport page that contains the applicant's descriptive information.

IP (in process) - database which allows the TDIS system to check all other agencies to see if subject is currently applying for a passport at other passport agencies at the same time.

Machine-readable passport (MRTD) - These are passports prepared on the TDIS systems that can be read by an optical character reader (OCR). Passports issued in this manner can be machine read at points of entry into countries. All passports issued domestically by Passport Services are machine-readable passports.

Passport Book and Passport Card - a Government document issued by a country to its nationals/citizens attesting to the nationality, citizenship, and identity of the person or persons to whom it is issued. Required for most international travel.

Passport Card - a Government document issued by a country to its nationals/citizens attesting to the nationality, citizenship, and identity of the person or persons to whom it is issued. Required for most international travel. Passport Cards have limited international travel regulations.

Passport issuing office - An administrative unit authorized to issue passports.

Suspense - the act of or the processing area within an agency in which an application is held pending receipt of additional information prior to issuance, extension or amendment of the passport.

TDIS - Travel Document Issuance System. This information system producing machine-readable passports.

Valid - a document that has not expired.

Visa - a stamped or printed entry in the passport of an alien allowing the person to enter the country issuing the visa and to remain there for a specified period of time. Most visas usually contain restrictions, limits or conditions of travel. The Government of the country that the traveler wishes to visit always issues these.

Visa pages- the pages of a passport on which visas, entry/exit stamps are placed.

**C.10 ACRONYMNS / ABBREVIATIONS**

This section provides a listing of acronyms and abbreviations used in this RFP.

ACS Access Control System

A/COR Alternate Contracting Officer Representative

ADA Americans with Disabilities Act

ADP Automated Data Processing

AI Accountable Items

AIS Automated Information Systems

APC Arkansas Passport Center

AQL Acceptable Quality Level

BCC Border Crossing Card

BP Book Print / Processing

BPF Book Personalization Facility(ies)

BTU British Thermal Unit

CA Bureau of Consular Affairs

CA/CST Office of Consular Systems and Technology

CA/PPT Office of Passport Services

CA/OCS Office of Overseas Citizen Services

CA/VO Office of Visa Services

CCD Consular Consolidated Database

CCTV Closed Circuit Television

CER Computer Equipment Room

CFR Code of Federal Regulations

CLIN Contract Line Item

CMS Central Monitoring System

CO Contracting Office

COR Contracting Officer’s Representative

COTR Contracting Officer Technical Representatives

COTS Commercial Off the Shelf

CRBA Consular Report of Birth Abroad

CTA Contractor Teaming Agreement

DOB Date of Birth

DOE Date of Expiration

DOI Date of Issuance

DoS U.S. Department of State

DS Bureau of Diplomatic Security

DSS Defense Security Service

EF Expedited Fee

Facility Book Personalization Facility(es)

FAH Foreign Affairs Handbook

FAM Foreign Affairs Manual

FCL Facility Security Clearance

FSO Facility Security Officer

GAO Government Accountability Office

GFE Government Furnished Equipment

GFI Government Furnished Information

GPO U.S. Government Publishing Office

HR Human Resources

IC Internal Controls

ICG Internal Controls Guidelines

ICO Internal Controls Officer

ICP Internal Controls Program

IDS Intrusion Detection System

IRM Information Resource Management

ISSO Information Systems Security Officer

IT Information Technology

IT-CCB Information Technology Change Control Board

LAN Local Area Network

LOC Letter of Consent

MOU Memoranda of Understanding

MRP Machine Readable Passport

MRPT Moderate Risk Public Trust

MRZ Machine Readable Zone

NISPOM National Industrial Security Program Operating Manual

OCR Optical Character Reader

ODC Other Direct Costs

OLA Operating Level Agreements

OPDP Overseas Photo-Digitized Passport

OSHA Occupational Safety and Health Administration

PC Personal Computer

PII Personally Identifiable Information

PIN Personal Identification Number

PMI Project Management Institute

POB Place of Birth

PPT Office of Passport Services

QASP Quality Assurance Surveillance Plan

QC Quality Control

QCP Quality Control Plan

RDMS Relational Database Management Systems

RS Office of Records Services

SBU Sensitive But Unclassified

SLA Service Level Agreement

TDIS Travel Document Issuance System

TO Office of Technical Operations

TPC Tucson Passport Center

UPS United Parcel Service

VAR Visitor Authorization Letter

VIP Very Important Person

VTC Video Teleconference

WAN Wide Area Network

WBS Work Breakdown Structure

WNRC Washington National Records Control

**C.11 Transition**

The Contractor shall recognize that the services provided under this contract are vital to the Government and must be continued without interruption until a successor Contractor is in place to continue the service. Upon expiration, termination, or discontinuance of the contract, the Contractor agrees to exercise its best efforts and cooperate with the Government to effect an orderly and efficient transition to a successor. In order to transition services, the Contractor shall:

(1) Develop and implement a plan with the appropriate entities (successor and/or Government) to accomplish the transition of services.

(2) Provide services during the transition period at the same level and quality they were being provided.

(3) Furnish transition services (including administrative and management support) for up to three (3) months after contract expiration, contract termination, or contract discontinuance.

(4) Provide services during the transition period at a price that shall not exceed the prices in effect under the contract on the date of contract expiration, contract termination, or contract discontinuance.

The transition period shall not exceed ninety (90) calendar days.

**C.12 Phase-Out Performance**

Prior to the end of the final performance period provisions will be initiated by the CO for the initial planning of a follow-on competition. The Contractor shall develop a Phase-Out Plan of the current training schedule. The Contractor may be required to generate a first draft at the start of the last option year of the contract, with updates at 180 calendar days, 60 calendar days, and 30 calendar days. All plans will be subject to Government approval. The Contractor phase-out procedures shall not disrupt or adversely affect the current PPT operations.

# SECTION J - LIST OF ATTACHMENTS

|  |  |  |  |
| --- | --- | --- | --- |
| **Attachment** | **Title** | **Pages** | **Notes** |
| J.1 | Current Lease Requirements |  | Kathy |
| J.2 | IT Hardware Specifications |  | CST |
| J.3 | Estimated monthly demand and production estimates. |  | Dan Crystal |
| J.4 | Book print, quality control and mail-out standard operating procedures |  | APC/TPC |
| J.5 | Card print, quality control and mail-out standard operating procedures |  | APC/TPC |
| J.6 | CRBA print, quality control and mail-out standard operating procedures |  | APC/TPC |
| J.7 | BCC print, quality control and mail-out standard operating procedures |  | APC/TPC |
| J.8 | Current DoS training courses |  | PPS |
| J.9 | Passport Book, Card, CRBA and BCC reject errors |  | APC/TPC |