



# SeaPort-e

## Skyline Ultd Inc.

Contract Number: N00178-08-D-5589

Company Classification: Service Disabled Veteran Owned Small Business

Skyline Ultd Inc. and its team members are proud to be SeaPort-e partners in providing quality engineering, technical and program support services the Navy Virtual SYSCOM (VS) Commanders, and the community of users. The Skyline team is capable of providing support in all of the identified functional areas and is eligible to provide support in the following identified zones:

- Zone 1 – Northeast
- Zone 2 – National Capital Region
- Zone 4 – Gulf Coast
- Zone 5 – Midwest
- Zone 6 – Southwest

Skyline's SeaPort-e Points of Contact:

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### About Seaport-e

The U.S. Navy has awarded this contract to Skyline, Ultd, Inc and its' teaming partners for Engineering, Technical, Program Management and Training Support, however each Navy command is responsible for releasing their own task orders through the Seaport-e web-portal.

SeaPort Enhanced (SeaPort-e) has made electronic procurement of Engineering, Financial, and Program Management support services a reality. Using SeaPort-e, the Navy Virtual SYSCOM (VS) Commanders (NAVAIR, NAVSEA, NAVSUP and SPAWAR) has adopted an integrated approach to contracting for support services. The SeaPort-e portal provides a standardized means of issuing competitive solicitations amongst a large and diverse community of approved contractors, as well as a platform for awarding & managing performance-based task orders. This unified approach allows SeaPort-e service procurement teams to leverage their best work products, practices, & approaches across the Navy's critical service business sector.

Simply stated, SeaPort-e provides a faster, better, and more cost-effective means of contracting for professional support services. The 22 functional areas covered in this SeaPort-e contract are as follows:

- Research & Development Support
- Engineering, System Engineering & Process Engineering Support
- Modeling, Simulation, Stimulation & Analysis Support
- Prototyping, Pre-Production, Model-Making, and Fabrication Support
- System Design Documentation & Technical Data Support
- Software Engineering, Development, Programming & Network Support
- Reliability, Maintainability & Availability (RM&A) Support
- Human Factors, Performance & Usability Engineering Support
- System Safety Engineering Support
- Configuration Management Support
- Quality Assurance Support
- Configuration Management Support
- Information System Development, Information Assurance & Information Technology Support
- Inactivation & Disposal Support
- Interoperability, Test & Evaluation, Trials Support
- Measurement Facilities, Range & Instrumentation Support
- Logistics Support
- Supply & Provisioning Support
- Training Support – Program Support – Functional & Administration Support
- In-Service Engineering, Fleet Introduction, Installation & Checkout Support
- Public Affairs & Multimedia Support

## Skyline's Teaming Partners

### Skyline Ultd Inc.

Skyline Ultd Inc. (Skyline) was founded in 2001 as a Service-Disabled Veteran-Owned Small Business (SDVOSB) and has grown to over 200 employees performing IT, Program Management, and Logistics tasks in all 54 states and territories. Our employees and contracts are managed on-site or from our offices in Falls Church Virginia, Round Rock Texas, and Atlanta Georgia.

Skyline has a strong financial standing as demonstrated by Dunn and Bradstreet reports. Our awarded contract value for calendar year 2007 is \$7.9 million. Skyline is listed in the INC. List of Fastest-Growing Private Companies for 2007, and is the second fastest growing small business in terms of Defense-related contracts.

Skyline's exceptional collection of past performance tells the story of Program Management and Information Services that provide 24/7/ 365 mission critical support spanning all states and territories for our DoD and Civilian Agency customers, and directly affecting more than 500,000 stakeholders at any given time.

Our Information Technology (IT) offerings include Mainframe Operations, Business Analysis, Business Process Modeling, Business Process Re-engineering, Systems Engineering, Network & System Administration, Programming & Operations, Information Assurance, Web Development, Quality Assurance, Configuration Management, and Help Desk. Our Program Management offerings include Data Management, Health and Family Support, Manpower Services, Training, Administrative Support and Consulting. Our Logistics offerings include Deployment, Acquisition, Supply & Value Chain Management, Distribution, and Warehousing.

## **Khan & Hill, Inc.**

Khan & Hill, Inc. (Khan & Hill) is an 8(a) and certified Small and Disadvantaged Business within the Federal Government's SDB program offering the following Services: Information Assurance, Infrastructure Management, System Implementation & Integration, and Executive Information, and Training for IT and Force Preparedness.

Established in 1993, this Team member provides comprehensive information systems services to the Department of Defense (DoD), Federal Government Civilian Agencies, and private sector clients. Khan & Hill offers its clients the advantage of its Secret Level Facility Clearance (Top Secret in progress).

During the Defense Security Assistance Management System project at the Naval Inventory Control Point in Mechanicsburg, PA, we defined business requirements and facilitated the re-engineering effort for a migration from the current legacy systems to three-tier client server architecture to be used jointly by all military departments. On the Defense Financial Accounting Services project, we provide development and support for all aspects of training, and will develop training programs specifically focused on the DoD Financial reporting requirements worldwide.

The scope of our DISA Encore effort will cover the breadth of Enterprise Integration (EI) activities throughout and beyond DoD to support functional requirements. This includes Command and Control, Intelligence, and Mission Support.

Our Defense Threat Reduction Agency work spans the development and monitoring of program/test plans and schedules; program reviews; documentation of results; and preparation / analysis of budgets. Khan & Hill provided many years experience with Civilians On The Battlefield (COB) role-playing issues and solutions on a simulated battlefield. This training on possible situations Soldiers would face supported the preparation of mobilized U.S. Army Soldiers for deployment conditions in Central Command Theater of Operation. We provide Training Services for Department of State, Foreign Service Institute, School of Applied Information Technology, the primary training institution for officers and support personnel involved in foreign affairs advances overseas and in Washington, DC. We offer 450+ courses to more than 50,000 students from the State Department, and from 40 other agencies and service branches; since March 2006, we also train various users on the current agency-specific computer technologies. In this age of cyber threats, we held an Assurance Services contract for Internal Revenue Service Computer Security Incident Response Capability as early as 2001.

## **Spherion – Global Technology, Inc.**

Spherion-Global Technology, Inc. (SPHERION) was founded in 2005 as a SDVOSB to provide information technology solutions and services to Federal and State government clients. Our Team member provides more than highly talented program managers and technical staff on our clients' projects; we provide thoughtful leadership that helps our clients enable their missions with the most cost-effective technology available. Our management team has extensive experience in planning and managing large and complex national programs deploying emerging technologies for government and industry. In addition to our depth of technical and management capabilities, the company's senior management has held a wide range of federal executive positions.

We specialize in IT Services for IV&V and Test Engineering, Software Development, Database Engineering, Infrastructure, and Client Solutions. For example, we have provided expertise on Software/Database Web Development and Desktop Migration & Technology Refresh projects at the U.S. Department of the Interior/Bureau of Reclamation, Security Project Management at the U.S. Department of Agriculture, and Software Testing/QA and IV&V at the U.S. Department of Justice/ATF. We believe that innovative technology coupled with a philosophy of partnership will result in the implementation of cost effective, IT solutions for a better tomorrow for our federal & Navy clients.

## **Select Computing, Inc.**

Select Computing (SCi), a SBA-certified 8(a) small disadvantaged business, has supported multiple government and commercial clients since inception in 1996 including the Department of Health and Human Services (DHHS), Centers for Medicare and Medicaid Services (CMS), the Veterans Administration (VA), the Small Business Administration (SBA), and State of Minnesota with Data Management and Application Development services. With a staff of nearly 40 information technology professionals, this Team member currently provides data analysis, enterprise architecture, database management, messaging, and business intelligence support to DHHS CMS and legacy application maintenance and operations support services to the SBA.

SCi has been independently assessed at Software Engineering Institute (SEI) Capability Maturity Model Integrated (CMMI®) Maturity Level 3 in accordance with the Standard CMMI® Appraisal Method for Process Improvement (SCAMPI) v1.1 methodology using the CMMI®-SW/SE v1.1 Staged Model. We support our solution set with our DCAA-approved accounting system and our ANSI/EIA-874 compliant Earned Value Management System (EVMS), Dekker TRAKKER®, project management founded in the principles and practices of the Project Management Institute's Project Management Book of Knowledge (PMBOK). SCi success is built solidly on our ability to collaborate with our clients through a systems-based, process- providing input and feedback.

## **BNF Technologies, LLC**

BNF Technologies (BNF) is a certified SDVOSB and SBA-certified Small Disadvantaged Business. It is one of the few SDVOSB Services and Support firms with a solid track record supporting the Federal Government for over 14 years in Records Management, Administrative Support, and Consulting. BNF provides overall guidance to agencies to effectively control the creation, organization, maintenance, use, and disposition of records in accordance with federal regulations. This Team member's core competencies and past performances reflect the trends, directions, and innovations within Federal Enterprise, and include Services in Database Management and Computer Systems Operations, Records and Document Management, Electronic Records Management Applications Implementation, Consulting Services, and Administrative Support Services. Clients include DOS, DOC, USDA, NSF, DOE, USAID, OTS, AOUSC, HHS, FTC, NARA, ATF, FRA, U.S. Mint, DLA, NASA, and VA. Some examples demonstrating relevant Services follow:

For the U.S. Agency for International Development BNF took inventory of 18,000 cubic feet of records, reduced holdings by 45%, created files plans and schedule revisions, prepared their Records Management Manuals, while providing management of the records vault, and FOIA and declassification support.

BNF provided the U.S. Department of State database maintenance, scanning and imaging services, guidance and assistance with database creation and integration, assessment of vendor products, reengineering and migration of legacy systems, and computer operations support.

BNF analyzed Defense Logistics Agency business practices, assessed functional requirements, and provided acquisition strategy planning including manufacturing-on-demand.

BNF provided NASA consulting support related to strategic planning and performance metrics, congressional interaction, budget review, coordination of Space Flight Center operations, preparation of speeches, and public outreach programs.

## **Mind & Media, Inc.**

Mind & Media is a woman-owned small business that helps clients convey the right messages to the right people with the right tools. Since 1994, our Team member has established an impressive agency portfolio, garnered extensive client praise, and won more than 170 awards for communication excellence, including a finalist mention in the Greater Washington Government Contractor of the Year Awards and Production of the Year at the DoD Visual Information Production Awards (the "DoD Oscars"). Mind & Media offers GSA Schedule for AIMS, MOBIS, and Training Services & Devices. Services include Research & Analysis, Consultation & Planning, Branding, Training Support, Video, and all types of Multimedia.

Major Federal clients include the Department of Defense, the Department of Energy, Office of Energy Efficiency and Renewable Energy; Department of Health & Human Services, Centers for Medicare & Medicaid Services; Department of Homeland Security, Transportation Security Administration; Department of Labor, Veterans' Employment and Training Service; Department of the Treasury, Internal Revenue Service, Customer Education & Outreach Office; Environmental Protection Agency, and the International Technology Program.

# SKYLINE ULTD INC

## Seaport-e Quality Control and Quality Assurance Plan

		Probability			
		Frequent	Probable	Improbable	Impossible
Impact	Critical	<i>High</i>			<i>None</i>
	Possibly Critical				
	Moderate	<i>Moderate</i>			
	Marginal			<i>Low</i>	

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## **SKYLINE'S QUALITY CONTROL PLAN**

Skyline Ultd Inc. will implement Comprehensive Quality Management for this Contract Requirement. This includes both a continuous process of Quality Assurance (QA) as well as a clearly defined approach to measuring quality through a formalized Quality Control (QC) Plan and related processes.

We understand that the Government intends post-contract-award, to add surveillance, auditing, administration and acceptance of performance procedures to the QC Plan to form the Quality Assurance/Surveillance Plan (QASP), which will be incorporated into the contract. This QASP will specify the surveillance methodology to be used to provide the oversight of contractor performance.

Skyline is committed to providing quality products and services for the JOC. Skyline has a long history of successful engagements with a widely varied client base. We capitalize on this history of success, best practices, and in-depth experience to help solve difficult challenges and provide for low-risk quality program management.

Project quality management emphasizes meeting or exceeding customer needs and expectations, so we have a focus on understanding our customer's view of quality. Our project planning approach is consistent with International Organization for Standardization (ISO) 9000 standards. The ISO definition of quality is "the totality of characteristics of an entity that bear on its ability to satisfy stated or implied needs."

## **QUALITY ASSURANCE**

The goal of our QA Program is to build in processes and procedures to ensure that quality work and quality deliverables will be produced. The effective QA process addresses steps to ensure quality and consistency in work products prior to undertaking any work and continuing throughout the program life cycle. QA is defined as those actions taken, by either the Government or the contractor, to assure services meet the requirements of the Performance Work Statement.

## **QUALITY CONTROL**

QC differs from QA in that QC aims to ensure that quality work and quality deliverables are being produced. QC is a measurement and compliance procedure, which is conducted by inspection and testing of materials, workmanship, and products. QC is focused on assuring that conformance to requirements have been achieved.

## **QUALITY ASSURANCE SURVEILLANCE PLAN**

As required, Skyline will work with the Government to implement a Quality Assurance Surveillance Plan (QASP). The QASP will address procedures for Government inspection, monitoring, and acceptance of work products. This plan will specify all work requiring surveillance and the method of surveillance.

## **QUALITY CONTROL PLAN OVERVIEW**

We have provided a detailed QC Plan to document how Skyline will meet and comply with the quality standards established in the Government statement of work. The QC Plan addresses the key process areas for effective quality management. This QC Plan will be updated upon contract award within 30 days after contract award. This plan addresses the following:

1. Maintaining Quality
2. Performance Based Management

3. Timeliness & Responsiveness
4. Staff Responsibilities
5. Quality Metrics
6. Problem Identification
7. Customer Satisfaction
8. Correction Action Measures
9. Staff Quality Training
10. Incentives & Disincentives
11. Risk Management

The goal of a successfully implemented QC plan is to assess, measure, and provide assurances that the work product produced meets all required standards. Government acceptance options include the following: Acceptance, Rejection, or Process Adjustment. Deliverables rejected will be re-worked to Government acceptance at no cost.

## MAINTAINING QUALITY

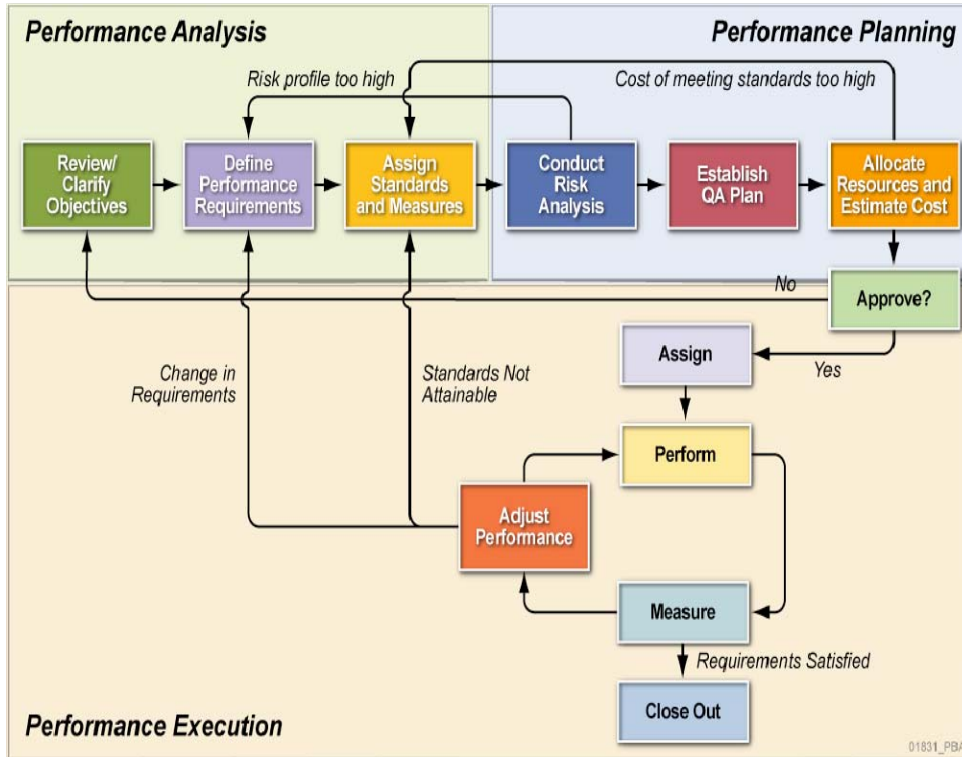
Skyline is dedicated to continuous improvement and is proud of our collective proven QC processes and procedures. Our commitment to quality and customer satisfaction has led to a consistent program success record. We will continue to apply these same QC processes and procedures that are proven products to this engagement. Our number one priority is customer satisfaction. The deliverables provided by Skyline under this engagement will adhere to the following quality measures:

- Accuracy – Deliverables will be accurate in presentation, technical content, and adhere to the Government's technical direction.
- Clarity – Deliverables will be clear and concise. All graphics will be easy to understand and be relevant to the accompanying narrative.
- Specification Validity – All deliverables will satisfy the requirements of the Government, as specified.
- File Editing – All text and diagrammatic files will be editable by the Government.
- Media – Deliverables will be submitted in hard copy and soft copy. Submission will be in the type media as defined in the task (e.g., electronic form using the standards such as Word for word processing; Excel for spreadsheets; PowerPoint for visual graphics and presentations; and Microsoft Project for project work plans and associated schedules).
- Timeliness – Deliverables will be submitted on or before the due date specified in accordance with a scheduled date approved by the Government at a Contract Award Kickoff Meeting.

## PERFORMANCE-BASED MANAGEMENT

Performance-Based Management (PBM) will be engaged during the program startup and then focused on results to be provided during program life. Performance Analysis is focused on determining what performance is required to satisfy the mission needs and objectives. Performance Planning is a set of task plans, schedules, and budgets that establish a management baseline. Performance Execution entails delivering the performance required to meet or exceed expectations while measuring and reporting performance against goals and adjusting performance or expectations as necessary. **Exhibit I** below details the PBM process.

## Exhibit I—Performance-Based Management Process



Skyline facilitates PBM through meticulous attention to important program information variables.

## TIMELINESS / RESPONSIVENESS

Skyline is committed to ensure the highest quality and most consistent support services and to deliver all products to the Georgia Joint Operations Center Program Office while meeting the full requirements of the Statement of Work. The Government states its objectives, requirements, and expectations, and Skyline performs to these standards. The objectives that we have established for QC for the Joint Operations Center Support Services Program include but are not limited to:

- Meeting all of the established performance requirements and standards
- Achieving all specified due dates for deliverables and products
- Involving all staff in quality management and performance monitoring functions
- Integrating quality control processes in all aspects of the program office
- Rapidly detecting existing or anticipated potential deficiencies
- Applying deficiency identification, tracking, and correction
- Implementing systemic process improvements, as opportunities are identified
- Executing a customer feedback program through surveys, questionnaires, status reports, and periodic reviews

Additionally, we have the ability to react to new requirements within agreed-upon standards working in close coordination with the Government to assess priorities and focus.

## STAFF RESPONSIBILITIES

Our Skyline Program Executive will provide primary oversight of QC. Our staff roles for QC, shown in Exhibit II, will be to:

- Address overall program management and administration
- Cover all of the program functions, but prioritize assignments and concentrate on the highest priority and most important services

- Establish a review system which specifies areas to be reviewed on a scheduled or unscheduled basis
- Identify trends and potential actual problem areas
- Assure that initial corrective actions taken result in corrective action throughout the life of the contract
- Leverage our program specialist staff for consistency of performance measures

**Exhibit II - Quality-Related Responsibilities**

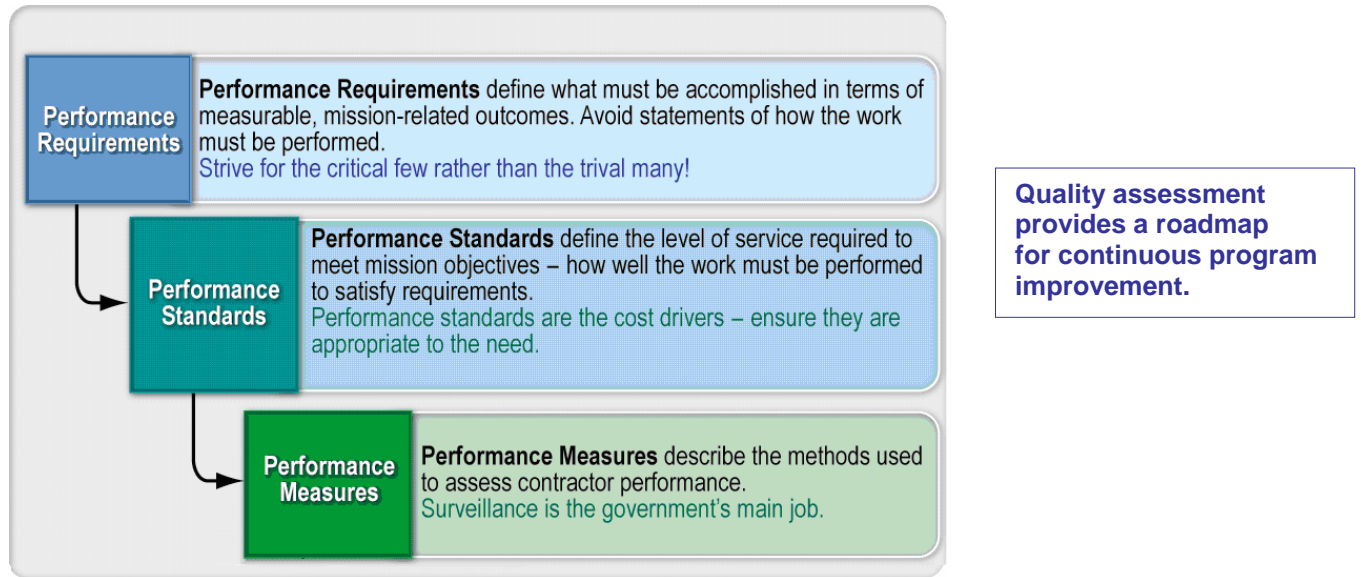
<b>Role</b>	<b>Responsibilities</b>
Skyline Program Executive	<ul style="list-style-type: none"> <li>• Key point of contact for client and COR for contract purposes</li> <li>• Authority to commit resources for the Team</li> <li>• Oversees the program and ensure compliance with program requirements</li> <li>• Ensure quality and timeliness of all deliverables</li> <li>• Develop/implement standard procedures and internal review processes</li> <li>• Coordinate and schedule formal reviews</li> <li>• Perform internal and external quality control reviews</li> <li>• Ensure that the program staff are providing quality support</li> </ul>
QA Supervisor	<ul style="list-style-type: none"> <li>• Perform tasks and report to the Skyline Program Executive for QC purposes</li> <li>• Supports program-wide quality</li> <li>• Ensure the quality of the support</li> <li>• Monitor the delivery of deliverables for quality trends and report findings as required to the Skyline Program Executive and the Government</li> </ul>
JOC Employees	<ul style="list-style-type: none"> <li>• Be alert to and write up any quality issues in their status reports with details and suggestions to speed resolution.</li> </ul>

**QUALITY METRICS**

Quality Management standards relate to metrics that will be established to measure project objectives and are fundamental to the QASP. Skyline will establish metrics for project objectives and quality management processes that include monitoring and assessing performance. We will coordinate with the client and other stakeholders to establish quality objectives, define the scope and frequency of quality assessments, select metrics and decide reporting policies. As noted we will conduct periodic and regular quality management reviews.

Quality Metrics are detailed in the Government’s Performance Based Statement of Work within Acceptable Quality Levels (AQL). These metrics will be captured in status reports and available for consolidated review by the government and interested parties. Skyline will proactively seek to obtain quality assessment ratings from the Government, COR and clients.

### Exhibit III – Program Performance Measurement Flow



The QASP is connected to our performance management process through our data collection and assessment expertise. Our measurement data serves as the primary source of performance metrics, thus reducing the burden on Government resources. Once the Government has validated our assessment and reporting processes, the Government role is one of periodic revalidation and management by exception if performance metrics indicate a recurring or persistent problem that cannot be resolved by the contractor. Performance criteria are the aggregate of performance requirements, performance standards, measurement methods, and acceptable quality. Performance criteria define the important outcomes, work, and product delivery standards that must be met and measurement methods for collection of metrics.

The Government has detailed the initial performance requirements for deliverables/tasks, performance standards, measurement methods and acceptable levels of quality. We will examine and re-evaluate on a quarterly basis (or as necessary) all performance measures and standards to ensure they align with the current demands and requirements of the program. Our understanding of performance measures is depicted above in **Exhibit III**.

### PROBLEM IDENTIFICATION

Monitoring to identify QC problems is a continuous progress accomplished through several methods. Compliance with contract requirements is accomplished through in-depth and straightforward internal and external reviews. This review system includes:

- Internal daily oversight of ongoing work
- Periodic audit review work sessions with staff
- Performance monitoring and assessment of performance indicators
- Review of the monthly status report by the Government
- Tracking of metrics and measures are required by the QASP

A proven useful method to ensure quality - peer reviews - will be conducted on all products and deliverables while still in draft mode in order to ensure input and evaluation prior to delivery.

The Skyline Program Executive will collect and analyze performance data as well as conduct deficiency and corrective action tracking of the results of all reviews. The Skyline Program Executive is responsible for advising management and staff of required follow-up actions as a result of each review, as well as identifying and quantifying opportunities to improve and deficiencies noted.

## **CUSTOMER SATISFACTION**

Obtaining routine customer feedback on the quality and effectiveness of program support and related services is essential to meeting the performance standards and requirements, and at the same time providing continuous improvement. It is essential that we know the needs and desires of our customers. We use several methods to ensure our performance is appropriate and the highest quality of support is provided. These will include surveys of JOC staff and also contact/surveys down to the command level program contacts. This also helps to ensure that employee performance is monitored.

## **CORRECTIVE ACTION MEASURES**

The QC Plan provides the ability to identify potential problems early and take steps to avoid undue impact. Our goal is to continuously review each element of the program and will identify possible issues and potential problem areas before they adversely impact the support received. The Skyline Program Executive and support staff will oversee and report on all client approved correction actions as they are implemented.

The Skyline Program Executive will be responsible for developing a plan for correcting discrepancies identified. If the scope of the response warrants, action plans will be coordinated with the appropriate authority and incorporated into the program plan and schedule. Proposed corrective actions will be simulated in MS Project to determine effects on schedule and within budget. The client will decide the priority of the resolution.

## **STAFF QUALITY TRAINING**

Quality Management requirements include training on methodologies, tools and procedures provided through demonstration and on-the-job training. The Skyline Program Executive and program specialists will receive initial refresher QC training on standard QC processes as well as annual QC specific training. All program staff will be briefed in detail on the program QC/QA plans.

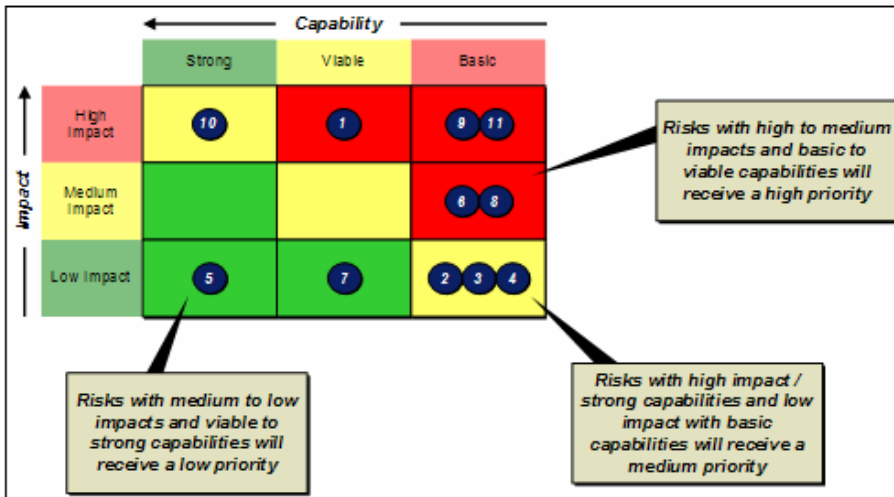
## **INCENTIVES & DISINCENTIVES**

We understand that due to the Firm Fixed price nature of this contract, incentives will be realized through efficiencies and economies in the delivery of service, products, and formal deliverables. In addition we are very focused on receiving favorable Past Performance references and possible renewals of contract option years as an incentive.

## **RISK MANAGEMENT**

Risk Management is an important facet of the program startup and then also for ongoing program operations. We will apply a framework to manage risk during the startup and the overall program. We will incorporate program management best practices for risk management to include employing a risk management tool to enable identifying and managing risks. A standardized risk management approach enables transition and program success. A sample output of the risk management tool is provided below in **Exhibit IV**.

### Exhibit IV–Risk Management Overview



**Fast risk identification and mitigation prevents lost time and work redo**

As part of program planning we will create a Risk Management Plan to identify, analyze, and address risks and issues so that the potential and actual setbacks incurred by the program will be minimized. This plan will describe the inherent project risks associated with the planning and implementation of this initiative, address these initial risks, and provide for a process to identify/analyze new risks and monitor risks. We will deliver a refined draft risk management plan within 30 days of contract award.

# QUALITY ASSURANCE SURVEILLANCE PLAN (QASP)

## I. PURPOSE OF QUALITY ASSURANCE

Quality assurance (QA) is a program undertaken by the Government to provide some measure of the quality of goods and services purchased from a Contractor. To accomplish this, the Government must develop and implement a system that will ensure the quantity and quality of the goods and services received comply with the requirements of the contract. This Quality Assurance Surveillance Plan (QASP) is designed to assist the Contracting Officer's Representative (COR) or other user in conducting the QA program.

**A. Contracting Officer:** The Contracting Officer (KO) has the authority to manage the contract. The KO may delegate many of the day-to-day contract administration duties to the COR and Quality Assurance Evaluators (QAEs); however, certain contractual actions such as certification of invoices; negotiation and issuance of contract modifications; resolution of Contractor claims and disputes; issuance of Contractor Deficiency Reports; issuance of cure notices; issuance of show-cause letters; termination of the contract; and contract close-out are retained by the KO.

**B. Contracting Officer's Representative (COR):** The COR serves as the day-to-day manager for one, several, or all requirements of the contract. The COR represents the KO and functions as the Contractor's point of contact. The COR supervises the QAEs and ensures that they conduct QA properly. If modifications to the contract are necessary, the COR will assist the KO in preparing and negotiating the modifications. If there are problems with Contractor performance, the COR must inform the Contractor of the problems and recommend to the KO what adverse contractual actions should be taken (such as contract payment deductions, Contractor Deficiency Report (CDR) or issuing a cure notice). Finally, the COR must coordinate matters of contract interpretation with the Contractor and the Contracting Officer.

**C. Customers:** Customers are the recipient of services furnished by the Contractor. Customer responsibilities include establishing contract requirements, assisting in specifications and contract modification development, assisting in contract negotiations, and assisting the QAEs and COR in conducting quality assurance by providing information on Contractor performance.

**D. Quality Assurance Evaluators:** The QAEs play a key role in contract administration. They serve as the eyes and ears of the Contracting Officer and COR. The QAEs perform the actual contract surveillance and report to the COR. Some of the key contract administration duties of QAEs include the following:

1. The QAEs complete surveillance as required by this QASP and make recommendations to the KO for contract payment deductions and issuing CDRs or letters of commendation.
2. The QAEs assist the COR in identifying necessary changes to the contract, preparing Government estimates, conducting quality assurance meetings, approving submittals, and maintaining working files.
3. The QAEs only have authority delegated by the Contracting Officer. QAEs have no authority to allow the Contractor to deviate from the contract requirements. The QAEs have no authority to direct or interfere with the methods of performance by the Contractor or to issue modifications directly to any of the Contractor's personnel unless the methods being used are deemed to be unsafe.
4. The QAEs direct the inspection observations to be performed by the QAE Augmentees. The inspection scheduling and processes are the responsibility of the QAE; however the QAE may have the Augmentee perform the actual inspection observations when the physical distances prevent the QAE from performing these functions in person. The application of the pass/fail criteria and inspection documentation remain a QAE responsibility.

**E Quality Assurance Evaluator Augmentee:** The QAE will not be able to perform on-site inspections of the services due to the physical location of the program office. The Skyline Program Executive will augment the QAEs by performing the inspections of services at the site. The QAE Augmentees will inspect the service as directed by the QAE using the established check sheets to document the inspection results. The completed inspection check sheets will be forwarded to the QAE who will make the final determination if the service requirement is satisfactory or unsatisfactory.

## **II. QUALITY ASSURANCE SURVEILLANCE PLAN**

A Quality Assurance Surveillance Plan (QASP) is essential to properly administer a service contract. Its purpose is to help the Government obtain the specific services contracted for, i.e., to insure that the contract requirements are being met and that the Government gets both the quantity and the quality for which it is paying. The QASP includes procedures for surveillance, scheduling, the actual inspection, documenting the results of the inspection, and the procedures to calculate any recommended contract payment deductions.

**A. Documents the means and methods by which the Government intends to implement Quality Assurance (QA) for a particular contract.**

**B. Provides the Quality Assurance Evaluator (QAE) with:**

1. A systematic plan for surveillance of the Contractor's work.
2. The methods for collecting information necessary to evaluate the Contractor's performance and justify any deductions from the contract price resulting from unsatisfactory performance.
3. A basis for documenting the official contract files concerning the Contractor's performance and quality of the work.

## **III. SURVEILLANCE METHODS**

There are four widely accepted inspection methods to be used in surveillance of the JOC contract:

- 100% Inspection
- Planned Sampling
- Validated Customer Complaints
- Incidental (or unscheduled) Inspection

**A. 100% Inspection** The Quality Assurance Evaluator (QAE) inspects every work occurrence or output of service by the Contractor to determine whether it conforms to the specifications. Given the Contractor's work schedule, it is possible to schedule inspections in advance to cover each scheduled occurrence of work. Though normally applied to regularly scheduled work, 100% Inspection can be used for unscheduled or Additional Work. When an item of additional work or unscheduled, fixed priced work is ordered and the date of accomplishment is agreed upon, it should be added to the QAEs inspection schedule. All observed defects (nonconformities) are recorded and the corrective actions are recorded. In the cases of defects, appropriate contract deductions may be taken from monthly contract payments, if applicable.

## 1. Criteria

- a. Use when the service population is small.
- b. Apply to critical services with major mission impact, where the inspection of each and every occurrence is important.
- c. Use when it is important to have a precise measurement of the Contractor's level of performance.
- d. Consider for services which, if rejected, are expensive to correct or re-perform.
- e. Not well suited for large populations.

## 2. Pros/Cons

- a. Only method for absolute accurate inspection results.
- b. Measures the Contractor's true performance level.
- c. No supplementary or backup inspection methods are required.
- d. Well suited to use on IQ portions of contract.
- e. Potentially expensive, time consuming and labor intensive.

**B. PLANNED SAMPLING** The term "planned" does not imply that the other surveillance methods are "unplanned". This title simply means that rather than inspect all work occurrences or base our inspections on random theory, the QAE will establish a pre-determined plan for inspecting part of the work, using subjective judgment to determine which work occurrences to inspect and the frequency of the inspections. If consistently applied month to month, Planned Sampling will reveal trends in the Contractor's performance.

Selecting a sample size for planned sampling is subjective; the sample size is arbitrarily determined. In order to provide consistent surveillance and provide a basis for developing performance trends, a consistent method of selecting the samples is required. The criteria for selection of the sample from the population must be documented and applied consistently from one surveillance period (i.e., a month) to the next surveillance period. If there is no consistency, trends in the Contractor's performance cannot be verified. Surveillance results cannot be extrapolated for payment deduction purposes, and the planned sampling results are not statistically accurate. Planned sampling essentially subjects each CR to a regular, planned observation, with documented performance results, and recommends deductions for all defects observed in the sample.

## 1. Criteria

- a. Consider for medium populations where 100% inspection is too costly or manpower is inadequate.
- b. Can be used for unscheduled services, if the work can be inspected at a later time after performance.
- c. Consider for CRs whose importance does not justify the cost of 100% inspection.
- d. Use only if it will provide adequate trends in overall Contractor performance.
- e. Use where CR is critical enough not to rely on the Validated Customer Complaint method.

## 2. Pros/Cons

- a. Usually requires less labor effort than Random Sampling for the same size population.
- b. If used consistently with the same sample selection criteria each month, gives good indication of trends in the Contractor's performance.
- c. QAEs can use any system of sample selection, but the sampling method should be documented.

**C. VALIDATED CUSTOMER COMPLAINTS** This method, when handled properly, can supplement the use of other methods, particularly planned sampling. In some situations, it may even be used as the primary method of monitoring Contractor performance; however, this requires careful planning and extensive education of the customer receiving the service. This method consists of customers observing defects in the services they expect to receive and reporting these defects to the QAE using a standard, uniform procedure. To be a valid method, all such alleged defects must be examined by the QAE within a reasonable time (depends on nature of service) and determined to be a true defect. Documentation of these validations provides the necessary justification for deductions. It is noted that a Contractor shall respond to all complaints whether validated or not. All complaints must be resolved to meet customer satisfaction.

Validated customer complaints are often used in association with other surveillance techniques. Customer complaints are used to as the first indication of poor Contractor performance of services that are readily apparent to the customer. If there are no or few customer complaints about a service, the KO and COR may assume that the services are being performed satisfactorily; however, if complaints are received, they can assume that the services are less than satisfactory. The receipt of some level of complaints is normal; therefore, the KO must determine when the level of complaints is beyond the normal level. This level is normally identified in the surveillance plan. When the complaints exceed the stated normal level, the KO or COR will direct planned or special inspections of the service to determine the level of noncompliance with service requirements and take appropriate action as identified from the results of the additional surveillance.

This technique depends solely on customer awareness and reaction; therefore, it is essential that the organizational individuals receiving the service be trained. As a minimum, this would include awareness of the contract requirements they receive, the level of contract performance required in the contract specifications, and indicators that the customer can use to trigger a call to the QAE. The QAE should develop detailed procedures for validating each complaint, including points of contact with each customer, and specific steps the customers should follow in identifying and reporting performance deficiencies. Validated Customer Complaints are particularly effective when used to inspect CRs in which the customer has personal interest or in close daily contact.

## 1. Criteria

Use this method where the customer:

- a. Fully understands the scope of the contract requirement.
- b. Has the necessary expertise, incentive, and access to the work.
- c. Is willing to participate in the surveillance program.
- d. Is the direct recipient of the service?

## 2. Pros/Cons

- a. Does not guarantee all poor or non-performed service will be reported.
- b. Validity of any given complaint is sometimes questionable; therefore, validation must be done promptly before conditions change, or the defect cannot be documented.
- c. If used as a primary method of inspection, the customer must know exactly what services are provided and what constitutes satisfactory performance.
- d. This surveillance technique is absolutely dependent upon customer awareness, knowledge, and motivation.

**D. UNSCHEDULED INSPECTIONS** This is an unplanned inspection, usually carried out in conjunction with inspections of other contract requirements or in an impromptu fashion on the way to or from another commitment. For example, a QAE may be monitoring mail delivery service for on-time performance. Incident to that inspection, he/she may notice and document another service that fails to meet specific standards. This constitutes an unscheduled inspection. It may be used as a primary method of surveillance to support increased levels of customer complaints about a service. Decisions on what to inspect are usually arbitrary. Consider unscheduled inspections as a supplement to other methods. In rare cases, a CR with few work occurrences and few locations could conceivably be covered by unscheduled inspection, but only if it is a relatively non-critical requirement and does not require inspection immediately upon completion.

## 1. Criteria

- a. Use for low priority CRs.
- b. Use to supplement other methods of surveillance.

## 2. Pros/Cons

- a. Not really a "method" at all.
- b. Provides an entirely subjective assessment.
- c. Provides no information on the trend in Contractor's overall performance on a given CR.

## IV PERFORMANCE MEASURES

Performance measures are calculated rates based on performance over time such as an operational rate (e.g.; total operational hours divided by the total number of hours the system could have been operating). Performance measures are similar to 100% inspections and are clear indications of the overall Contractor's performance for a specific CR. Performance measures are usually expressed in percentages and are stated in the PWS as a required performance level.

### A. Criteria

1. Use for CRs that are based on a known number of performances.
2. Must be able to precisely measure when the CR is being performed or not performed.
3. Normally requires data supported by an automated operational monitoring or work management system.

## B. Pros/Cons

1. Similar to 100% inspection.
2. Provides a quantitative assessment.
3. Provides precise information on the current Contractor's overall performance and provides the ability to determine a trend in performance of the specific CR.

## V. ACCEPTABLE PERFORMANCE LEVEL (APL)

The APL is the performance level for the population below which the Contractor's performance for a particular CR is considered unsatisfactory. It is also the level below which the effectiveness of the Contractor's quality control (QC) for the CR evaluated is called into question. For each CR, its APL serves as a benchmark to evaluate the Contractor's performance and Contractor's Quality Control Program as it applies to that CR. The COR should be notified in all cases where the Contractor's performance falls below the APL..

The unit of measure for a APL may be stated either as a percent or as an absolute number of correctly performed CR per time period. Either approach may be applied to 100% Inspection or Planned Sampling. A percentage should be used for Random Sampling. An absolute number should be used with Validated Customer Complaints, if used as the primary surveillance method. The APL is a threshold below which other contract actions must be taken (cure notices, show cause letters, termination, etc.); it does it trigger payment deductions. In short, it is a Quality Assurance tool to determine when performance may need an "official" response from the COR.

Identification of the appropriate APL for each CR should be done with care. It requires knowledge of the nature of each CR. The Government cannot reasonably expect perfect performance from the Contractor on every service or product. Consideration of the following factors will help establish the "appropriate" rate:

- How much will each failure to complete a requirement interfere with the activity's mission?
- What level of performance will the customer tolerate?
- If not mission-critical, how important is this CR otherwise?
- Does the service involve safety, health, environment or other regulations?
- Will unsatisfactory or non-performance create poor working conditions, loss of efficiency?
- Is the APL reasonable (legally and functionally)?
- Is it achievable?

To determine an APL percentage, the first step is to decide what the maximum number of acceptable defects is for the given CR for the payment period (usually on a monthly basis). Then divide that number by the typical number of anticipated monthly services and subtract the result from one (1.0) and multiply by 100 to determine a usable performance APL percent.

## VI. DEFECTS

The concept of a defect (the lack of something necessary for completeness) is fairly clear. In cases where an element necessary to the contract is clearly either present or absent, or works or does not work, a defect is easy to identify. The problem arises in trying to define a defect where a contract element is open to subjective interpretation, such as the level of integration of software into the enterprise system. Since many service contracts deal with service outputs that are subjective, criteria for acceptable performance and for defects must be defined.

Defects may be made up of one or more deficiencies. For example, a optimizing of the daily reports may not contain all of the necessary information. While the report should have all requested data, the lack of specific information about one outage or other small details does not constitute a defect. A

combination of several deficiencies becomes a defect. The concept of “substantially complete” should be the basis for evaluation. Work is considered "substantially complete" where there has been no willful departure from the terms of the contract and no omission of essential work. The Contractor has honestly and faithfully performed the work required and the only variance consists of minor omissions or deficiencies. In general, work is substantially completed when 90 to 95 percent or more is satisfactorily completed. The determination that an observed inspection is satisfactory rests totally with the QA making the inspection.

## **VII. EVALUATION PROCEDURES**

In addition to identifying the size of the service population and the sample size and sample selection procedures, the QASP provides specific procedures to inspect and evaluate Contractor performance of a specific CR. The purpose of these procedures is to minimize the possibility that inspections will be performed arbitrarily, to ensure continuity from one month to the next and consistency when more than one QAE may be inspecting the same CR. The level of detail depends upon the importance and complexity of the work occurrences in a CR; nevertheless, vague or generic statements are always unacceptable. Performance evaluation is the most important component of the QASP. It is the key to effective Government QA and is the only reason for having a QASP.

The level of detail of the QASP must be adequate to allow the QAE(s) to employ the same method of surveillance, apply the same performance evaluation criteria, and produce the required level of documentation to justify a “fail” rating and associated deductions that will withstand challenges from the Contractor. There is no "standard" evaluation procedure that can be employed for all contract services. Although each QASP must describe evaluation procedures that fit the unique performance requirements of each specific CR, all evaluation procedures contain at least:

- The type of inspection required
- A checklist or checklist of work tasks to be evaluated
- Criteria for evaluating the work (pass/fail)

## **VIII. EVALUATION WORKSHEETS**

Evaluation worksheets are provided for the QAE based on the surveillance method and performance criteria identified in the QASP. The evaluation sheet lists all CR and/or task work and the criteria upon which the performance rating will be based. Each Evaluation Worksheet includes space for the date and time of surveillance, surveillance results, (i.e. pass/fail), the QAE's comments where unsatisfactory performance is reported, and the QAE's signature (both with date and time). All entries should be made at the job site at the time of inspection in ink. The Check sheet also includes space for the Contractor to add comments when necessary

## **IX. ANALYSIS OF RESULTS**

It is one thing to evaluate individual work occurrences each day and document the results; it is another to summarize the results, draw conclusions from them and make recommendations for action. This is where "analysis" comes in.

### **A. This QASP section should contain:**

1. General description of how the data from the Evaluation Worksheets will be analyzed
2. Details on calculating the Defect Rate (DR) or the Observed Defect Rate (ODR)
3. Brief description of some of the actions the QAE might recommend based on the results of the performance analysis

## B. Performance Level Calculations

100% Inspection:

$$\text{APL} = 100.0 \text{ minus } (-) \frac{\text{number of unsatisfactory work occurrences}}{\text{number of work occurrences for the month}} \times 100$$

Planned Sampling:

$$\text{APL \%} = 100.0 \text{ minus } (-) \text{ODR\%} = \frac{\text{number of unsatisfactory work occurrences found in the sample}}{\text{number of work occurrences sampled}} \times 100$$

**C. Analysis of Surveillance Results** The QAE should summarize the results of the month's inspections, calculate DRs or ODRs as required, and submit recommended payment deductions on a monthly payment analysis form. A separate payment analysis form will be required for each CR.

1. If the DR, ODR, or the number of defects for a work requirement subtracted from the maximum value for the CR is greater than the CR's APL, the Contractor's overall performance of that requirement should be rated "satisfactory" for the month. If the DR, ODR, or the number of defects is less than 1/2 of the allowed amount the QAE should recommend the COR to inform the Contractor that the Government considers his/her performance as excellent and to keep up the good work. Payment deductions may be recommended for all documented defects, as calculated on the monthly payment analysis form.
2. If the DR, ODR, or the number of defects for a work requirement subtracted from the maximum value for the CR is less than the CR's APL, the Contractor's overall performance of that requirement should be rated "unsatisfactory" for the month, and the QAE should recommend the KO issue the Contractor a contract discrepancy report (CDR) or take stronger action. Payment deductions should be recommended for all documented work not performed.

## X. COURSES OF ACTION CONTRACTOR DEFECTS/UNSATISFACTORY PERFORMANCE

**A. Government/Contractor Deficiency Resolution.** The primary purpose of Quality Assurance is to identify work that is not performed or unsatisfactorily performed by the Contractor. However, the purpose of the contract is to have the Contractor provide the required services for the Government; therefore, it is incumbent on the Government to work closely with the Contractor to identify the underlying cause of the problems with the delivery of the services. It is the responsibility of the Contractor to resolve all problems associated with the quality of the delivery of the services. The Government will not identify the solution to correcting the problems nor will it dictate how the Contractor will remedy the problems. Only when it becomes apparent that the Contractor cannot or will not rectify the problems will other methods be pursued to encourage the Contractor to meet the contract performance requirements.

The preferred way to resolve known defects is to request performance (if unperformed initially), or re-performance (if performed unsatisfactorily). The primary mission of contract inspection is not to deny payment to a Contractor but to receive the desired services. It is clear that a CR with timeliness as the "defective" performance requirement cannot be reworked; however, the Contractor should provide documentation of how this non-performance or poor performance of the work will not reoccur. However, the Government should accept all defects reworked that are inspected and found satisfactory. It is important to understand that reworking a defect does not remove it from the APL calculation. A "defect" stays a "defect", even though reworked or re-performed.

**B. Withhold Payment for Unperformed or Unsatisfactory Work.** The KO may withhold payment for work that is not performed or unsatisfactorily performed. The value of the unperformed or unsatisfactorily performed work must be clearly discerned such as the work associated with Special Project Work that is ordered as a contract modification. To withhold payment for work that is included as part of the firm fixed price work, both the KO and the Contractor must agree on the value of that work before payment may be withheld. The following labor rates used in the Joint Operations Center Support Program are used to calculate deductions: Joint Operation Center Technician (\$39.50).

**C. Contract Discrepancy Report.** The purpose of the Contract Discrepancy Report (CDR) is to give written notice to the Contractor of poor performance as documented by the CO. If the QAE has identified defects on a given CR and either sees an unsatisfactory trend developing, or has determined overall performance on that CR is unsatisfactory, the QAE should recommend that the KO issue a CDR at the end of the evaluation period. If the deficiencies are judged serious enough, a CDR could be issued immediately. Each CDR should be signed by the KO and forwarded to the Contractor as soon as possible. Upon receipt of a CDR, the Contractor should develop a plan describing the proposed corrective action in the space provided delineating how to prevent future unsatisfactory performance on the CDR. The Contractor will return the completed form to the Contracting Officer. The QAE who recommended the CDR performance should be allowed to evaluate the Contractor's plan.

If the plan is rejected, the QAE must explain why and recommend further Government action to get the Contractor to achieve satisfactory performance. A CDR form should provide space for the Contractor's proposal and the Government's evaluation, and the acceptance, or rejection of the proposal. If performance is unsatisfactory, the COR should issue a second CDR and perhaps, recommend a meeting with the CO. If the required quality of performance is still not provided, the KO should consider stronger remedial action. The QAE can recommend and document; but only the contracting officer can take formal action.

**D. Other Contract Administrative Actions.** The KO may take other contract administrative actions such as issuing cure notices or, as a last resort, terminate the contract either through contract termination actions or not renewing the contract for the next option year. When contract termination action is taken, procurement actions need to be taken to obtain the required services.

**QASP and Service Delivery Summary Worksheet  
SeaPort e Task Order**

## QASP and Service Delivery Summary Worksheet

## CONTRACT DISCREPANCY REPORT

<b>1. CONTRACT NUMBER</b>	<b>DISCREPANCY REPORT NUMBER:</b>		
<b>2. TO:</b> (CONTRACTOR & MANAGER'S NAME)	<b>3. FROM:</b> (NAME OF COR)		
<b>4. DATES</b> PREPARED      ORAL NOTIFICATION _____ RETURNED BY CONTRACTOR      _____ ACTION COMPLETE      _____			
<b>5. DISCREPANCY OR PROBLEM</b> (DESCRIBE IN DETAIL. INCLUDE PWS REFERENCES. ATTACH CONTINUATION SHEET IF NECESSARY):			
<b>6. SIGNATURE OF QAE:</b>			
<b>7. TO:</b> (CONTRACTING OFFICER)	<b>FROM:</b> (CONTRACTOR)		
<b>8. CONTRACTOR RESPONSE AS TO CAUSE, COR CORRECTIVE ACTION AND ACTIONS TO PREVENT RECURRENCE</b> (ATTACH CONTINUATION SHEET IF NECESSARY.)			
<b>9. SIGNATURE OF CONTRACTOR'S REPRESENTATIVE:</b>			
<b>DATE:</b>			
<b>10. GOVERNMENT EVALUATION</b> (ACCEPTANCE, PARTIAL ACCEPTANCE, REJECTION. ATTACH CONTINUATION SHEET IF NECESSARY):			
<b>11. GOVERNMENT ACTIONS</b> (SERVICE CONTRACT REPORT, CURE NOTICE, SHOW CAUSE, OTHER):			
CLOSE OUT			
NAME:	TITLE	SIGNATURE	DATE:
CONTRACTOR NOTIFIED:			
QAE:			

## CUSTOMER COMPLAINT RECORD

1. Contract Number:	Complaint Number:
2. First Informed of Complaint:	
Date:	Time:
Received By:	
3. Source of Complaint	
Organization:	
Individual:	
4. Details of Complaint (attach continuation sheet as necessary)	
5. Contract Reference:	
6. Complaint Validated	
Date:	Time:
By:	
7. Contractor Informed of Complaint	
Date:	Time:
By:	
8. Action Planned/Taken by Contractor	
9. Work Inspected/Re-inspected	
Date:	Time:
By:	
10. Results of Inspection	
11. Signature of Authorized Official	12. Date
13. Signature of Reviewing Official	14. Date

**Offeror Information:**

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**Please provide a copy of the Contract/Purchase Order to:**

**Carla Bourgeois**

*Skyline Contracts Administrator*

Fax: 703-671-0400

E-mail: [contracting@Skyline-Ultd.com](mailto:contracting@Skyline-Ultd.com)

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