

**STATEMENT OF WORK (SOW)
FOR
PROGRAM EVALUATION OF THE CINAS and CARING Grant programs
ISSUED UNDER THE
DHS PA&E EVALUATION SERVICES BLANKET PURCHASE AGREEMENT**

1.0 GENERAL

The Department of Homeland Security (DHS) Program Analysis and Evaluation (PA&E) Division within the Office of the Chief Financial Officer (OCFO) coordinates, implements, and provides oversight for the Department's centralized and decentralized evaluation functions and is responsible for building knowledge and expertise for evaluation. PA&E works closely with all Headquarters Offices and Components throughout DHS to develop and implement evaluations that address priorities set by the Secretary and Components, and to fulfill requirements outlined in the Foundations for Evidence-Based Policymaking Act of 2018 ('Evidence Act'), Pub. L. 115-435, and associated Office of Management and Budget (OMB) guidance.¹ PA&E sponsors and conducts social science and evaluation research to advance understanding and disseminate knowledge on topics that can be used to inform program and policy decisions and helps to ensure that evaluations are conducted with scientific integrity, by upholding the five key principles of relevance and utility, rigor, transparency, independence and objectivity, and ethics of the Department's Evaluation Policy.²

The Evaluation Branch (EB) of the Strategy and Evaluation Division (SED) within OCFO of the U.S. Citizenship and Immigration Services (USCIS) coordinates and conducts significant evaluation activities to identify problems and improve efficiency and effectiveness of USCIS programs and policies. This Statement of Work (SOW) identifies the Government's objectives for evaluation services for EB/SED. The purpose of the SOW is to procure professional services for a two-phase evaluation. The evaluations will focus on two competitive funding opportunities under the Citizenship and Integration Grant Program (CIGP): the Citizenship Instruction and Naturalization Application Services (CINAS) and Community and Regional Integration Network Grant (CARING, formerly RAIS). The first phase is a process/implementation evaluation that assesses the implementation of these grants. The second phase is a quasi-experimental outcome evaluation that aims to measure and understand if and how participation in the services provided under the grant effect participant outcomes.

This SOW identifies the Government's objectives for evaluation services for a two phased evaluation of the CINAS and CARING Funding Opportunities.

1.1 BACKGROUND

DHS is a Cabinet-level agency with broad responsibilities to safeguard the Nation against threats both foreign and domestic, respond to national emergencies and contingencies, and preserve the Nation's prosperity and economic security. The Department's complex homeland security mission requires close coordination and collaboration across the Operational

¹ "Phase 1 Implementation of the Foundations for Evidence-Based Policymaking Act of 2018: Learning Agendas, Personnel, and Planning Guidance," M-19-23 (OMB, 2019); "Phase 4 Implementation of the Foundations for Evidence-Based Policymaking Act of 2018: Program Evaluation Standards and Practices," M-20-12 (OMB, 2020); "Evidence-Based Policymaking: Learning Agendas and Annual Evaluation Plans," M-21-27 (OMB, 2021)

² DHS Management Directive 069-03 Program, Policy, and Organizational Evaluations, Revision 00 (DHS, 2021)

Components and Headquarters (HQ) Offices are essential to achieve the six overarching homeland security missions that make up our strategic plan.

U.S. Citizenship and Immigration Services (USCIS) is the government agency that administers lawful immigration to the United States. USCIS has nearly 20,000 government employees and contractors working at more than 200 offices around the world. USCIS ensures its employees have the knowledge and tools needed to administer the lawful immigration system with professionalism. USCIS provides accessible, reliable, and accurate guidance and information about its public services. Since 2003, USCIS operates within DHS, and has been responsible for the federal government's immigration services, including naturalization oversight. "USCIS was founded to enhance the security and efficiency of national immigration services by focusing exclusively on the administration of benefit applications," while other DHS agencies act to oversee enforcement of related laws, including Immigration and Customs Enforcement (ICE) and Customs and Border Protection (CBP).³ USCIS "upholds America's promise as a nation of welcome and possibility with fairness, integrity, and respect for all we serve."⁴

The Office of the Chief Financial Officer (OCFO) ensures sound stewardship of USCIS fiscal resources, delivers accurate and timely financial reporting, improves financial management processes, and strengthens enterprise risk management and internal control. The OCFO mission is to secure and protect our resources for Homeland Security. We strive for financial excellence while remaining true to our core values.

The Strategy and Evaluation Division (SED) leads USCIS in collaborative formulation and implementation of the USCIS Strategic Plan, and in conducting and coordinating significant evaluation activities. SED monitors progress towards the strategic plan's goals and objectives, and in strategic and management performance, across the organization. The Evaluation Branch has the following responsibilities:

- Coordinates and conducts significant evaluation activities by applying appropriate methodologies and collecting, analyzing, and interpreting pertinent data to identify problems and improve efficiency and effectiveness of USCIS programs and policies
- Drives enterprise-wide implementation of the Evidence-Based Policymaking Act of 2018 to assist decision making across the organization and to strengthen operational and strategic efficiency and effectiveness
- Leads the collaborative development of the USCIS Learning Agenda and Evaluation plan deliverables

OMB's implementation guidance outlines expectations for the conduct of evaluation. OMB M-20-12⁵ outlines five evaluation standards (relevance and utility, rigor, independence and objectivity, transparency, and ethics) to guide agencies' evaluation activities. These standards apply not just to Federal evaluation offices, but also have applicability to other Federal units that carry out or sponsor evaluation and to individual evaluators, including Federal evaluation staff, outside partners, and recipients of Federal awards that are performing work on behalf of

³ US Citizenship and Immigration Services, "Our History," last revised August 24, 2020, <https://www.uscis.gov/about-us/our-history>.

⁴ US Citizenship and Immigration Services, "Mission and Core Values," last revised February 9, 2022, <https://www.uscis.gov/about-us/mission-and-core-values>.

⁵ "Phase 4 Implementation of the Foundations for Evidence-Based Policymaking Act of 2018: Program Evaluation Standards and Practices," M-20-12 (OMB, 2020)

the agency. All DHS evaluations and related activities and those conducting them are expected to adhere to these standards.

1.1.2 CINAS and CARING Funding Opportunities

The goal of CIGP is to expand the availability of high-quality citizenship preparation services for immigrants across the nation and to provide opportunities for immigrants to gain the knowledge and skills necessary to assimilate into the fabric of American society.

The CINAS program is for public or nonprofit organizations that prepare immigrants for citizenship by offering both citizenship instruction and naturalization application services. The second grant, CARING, (formerly known as RAAP and RAIS) is for organizations that provide extended assimilation services to vulnerable immigrant populations who entered the United States through USCIS' humanitarian programs or benefitted from those programs while already in the United States. These groups often experience unique challenges with civic, linguistic, economic, cultural, and institutional assimilation when resettling in the United States, which may impact their progress toward full assimilation.

This assistance promotes participants' engagement and assimilation in their communities, satisfaction and success in their personal and professional lives, positive contributions to their communities and the Nation, and naturalization processes. The program intends to bring about long-term outcomes of civic engagement and assimilation, and naturalization for those who have identified naturalization as a goal. Through the CINAS and CARING programs grantees offer the same services to provide opportunities for immigrants to gain the knowledge and skills necessary to assimilate into the fabric of American society. While CINAS serves all immigrant populations, CARING specifically serves special immigrant populations⁶. CARING also provides additional assimilation services (e.g., referrals to employment training) that CINAS does not.

1.2 SCOPE

The Contractor will provide SED with evaluation services that result in a rigorously designed and executed evaluation(s) of the CINAS and CARING grant programs. The Contractor shall assign a team of personnel with the proper skills, expertise, and recent experiences in carrying out rigorous evaluation services and developing the deliverables based upon the level of effort and requirements of this BPA Order. The contractor shall provide all qualified labor, expertise, supervision, materials, transportation, and operations to conduct the work under this task order. Services provided by the contractor shall include, but not limited to

- Prepare a literature review relevant for the program evaluation of CINAS and CARING
- Develop a logic model for the program(s)
- Design the Evaluation Plan and methodology
- Design a sampling plan and develop data collection instruments and submitting clearance packages for Office of Management and Budget (OMB) approval (Paperwork Reduction Act requirements).
- Conduct primary data collection
- Analyze extant and primary data and produce a reader-friendly report of findings and a presentation.

⁶ The eligible populations for this program have changed over time, but generally include LPRs who entered under who entered the U.S. under the U.S. Refugee Admissions Program (USRAP) or were granted asylum may participate (FY18-FY21) or were LPRs who entered the U.S. as Cuban or Haitian entrants or on a Special Immigration Visa (FY21 only).

All evaluations and evaluation activities conducted under this BPA order, regardless of method, shall adhere to OMB guidance, the DHS evaluation policy, and widely accepted scientific principles and should apply the design and methods that are most appropriate for the evaluation's questions and objectives, while balancing its goals, scale, timeline, feasibility, and available resources. Evaluation activities shall be managed by qualified evaluators with relevant education, skills, and experience for the methods undertaken. Credibility of evaluation designs and methods (i.e., evaluation plans) and of evaluation reports shall be further strengthened by peer review or consultation from unbiased experts through technical working groups (TWGs) or approved use of equivalent external review panels or third-party consultants, in addition to the Contractor(s) internal study quality assurance procedures to monitor data collection, entry, processing, analysis, and reporting.

1.3 OBJECTIVE

The objective of this order is to conduct a two-phase program evaluation to assess 1) the implementation of the CINAS and CARING grants by USCIS and its awarded grantees and 2) participant outcomes. These evaluations will provide USCIS, grantees, the Administration, Congress, and other stakeholder groups with evidence to determine what, if any, changes are needed to improve program design and implementation to ensure efficiency and effectiveness of future iterations of the CINAS and CARING grant program.

1.3.1 PROGRAM EVALUATION OF THE CINAS AND CARING GRANTS

The Contractor shall prepare the program evaluation research design, and requisite planning documents including but not limited to: methodology, sampling, data collection, and analysis for the implementation evaluation and outcome evaluation. See deliverables noted under 2.0 for the Base Period Implementation Evaluation and 3.0 for the Optional Period Outcome Evaluation.

This evaluation will focus on two programs within CIGP: CINAS and CARING.

Since 2017, the CINAS program has awarded around \$8M - \$14M total per year to around 35-50 grantees. These awards vary, but most grantees are awarded \$225,000 or \$250,000 (In FY2022, some awards were for \$300,000). All awards are for two years. Approximately 130 unique organizations have been awarded a CINAS grant since 2017, many of them receiving the CINAS grant more than once during that time period. Each grantee serves approximately 200-300 individuals over the two-year grant period.

The CARING program (formally RAAP and RAIS) was first offered in 2018. No new grants were offered in 2019 but were offered in 2020, 2021, and 2022. There have been 11 total grants from 2018 – 2022, ranging from \$250,000 - \$300,000 each. Some of these 11 grants have been awarded to the same organization. All of these grants are a two-year period of performance.

The evaluation will examine program implementation and accumulated contributions to intended participants' outcomes from awards made in FY 2018 to FY2021. To the extent possible, participant outcomes may be compared with those of eligible Lawful Permanent Residents (LPRs) that did not enroll in grant recipient programs to receive services.

1.3.2 PROGRAM EVALUATION QUESTIONS

The primary evaluation, conducted in the base period, addresses the following key questions:

1. How did CINAS and CARING grant recipients implement the grant? What were the causes of variation among grant recipients?
2. What external factors influenced implementation?
3. Did implementation result in the intended outputs?
4. Are participants being reached as intended?
5. How does receipt of a grant influence organizational capacity?

The secondary evaluation, conducted in the optional period, questions are:

1. To what extent do CINAS and CARING program participants increase their English language proficiency?
2. To what extent do CINAS and CARING program participants increase their civics knowledge?
3. To what extent do CINAS and CARING program participants apply for naturalization? How does this compare to similar eligible LPRs who did not enroll in the program?
4. To what extent are CINAS and CARING program participants successful in obtaining naturalization? How does this compare to similar eligible LPRs who did not enroll in the program?
5. Which services provided through grantees help program participants achieve intended outcomes?

1.3.3. EVALUATION TYPE AND DESIGN

The planned study is a two-phase evaluation. The first phase of the study is an implementation evaluation which will assess whether the CINAS and CARING Program is implemented as intended, including deviations and root causes of deviations from the grant recipient implementation plan, toward identifying challenges with implementation. The second phase of the evaluation is an outcome evaluation which will determine whether the program contributes to intended outcomes such as improved English language proficiency, civics knowledge, and naturalization of participants. Non-experimental designs will be used unless researchers determine it is possible to construct an ex post quasi-experiment to compare participant outcomes with the outcomes of similar, eligible LPRs that did not receive grant recipient services.

1.3.4 DATA SOURCES AND COLLECTION METHODS

The evaluation will require the following information for which data are available:

- Grant recipient implementation plans and progress/performance
- Individual, socioeconomic, and case characteristics of participants
- Nature and quantity of grant recipient activities and services provided to participants
- English proficiency and civics test scores of participants and comparison LPRs
- Naturalization application data of participants and comparison LPRs

The evaluation will require the following information for which new data collection is necessary:

- USCIS' CINAS and CARING staff and grant recipient staff perspectives on fidelity to program design, including deviations and root causes of deviations.
- Program participant perspectives related to grant program awareness, reasons for participating, and opinions on program benefits.

Primary data sources may include USCIS' CINAS and CARING program staff, grant recipient staff, and program participants. Methods of primary data collection may include qualitative

interviews, focus groups, or surveys. USCIS expects to require a full Information Collection Request (ICR) to support primary data collection and intends to create one ICR for all collections intended under both the base (Phase I) and optional (Phase II) periods. The ICR approval process to happen in Phase I is expected to take 10-12 months. Secondary data sources include grant recipient administrative/operational data reported to USCIS, which include data on grant recipients' implemented activities, services provided, and individual participants; CINAS and CARING Program administrative data, including original proposals and required progress reporting; and USCIS Electronic Immigration System, USCIS Computer Linked Application Information Management System, and Central Index System data, mainly collected in I-485, (Application to Register Permanent Residence or Adjust Status) N-400 (Application for Naturalization), and G-28 (Notice of Entry of Appearance as Attorney or Accredited Representative) forms.

1.3.5 DATA ANALYSIS METHODS

Descriptive statistical analysis will be used for quantitative data. Inferential statistical analysis will be used to compare participants to themselves over time, or to compare with non-participating LPRs. Qualitative analysis, such as content analysis, cross-site analysis, and theme identification, will be used for qualitative data.

1.3.6 ANTICIPATED CHALLENGES

Although participants' naturalization is the primary long-term outcome of interest, lengthy processing times for naturalization applications may hinder measurement of the outcome during the evaluation's period of performance. The median processing time for an N-400 was 11.5 months in 2021.

In the option year, if an ex post quasi-experimental design is feasible and utilized, the study could compare naturalization outcomes of non-participating LPRs who are statistically similar to participating LPRs using data that USCIS already collects on these populations. However, we cannot account for all potential confounds using this method. For example, there may be some unaccounted-for personal characteristic for which we cannot control using USCIS data that impacts naturalization outcomes. Additionally, that an eligible LPR seeks assistance from a CINAS or CARING grant provider may indicate that they are personally more motivated to naturalize or, conversely, that they need more help than others to achieve naturalization. Therefore, USCIS does not intend for this study to make definitive statements about causality or attribution and detailed limitations should be described when providing any analysis or findings using this method.

1.3.7 PLAN FOR USE AND DISSEMINATION

Understanding if the CINAS and CARING Programs are being implemented as intended, the challenges with implementation, and the program's contribution to assimilation and naturalization outcomes will help USCIS determine what, if any, changes are needed to improve program design and implementation to ensure efficiency and effectiveness of future iterations of the CINAS and CARING grant program. In accordance with 2 C.F.R. 200.301, USCIS will use findings to share lessons learned, to improve program outcomes, and to encourage the adoption of promising practices by grant recipients. This evaluation may engage or benefit USCIS leadership and program staff, CINAS and CARING program grant recipients, Congress, OMB and the interagency Naturalization Working Group. Public disclosure of final reports is anticipated.

1.4 APPLICABLE DOCUMENTS

All solutions provided under this BPA Order shall comply with DHS policies and procedures, public laws, Executive Orders, federal regulations, and standards in order to support timely performance of DHS and USCIS' governance processes, including but not limited to:

1. 9/11 Commission Act of 2007
2. Section 508 of the Rehabilitation Act (29 U.S.C. 794d), as amended by the Workforce Investment Act of 1998 (P.L. 105-220), August 7, 1998
3. Government Performance and Results Act (GPRA) Modernization Act of 2010
4. Foundations for Evidence-Based Policymaking Act of 2018 ("Evidence Act")
5. Paperwork Reduction Act of 1995
6. Section 508 of the Rehabilitation Act of 1973 as amended
7. The Privacy Act of 1974 as amended

1.4.1 COMPLIANCE DOCUMENTS

The following documents provide specifications, standards, or guidelines that must be complied with in order to meet the requirements of this BPA:

1. OMB Circular A-11, Part 6, Section 290: Evaluation and Evidence Building Activities
2. OMB Memorandum 19-23 (M-19-23) Phase 1 Implementation of the Foundations for Evidence-Based Policymaking Act of 2018: Learning Agendas, Personnel, and Planning Guidance
3. OMB Memorandum 20-12 (M-20-12) Phase 4 Implementation of the Foundations for Evidence-Based Policymaking Act of 2018: Program Evaluation Standards and Practices
4. OMB Memorandum 21-27 (M-21-27) Evidence-Based Policymaking: Learning Agendas and Annual Evaluation Plans
5. Scientific Integrity Fast-Track Action Committee and National Science and Technology Council, Protecting the Integrity of Government Science
6. 45 CFR 46: Protections of Human Subjects (Common Rule)
7. DHS Management Directive 069-03 Program, Policy, and Organizational Evaluation
8. DHS Management Instruction 069-03-001 Program, Policy, and Organizational Evaluation, Revision 00 (internal only, will be provided post-award)
9. DHS Tool 5.8 Evaluation Plan Review (internal only, will be provided post-award)
10. DHS Tool 9.1 Evaluation Report Review (internal only, will be provided post-award)
11. DHS Management Directive 047-01 Privacy Policy and Compliance
12. DHS Management Directive 026-04, Protection of Human Subjects
13. DHS Management Instruction 026-04-001, Ensuring Human Subjects Research Compliance (internal only, will be provided post-award)
14. OCIO Memorandum Participation in the DHS Data Inventory Program (internal only, will be provided post-award)

1.4.2 EVALUATION REFERENCE DOCUMENTS

PA&E maintains a catalog of tools and resources to support internal evaluation managers and Contractor support provided in conducting evaluation that meets federal, DHS, and professional evaluation standards and widely adopted practices of the field.

2.0 REQUIREMENTS/TASKS – Base Year:

2.1 TASK ONE: SOCIAL SCIENCE AND EVALUATION RESEARCH DESIGN AND PLANNING

The Contractor shall provide foundational support for the design and planning of a wide range of social science and evaluation research studies and other analysis. Subtasks may be incorporated into an overall study or stand alone.

2.1.1 DOCUMENT (“DESK”) REVIEWS

The Contractor shall prepare or assist in the conduct of document reviews to understand the history, goals and objectives, design as planned, and current status of a program, policy, or regulation, strategy, or operation to be evaluated. The Contractor shall:

- a. Design an appropriate document review.
- b. Gather, review, and synthesize key information from relevant documents, including government and non-government sources, such as strategic plans, budget justifications, annual operation or performance plans, program management plans, notices of funding opportunities (for financial assistance programs), monitoring and evaluation plans, prior evaluation reports, and websites.
- c. Conduct the document review as planned.
- d. Prepare and submit a memorandum describing the methodology, bibliography, and summary of the findings from the document review.

ITEM	SOW	DELIVERABLE / EVENT	DUE BY	DISTRIBUTION
1	2.1.1	Document Review Memorandum	N-day development cycle outlined in Project Management Plan	PM, COR, Contracting Officer

2.1.2 EVIDENCE REVIEWS

The Contractor shall prepare or assist in the conduct of evidence reviews (e.g., literature reviews, systematic reviews, or meta-analyses) to determine what existing evaluations, research, or analysis from peer-reviewed research and gray literatures have been conducted relevant to the program, policy, strategy, or topic and provide an overview of prior results. The Contractor shall:

- a. Design an appropriate evidence review.
- b. Gather existing evidence from peer-reviewed research literature, other publications and reports (gray literature), clearinghouses, repositories, and public websites, as appropriate.
- c. Conduct the evidence review as planned.
- d. In the case of a systematic evidence review or meta-analysis, follow best practices in social science, including categorizing the quality of the research and attempt to explain discrepancies in findings across research studies (systematic reviews) and using appropriate statistical techniques to synthesize and summarize results of the studies (meta-analysis).
- e. Prepare and submit a memorandum describing the methodology, bibliography, and summary of the findings from the evidence review.

ITEM	SOW	DELIVERABLE / EVENT	DUE BY	DISTRIBUTION
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2	2.1.2	Evidence Review Memorandum	N-day development cycle outlined in Project Management Plan, to be delivered concurrently with 2.1.1	PM, COR, Contracting Officer
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2.1.3. LOGIC MODELS

The Contractor shall prepare or assist in the development or updating of theories of change, logic models, system models, or other equivalent graphic and narrative depictions of programs, policies, regulations, strategies, or operations. The Contractor shall:

- a. Develop or update (for CINAS and CARING) an existing logic model, including both narrative and graphic depictions of the programs, including
 - Key components such as the problem to be addressed, goal and objective(s), inputs, activities, outputs, and outcomes, assumptions, and external factors;
 - Narrative articulation/elaboration of how activities are expected to bring about the desired sequence of short, medium, and long-term outcomes; and
 - Explanation what evidence does and does not exist to support theories of change or logic model.
- b. Prepare and submit the logic model using software (e.g., Microsoft Word, Power Point, Vizio) for USCIS feedback.
- c. Solicit feedback from experts and stakeholders on draft logic model and include that feedback in the final logic model.
- d. Finalize the logic model and submit it to USCIS in a format that allows USCIS to further manipulate it.

ITEM	SOW	DELIVERABLE / EVENT	DUE BY	DISTRIBUTION
3	2.1.3	<i>Draft Logic Model</i>	N-day development cycle outlined in Project Management Plan	PM, COR
4	2.1.3	Final Logic Model	10 business days after receipt of comments	PM, COR, Contracting Officer

2.1.4 DESIGN AND METHODOLOGY (STUDY PLANS)

The Contractor shall develop and deliver a publishable methodology and study plan that will guide the program evaluation. Design and methodologies (study plans) shall address all study questions as described in 1.3.2; account for purpose, scope, available resources, and evaluability; and, minimally, document the following for each study question: information needed; evaluation design and sampling; primary and/or secondary data sources, data collection methods, data analysis methods and schedule, approach to interpretation or drawing conclusions, known limitations of the described approach, a plan for data documentation, management, and security, and a schedule for the proposed activities. The plan should be written such that the implementation evaluation can be conducted before the outcome evaluation.

The Contractor shall:

- a. Assist USCIS stakeholders in refining evaluation questions.
- b. Prepare and submit an evaluation design and methodology that covers both the implementation evaluation and outcome evaluation in the form of a plan which

addresses the evaluation questions; accounts for the purpose, scope, available resources, and evaluability; and documents the following:

- information needed (key performance and other indicators to be measured)
 - evaluation design including sampling
 - primary and secondary data sources, data collection methods
 - data collection strategy
 - data analysis methods and tools—for both qualitative and quantitative data to be collected
 - how interpretations or conclusions will be drawn, including any stakeholder engagement for co-interpretation
 - practical issues of data collection
 - a plan for data documentation, management, and security
 - any challenges or limitations related to answering *each* evaluation question.
- c. Propose a schedule for each of the following: (1) all data to be collected; (2) the compilation, storage, analysis and presentation of data collected and (3) development of a report outline and the draft and final reports with sufficient detail to enable USCIS to provide feedback and ensure that planned work aligns with stakeholder expectations and benefits from stakeholder insights.
- d. Use matching techniques and other methodological innovations to develop well-matched comparison groups and conduct randomized control trials, as appropriate to answer evaluation questions.
- e. Solicit feedback from experts and stakeholders, including USCIS Evaluation Officer (USCIS EO) on draft evaluation design and methodology and include that feedback in the final evaluation methodology plan.
- f. Prepare and submit to USCIS a final publishable evaluation methodology plan that reflects appropriate consideration of the Department's comments on the draft plan. The final plan shall be section 508-compliant and adhere to USCIS requirements provided by the PM.

ITEM	SOW	DELIVERABLE / EVENT	DUE BY	DISTRIBUTION
5	2.1.4	<i>Draft Evaluation Methodology</i>	N-day development cycle outlined in Project Management Plan	PM, COR
6	2.1.4	<i>Final Evaluation Methodology</i>	10 business days after receipt of comments	PM, COR, Contracting Officer

2.1.7 TASK ONE DELIVERABLES

ITEM	SOW	DELIVERABLE / EVENT	DUE BY	DISTRIBUTION
1	2.1.1	Document Review Memorandum	N-day development cycle outlined in Project Management Plan	PM, COR, Contracting Officer
2	2.1.2	Evidence Review Memorandum	N-day development cycle outlined in Project Management Plan	PM, COR, Contracting Officer

3	2.1.3	<i>Draft Logic Model</i>	N-day development cycle outlined in Project Management Plan	PM, COR
4	2.1.3	Final Logic Model	10 days after receipt of comments	PM, COR, Contracting Officer
5	2.1.4	<i>Draft Evaluation Methodology</i>	N-day development cycle outlined in Project Management Plan	PM, COR
6	2.1.4	<i>Final Evaluation Methodology</i>	10 days after receipt of comments	PM, COR, Contracting Officer

2.2 TASK TWO: SOCIAL SCIENCE AND EVALUATION RESEARCH CONDUCT, DATA COLLECTION, AND DATA ANALYSIS

The Contractor shall provide foundational support for data collection and analysis in a wide range of social science and evaluation research studies and other analysis. Subtasks may be incorporated into an overall study or stand alone.

2.2.1 INSTRUMENT AND PROTOCOL DESIGN AND PRETESTING

The Contractor shall develop, pretest, and deliver revised data collection instruments and protocols appropriate to gather existing and new information necessary to execute the design and methodology (study plan) developed in Task 1. Data collection instruments and protocols may be required for both quantitative (e.g., survey) and qualitative (e.g., interview, focus group, observation) data collections. The Contractor shall seek appropriate approvals for human subjects research protections, privacy protections, and administrative burden, including but not limited to the Contractor's Institutional Review Board, USCIS and DHS Privacy Offices, DHS Compliance Assurance Program Office (CAPO), other offices as needed (See Section 4.15 for more details on CAPO requirements), and OMB (e.g., Fast-Track Paperwork Reduction Act Submission Short Form for pre-testing). The Contractor shall:

- a. Draft instruments, including any scripts, introductions, disclaimers, confidentiality agreements, protocols for collection and use, and Fast-Track PRA Submission Short Form (if applicable for pre-testing).
- b. Prepare packages to seek appropriate regulatory and policy approvals.
- c. Revise these materials, based on feedback from multiple offices that need to clear the OMB Package, including USCIS's Regulatory Compliance Division, Office of Chief Council, and DHS Office of the Chief Information Officer (OCIO), and other offices affected by the data collection, prior to being submitted to the OMB for approval. The Contractor shall make as many revisions as is necessary until OMB approval is obtained.
- d. Pretest surveys, if needed according to the final methodology developed in Task 1, including but not limited to usability testing, focus groups, exploratory interviews, behavior coding, cognitive interviews, respondent debriefing to ensure survey quality, in accordance with Office of Management and Budget (OMB) guidance for designing surveys for information collections.
- e. Revise the draft instruments and protocols informed by the analysis of pretesting results.
- f. Prepare and submit to USCIS a summary of pretesting results, recommended changes and rationale for each change made (or not made) indicated by pretesting results, with

the revised instruments, including any scripts, introductions, disclaimers, confidentiality agreements, and protocols.

ITEM	SOW	DELIVERABLE / EVENT	DUE BY	DISTRIBUTION
1	2.2.1	<i>Instrument and Protocol Design and Pretesting</i>	N-day development cycle outlined in Project Management Plan	PM, COR

2.2.2 OMB INFORMATION COLLECTION REQUEST (ICR) PACKAGES

The Contractor(s) shall prepare and deliver all necessary documents to facilitate the approval of the Information Collection Requests from OMB, including but not limited to the draft OMB clearance package, summaries of public comments and responses, required revisions and edits to the package, draft presentations for OMB, and draft responses to questions from OMB. This is generally required when data will be collected from more than nine non-federal, members of the public.

2.2.2.1 Federal Register Notices

The Contractor(s) shall

- Prepare and submit to USCIS draft and final versions of the Federal Register 60 Day Notice for publication that meet all the requirements of the Office of the Federal Register Document Drafting Handbook. The 60-day notice shall not be approved until it is published in the Federal Register.
- Summarize all public comments received in response to the published Federal Register Notice and draft responses to each comment to be sent by USCIS, as needed.

The 60-day notice shall not be approved until it is published in the Federal Register.

2.2.2.2 OMB Clearance Package

The Contractor(s) shall

- Prepare and submit to USCIS a clearance package that provides narrative addressing each of the supporting statements (Parts A and B) with all necessary appendices.
- Provide all the information necessary for completing OMB Form 83-I.
- Revise the OMB Clearance Package as is necessary until OMB approval is obtained. Revisions shall be based on feedback from multiple offices that need to clear the OMB Package, which may include but are not limited to USCIS and DHS Offices of Privacy (PVCY), USCIS Chief Council, DHS Chief Information Officer (OCIO), DHS CAPO, and other offices affected by the data collection prior to being submitted to OMB for review.
- Update the OMB package after each set of required revisions and edits, as necessary.
- Participate in a conference call presentation of the study to OMB and/or draft responses to questions from OMB, as needed.

The OMB Clearance Package shall be considered final and accepted by the Government at the point of OMB approval of the clearance package. Approval for full information requests typically require 10-12 months for approval.

ITEM	SOW	DELIVERABLE / EVENT	DUE BY	DISTRIBUTION
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2	2.2.2	OMB ICR Package	N-day development cycle outlined in Project Management Plan	PM, COR
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2.2.3 DATA COLLECTION

The Contractor shall collect quantitative and qualitative data, including primary and secondary data collection, data for linking/matching to rely on existing person level data, and data to develop well-matched comparison groups and conduct randomized control trials, as appropriate to support the objectives of social science and evaluation research, evaluation activities, or other analysis. During the base year, the contractor will only conduct data collection to support the implementation evaluation. The Contractor(s) shall:

- a. Conduct data collection in accordance with any approved plans, schedules, and protocols developed in Task 1 for the implementation evaluation and the Information Collection Request.
- b. Monitor and mitigate risks to validity in data collection.
- c. Conclude data collection in accordance with the schedule included in the evaluation methodology or when enough data has been collected to meet evaluation objectives.

ITEM	SOW	DELIVERABLE / EVENT	DUE BY	DISTRIBUTION
3	2.2.3	Data Collection	N-day development cycle outlined in Project Management Plan	PM, COR

2.2.4 DATA ANALYSIS AND INTERPRETATION

The Contractor shall compile, analyze, and interpret quantitative and qualitative data using descriptive statistics, inferential statistics, linking/matching, other specialized statistical methods (e.g., modeling, bibliometric analysis, portfolio analysis, network analysis) and non-statistical methods (e.g., content analysis, thematic framework coding) as outlined in the approved methodology developed in Task 1 for the implementation evaluation. The Contractor shall document all statistical and non-statistical data analysis and interpretation processes including procedures to address missing data, outliers, and any changes to the approved plans, schedules, and protocols. The Contractor shall:

- a) Compile, analyze, and interpret quantitative and qualitative data in accordance with the schedule included in the evaluation design methodology. Co-interpretation with USCIS staff and relevant stakeholders is expected. Quantitative data analysis may include descriptive and/or inferential statistics, as well as other specialized statistical methods such as modeling, bibliometric analysis, portfolio analysis, and network analysis. Qualitative data analysis may include manual or automated content analysis, thematic framework coding, narrative analysis, discourse analysis, grounded theory, case study analysis, ethnographic analysis, interpretive phenomenological analysis, journey mapping, and document cluster analysis.
- b) Document all statistical and non-statistical data analysis and interpretation processes including procedures to address missing data, outliers, and any changes to the pre-approved methodology upon receipt of the actual data to the COR for approval.

ITEM	SOW	DELIVERABLE / EVENT	DUE BY	DISTRIBUTION
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4	2.2.4	Data Analysis	N-day development cycle outlined in Project Management Plan	PM, COR
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2.2.5 DATA FILES AND DOCUMENTATION PRODUCTS

All data gathered or generated by this contract is exclusively owned by the USCIS unless otherwise noted.

The Contractor shall prepare and deliver all data files (e.g., raw data files, cleaned and weighted analysis files, and associated programming code used to generate the files, output files) retaining all Personally Identifiable Information (PII) and Confidential Business Information (CBI) in the data files unless approved by USCIS in advance. The Contractor shall prepare and deliver all documentation (e.g., file structures, codebooks, cleaning procedures, annotated code files for analysis, qualitative coding procedures) that was used by the Contractor when running analysis on these data files such that USCIS can fully and accurately replicate all analysis presented as well as any analyses conducted as a preliminary step but not shown.

At the time of submission of each draft of the final report, the Contractor shall

- a. Prepare and submit to USCIS all data files.
- b. Prepare and submit to USCIS all documentation.
- c. Resubmit the data files and documentation to reflect any changes to data analysis between the draft and final report.

This deliverable and the associated report may be rejected if the analyses presented cannot be replicated by USCIS.

2.2.5.1 Quantitative data

The Contractor shall

- a. Prepare and submit to USCIS electronic quantitative data files using the secure file transfer protocol, or other method approved by USCIS, as outlined in the CQP. All raw data shall be included in the data files, in addition to any weights calculated by the Contractor and a detailed description of how the weights were produced. These files shall be provided in digital format for use with PC SAS/SPSS/STATA/PowerBI/Tableau/R, or another suitable analytic software approved by USCIS.
- b. Prepare and submit to USCIS full documentation for these quantitative data files including, at a minimum:
 - Identity (identifier, title, description, key word, access level, date issued)
 - File structure (data set name, record format, record length, and number of records);
 - Codebook (record layout including variable names, variable format, variable labels, value labels, and missing values);
 - Formulation of any calculated variables;
 - Computer code and output files (SAS/SPSS/STATA/PowerBI/Tableau/R, etc.) used to clean the data, assemble the analytic databases, and generate all tables, graphs and figures that appear in the report. Submitted computer code shall be

annotated and must indicate where file paths need to be re-mapped to run properly within the USCIS computing environment. To allow analysts to follow what was done and replicate it, submitted computer code shall also contain notes that specify which research question each analysis is addressing and/or which step in getting to addressing the research question the intermediary analyses addresses.

2.2.5.2 Qualitative data

The Contractor shall

- a. Prepare and submit to USCIS electronic qualitative data files using the secure file transfer protocol, or other method approved by USCIS, as outlined in the CQP. All observation notes and raw interview/focus group transcripts shall be downloaded into a qualitative software package and coded using state-of-the-science qualitative data review and analysis practices. Unless otherwise agreed upon, qualitative data shall be analyzed in an USCIS-approved qualitative software program.
- b. Prepare and submit to USCIS full documentation for these qualitative data files including, at a minimum:
 - Identity (identifier, title, description, key word, access level, date issued)
 - Complete listing of all data sources included in the qualitative analysis and any assigned attributes;
 - Coding outline (including all relevant nodes/ quotes organized under relevant themes);
 - Method and detailed description of any content analyses or alternate USCIS-approved qualitative approach (e.g., grounded theory) for analyzing and interpreting qualitative data;
 - Records of contextual notes taken at each interview or focus group; and
 - Output files able to be opened with Microsoft Word, Excel, or Adobe Acrobat.
- c. Retain all audio recordings of focus groups or interviews until study completion. The COR can schedule a time to listen to the audio recordings to verify the accuracy of transcripts used in the qualitative data analysis. The audio recordings and transcripts shall not be transferred to USCIS.

ITEM	SOW	DELIVERABLE / EVENT	DUE BY	DISTRIBUTION
5	2.2.5	Data Files and Documentation	Concurrent with submission of Task 2.2.4	PM, COR, Contracting Officer

2.2.6. TASK TWO DELIVERABLES

ITEM	SOW	DELIVERABLE / EVENT	DUE BY	DISTRIBUTION
1	2.2.1	<i>Instrument and Protocol Design and Pretesting</i>	N-day development cycle outlined in Project Management Plan	PM, COR

2	2.2.2	OMB ICR Package	N-day development cycle outlined in Project Management Plan	PM, COR
3	2.2.3	Data Collection	N-day development cycle outlined in Project Management Plan	PM, COR
4	2.2.4	Data Analysis	N-day development cycle outlined in Project Management Plan	PM, COR
5	2.2.5	Data Files and Documentation	Concurrent with submission of Task 2.2.4	PM, COR, Contracting Officer

2.3 TASK THREE: SOCIAL SCIENCE AND EVALUATION RESEARCH REPORTING AND DISSEMINATION

The Contractor shall provide foundational support for reporting and dissemination of a wide range of social science and evaluation research studies and other analysis. Subtasks may be incorporated into an overall study or stand alone.

All reports and dissemination products shall use clear and concise English with proper spelling, grammar, capitalization, punctuation, levels of heading, and use of acronyms to meet Government Printing Office (GPO), OMB, DHS, and USCIS standards. The Contractor shall professionally design and utilize professional copy-editing, graphics, and presentations. The Contractor shall provide all results using prose and graphics that are clear for a non-technical audience. Implement the Contractor's approved Quality Control Plan (QCP) before delivery to the Contracting Officer and Contracting Officer's Representative (COR). Deliverables that have not undergone editing for clarity, format, spelling, and grammar, are missing required sections, or do not adhere to the USCIS-accepted work plan may be rejected without complete review of the deliverable by USCIS reviewers. Any reports or other products that will be posted to government websites shall be section 508-compliant.

2.3.1 REPORTS

The Contractor shall prepare, seek stakeholder feedback on, and deliver annotated report outlines describing the proposed contents of reports and on draft reports containing the compilation, analysis, and presentation of information developed and gathered during a Contractor original social science and evaluation research, evaluation activities, or other analysis or the reformatting or repackaging information in reports created by other Contractor for dissemination to a broad, non-technical audience. The Contractor shall prepare and deliver final reports that reflect appropriate consideration of stakeholders' comments on draft reports.

Reports shall address all study questions or provide an explanation for why a study question was not addressed, and, minimally, document the following: executive summary of the major social science or evaluation research or analysis findings, introduction and background to the study; study objectives and evaluation questions; overview of study design and methods; presentation of all findings of the study using tables and figures as appropriate, and descriptive and multivariate analysis (including sensitivity testing) as appropriate; discussion of the limitations; conclusions and implications (recommendations), technical appendices necessary to fully document all analytic procedures used, including all data collection instruments, and a detailed discussion of the methodology employed, such that another researcher could replicate the methodology without further consultation with the Contractor.

2.3.1.1 REPORT OUTLINE

The Contractor shall

- a. Prepare and submit to USCIS an annotated outline describing the proposed contents of the report, including table and figure shells to serve as a roadmap for the format and flow of the draft report document.
- b. Incorporate USCIS comments on the outline into the development of the draft report. USCIS's acceptance of the report outline does not preclude USCIS from suggesting a different organization to the report upon review of the draft report.

2.3.1.2 DRAFT REPORT

In accordance with the evaluation methodology schedule, the Contractor shall

- a. Prepare and submit to USCIS a draft report containing the compilation, analysis, and presentation of information developed and gathered during the evaluation and report sections planned for the final report in near-final form.
- b. Ensure reports contain the following minimum information when available:
 - Executive summary of the major evaluation findings;
 - Introduction and background to the study;
 - Delineation of study objectives and evaluation questions;
 - Overview of study design and methods;
 - Presentation of all findings of the study using tables and figures as appropriate, and descriptive and multivariate analysis (including sensitivity testing) as appropriate;
 - A discussion of the study limitations;
 - Study conclusions and implications (recommendations) that consider new data in the context of previous studies on closely related topics and questions.
 - Technical appendices necessary to fully document all analytic procedures used, including all data collection instruments, and a detailed discussion of the methodology employed, such that another researcher could replicate the methodology without further consultation with the Contractor(s).
- c. Write in clear and concise English with proper spelling, grammar, capitalization, punctuation, levels of heading, and use of acronyms to meet Government Printing Office (GPO), Office of Management and Budget (OMB) and USCIS standards.
- d. Professionally design and utilize professional copy-editing, graphics, and presentations.
- e. Provide all results in the final report, including all drafts and revisions, using prose and graphics that are clear for a non-technical audience.
- f. Implement the Contractor's approved Quality Control Plan (QCP) before delivery to the Contracting Officer and COR. Deliverables that have not undergone editing for clarity, format, spelling, and grammar, are missing required sections, or do not adhere to the USCIS-accepted work plan may be rejected without complete review of the deliverable by USCIS reviewers.
- g. Submit reports to USCIS in two forms: Microsoft Word and a PDF file.
- h. Solicit feedback from experts and stakeholders, including USCIS Evaluation Officer and grantee program staff, on findings and reports and include that feedback in the final report. The contractor should prepare for a minimum of four (4) rounds of progressive review from various stakeholders.

2.3.1.3 FINAL REPORT

The Contractor shall

- a. Prepare and submit to USCIS a final publishable report that reflects appropriate consideration of the comments on the draft report. The final report shall be section 508-compliant and adhere to USCIS guidance provided by the PM.

SOW	DELIVERABLE / EVENT	DUE BY	DISTRIBUTION
2.3.1.1	<i>Evaluation Report Outline</i>	N-day development cycle outlined in Project Management Plan	PM, COR
2.3.1.2	<i>Draft Report</i>	N-day development cycle outlined in Project Management Plan	PM, COR, USCIS EO
2.3.1.3	<i>Final Report</i>	15 business days after receipt of comments	PM, COR, Contracting Officer

2.3.2 FACTSHEETS

The Contractor shall prepare, seek stakeholder feedback on, and deliver fact sheets summarizing social science and evaluation research, evaluation activities, or other analysis.

- a. Develop a publishable factsheet summarizing the evaluation purpose, questions, methodology, results and recommendations. The factsheet shall be written for dissemination to a broad, non-technical audience and should not exceed 3 pages. The factsheet shall be section 508-compliant.

ITEM	SOW	DELIVERABLE / EVENT	DUE BY	DISTRIBUTION
4	2.3.2	<i>Factsheet</i>	Concurrent with Final Report (Task 2.3.1.3)	PM, COR

2.3.3 ORAL PRESENTATIONS AND BRIEFINGS

The Contractor shall prepare and make oral presentations and briefings of the work completed. The Contractor shall

- a. Prepare and make no fewer than two (2) oral presentations and management briefings of the work completed for the contract at dates, times, and locations to be specified by the COR via technical direction. The presentation may be delivered in Washington, D.C. or virtually
- b. Prepare and submit to USCIS appropriate briefing materials, specifically, a briefing memorandum and Power Point slides for the oral presentation.

ITEM	SOW	DELIVERABLE / EVENT	DUE BY	DISTRIBUTION
5	2.3.3	Oral Presentations/ Management Briefings	N-day development cycle outlined in Project Management Plan	PM, COR

2.3.4 RECOMMENDATION ACTION PLANS

The Contractor shall prepare, seek stakeholder feedback on, and deliver written actions plan that suggests how to implement the recommendations documented in the final reports. The Contractor shall

- a. Prepare and submit to USCIS a written action plan that suggests how to implement the recommendations documented in the final report prepared, with sufficient detail to enable USCIS to provide feedback and ensure that plan benefits from stakeholder

insights. USCIS will use this memorandum to consider specific actions for performance improvement.

- b. Identify each recommendation the Contactor develops for the final report.
- c. Engage USCIS stakeholders appropriately to consider the contextual factors that will affect the successful implementation of these recommendations in performance management decisions.

ITEM	SOW	DELIVERABLE / EVENT	DUE BY	DISTRIBUTION
6	2.3.4	Recommendation Action Plan	N-day development cycle outlined in Project Management Plan	PM, COR

2.3.5 TASK THREE DELIVERABLES

ITEM	SOW	DELIVERABLE / EVENT	DUE BY	DISTRIBUTION
1	2.3.1.1	<i>Evaluation Report Outline</i>	N-day development cycle outlined in Project Management Plan	PM, COR
2	2.3.1.2	<i>Draft Report</i>	N-day development cycle outlined in Project Management Plan	PM, COR, USCIS EO
3	2.3.1.3	<i>Final Report</i>	15 business days after receipt of comments	PM, COR, Contracting Officer
4	2.3.2	<i>Factsheet</i>	Concurrent with Final Report (Task 2.3.1.3)	PM, COR
5	2.3.3	Oral Presentations/ Management Briefings	N-day development cycle outlined in Project Management Plan	PM, COR
6	2.3.4	Recommendation Action Plan	N-day development cycle outlined in Project Management Plan	PM, COR

2.4 TASK FOUR: AD HOC RESEARCH AND ANALYSIS

- The Contractor shall provide Ad Hoc support for the additional labor and Project Management (PM) activities required for completion of the PA&E Evaluation Capacity Building Support Tasks 2.1, 2.2, and 2.3 deliverables outlined above. The Contractor shall continue to provide progress reports, progress meetings and progress meeting notes through the base period..

2.4.1 TASK FOUR DELIVERABLES

ITEM	SOW	DELIVERABLE / EVENT	DUE BY	DISTRIBUTION
1	5.6	<i>Progress Reports</i>	The 15 th of every month	PM, COR, Contracting Officer
2	5.7	<u>Progress Meeting Notes</u>	To be delivered within 3 business days after each progress meeting	PM, COR, Contracting Officer

3.0 REQUIREMENTS/TASKS – Optional Year (Outcome Evaluation):**3.1 TASK ONE: SOCIAL SCIENCE AND EVALUATION RESEARCH DESIGN AND PLANNING**

The Contractor shall provide foundational support for the design and planning of a wide range of social science and evaluation research studies and other analysis. Subtasks may be incorporated into an overall study or stand alone.

3.1.1 DESIGN AND METHODOLOGY (STUDY PLANS)

The Contractor shall update, as needed, the study plan developed in the base year to guide the outcome-oriented program evaluation. Design and methodologies (study plans) shall; account for purpose, scope, available resources, and evaluability; and, minimally, document the following for each study question: information needed; evaluation design and sampling; primary and/or secondary data sources, data collection methods, data analysis methods and schedule, approach to interpretation or drawing conclusions, known limitations of the described approach, a plan for data documentation, management, and security, and a schedule for the proposed activities.

The Contractor shall:

- a. Assist USCIS stakeholders in refining evaluation questions, if needed.
- b. Update and submit an evaluation design and methodology in the form of a plan which addresses the evaluation questions; accounts for the purpose, scope, available resources, and evaluability; and documents the following:
 - information needed (key performance and other indicators to be measured)
 - evaluation design including sampling
 - primary and secondary data sources, data collection methods
 - data collection strategy
 - data analysis methods and tools—for both qualitative and quantitative data to be collected
 - how interpretations or conclusions will be drawn, including any stakeholder engagement for co-interpretation
 - practical issues of data collection
 - a plan for data documentation, management, and security
 - any challenges or limitations related to answering *each* evaluation question.
- c. Propose a schedule for each of the following: (1) all data to be collected; (2) the compilation, storage, analysis and presentation of data collected and (3) development of a report outline and the draft and final reports with sufficient detail to enable USCIS to provide feedback and ensure that planned work aligns with stakeholder expectations and benefits from stakeholder insights.
- d. Use matching techniques and other methodological innovations to develop well-matched comparison groups and conduct randomized control trials, as appropriate to answer evaluation questions.
- e. Solicit feedback from experts and stakeholders, including USCIS Evaluation Officer (USCIS EO) on draft evaluation design and methodology and include that feedback in the final evaluation methodology plan.

- f. Prepare and submit to USCIS a final publishable evaluation methodology plan that reflects appropriate consideration of USCIS comments on the draft plan. The final plan shall be section 508-compliant and adhere to USCIS requirements provided by the PM.

ITEM	SOW	DELIVERABLE / EVENT	DUE BY	DISTRIBUTION
1	3.1.1	<i>Draft Evaluation Methodology</i>	N-day development cycle outlined in Project Management Plan	PM, COR
2	3.1.1	<i>Final Evaluation Methodology</i>	10 business days after receipt of comments	PM, COR, Contracting Officer

3.1.2 TASK ONE DELIVERABLES

ITEM	SOW	DELIVERABLE / EVENT	DUE BY	DISTRIBUTION
1	3.1.1	<i>Draft Evaluation Methodology</i>	N-day development cycle outlined in Project Management Plan	PM, COR
2	3.1.1	<i>Final Evaluation Methodology</i>	10 business days after receipt of comments	PM, COR, Contracting Officer

3.2 TASK TWO: SOCIAL SCIENCE AND EVALUATION RESEARCH CONDUCT, DATA COLLECTION, AND DATA ANALYSIS

The Contractor shall provide foundational support for data collection and analysis in a wide range of social science and evaluation research studies and other analysis. Subtasks may be incorporated into an overall study or stand alone.

3.2.1 DATA COLLECTION

The Contractor shall collect quantitative and qualitative data, including primary and secondary data collection, data for linking/matching to rely on existing person level data, and data to develop well-matched comparison groups and conduct randomized control trials, as appropriate to support the objectives of social science and evaluation research, evaluation activities, or other analysis. The Contractor shall:

- Conduct data collection in accordance with any approved plans, schedules, and protocols developed in Task 1 for the outcome evaluation and the Information Collection Request developed in the Base Year.
- Monitor and mitigate risks to validity in data collection.
- Conclude data collection in accordance with the schedule included in the evaluation methodology or when enough data has been collected to meet evaluation objectives.

ITEM	SOW	DELIVERABLE / EVENT	DUE BY	DISTRIBUTION
1	3.2.1	Data Collection	N-day development cycle outlined in Project Management Plan	PM, COR

3.2.2 DATA ANALYSIS AND INTERPRETATION

The Contractor shall compile, analyze, and interpret quantitative and qualitative data using descriptive statistics, inferential statistics, linking/matching, other specialized statistical methods (e.g., modeling, bibliometric analysis, portfolio analysis, network analysis) and non-statistical methods (e.g., content analysis, thematic framework coding) as outlined in the approved methodology developed in Task 1 for the outcome evaluation. The Contractor shall document all statistical and non-statistical data analysis and interpretation processes including procedures to address missing data, outliers, and any changes to the approved plans, schedules, and protocols. The Contractor shall:

- a. Compile, analyze, and interpret quantitative and qualitative data in accordance with the schedule included in the evaluation design methodology. Co-interpretation with USCIS staff and relevant stakeholders is expected. Quantitative data analysis may include descriptive and/or inferential statistics, as well as other specialized statistical methods such as modeling, bibliometric analysis, portfolio analysis, and network analysis. Qualitative data analysis may include manual or automated content analysis, thematic framework coding, narrative analysis, discourse analysis, grounded theory, case study analysis, ethnographic analysis, interpretive phenomenological analysis, journey mapping, and document cluster analysis.
- b. Document all statistical and non-statistical data analysis and interpretation processes including procedures to address missing data, outliers, and any changes to the pre-approved methodology upon receipt of the actual data to the COR for approval.

ITEM	SOW	DELIVERABLE / EVENT	DUE BY	DISTRIBUTION
2	3.2.2	Data Analysis	N-day development cycle outlined in Project Management Plan	PM, COR

3.2.3 DATA FILES AND DOCUMENTATION PRODUCTS

All data gathered or generated by this contract is exclusively owned by the USCIS unless otherwise noted.

The Contractor shall prepare and deliver all data files (e.g., raw data files, cleaned and weighted analysis files, and associated programming code used to generate the files, output files) retaining all Personally Identifiable Information (PII) and Confidential Business Information (CBI) in the data files unless approved by USCIS in advance. The Contractor shall prepare and deliver all documentation (e.g., file structures, codebooks, cleaning procedures, annotated code files for analysis, qualitative coding procedures) that was used by the Contractor when running analysis on these data files such that USCIS can fully and accurately replicate all analysis presented as well as any analyses conducted as a preliminary step but not shown.

At the time of submission of each draft of the final report, the Contractor shall

- a. Prepare and submit to USCIS all data files.
- b. Prepare and submit to USCIS all documentation.
- c. Resubmit the data files and documentation to reflect any changes to data analysis between the draft and final report.

This deliverable and the associated report may be rejected if the analyses presented cannot be replicated by USCIS.

3.2.3.1 Quantitative data

The Contractor shall

- a. Prepare and submit to USCIS electronic quantitative data files using the secure file transfer protocol, or other method approved by USCIS, as outlined in the CQP. All raw data shall be included in the data files, in addition to any weights calculated by the Contractor and a detailed description of how the weights were produced. These files shall be provided in digital format for use with PC SAS/SPSS/STATA/PowerBI/Tableau/R, or another suitable analytic software approved by USCIS.
- b. Prepare and submit to USCIS full documentation for these quantitative data files including, at a minimum:
 - Identity (identifier, title, description, key word, access level, date issued)
 - File structure (data set name, record format, record length, and number of records);
 - Codebook (record layout including variable names, variable format, variable labels, value labels, and missing values);
 - Formulation of any calculated variables;
 - Computer code and output files (SAS/SPSS/STATA/PowerBI/Tableau/R, etc.) used to clean the data, assemble the analytic databases, and generate all tables, graphs and figures that appear in the report. Submitted computer code shall be annotated and must indicate where file paths need to be re-mapped to run properly within the USCIS computing environment. To allow analysts to follow what was done and replicate it, submitted computer code shall also contain notes that specify which research question each analysis is addressing and/or which step in getting to addressing the research question the intermediary analyses addresses.

3.2.3.2 Qualitative data

The Contractor shall

- a. Prepare and submit to USCIS electronic qualitative data files using the secure file transfer protocol, or other method approved by USCIS, as outlined in the CQP. All observation notes and raw interview/focus group transcripts shall be downloaded into a qualitative software package and coded using state-of-the-science qualitative data review and analysis practices. Unless otherwise agreed upon, qualitative data shall be analyzed in an USCIS-approved qualitative software program.
- b. Prepare and submit to USCIS full documentation for these qualitative data files including, at a minimum:
 - Identity (identifier, title, description, key word, access level, date issued)
 - Complete listing of all data sources included in the qualitative analysis and any assigned attributes;
 - Coding outline (including all relevant nodes/ quotes organized under relevant themes);

- Method and detailed description of any content analyses or alternate USCIS-approved qualitative approach (e.g., grounded theory) for analyzing and interpreting qualitative data;
 - Records of contextual notes taken at each interview or focus group; and
 - Output files able to be opened with Microsoft Word, Excel, or Adobe Acrobat.
- c. Retain all audio recordings of focus groups or interviews until study completion. The COR can schedule a time to listen to the audio recordings to verify the accuracy of transcripts used in the qualitative data analysis. The audio recordings and transcripts shall not be transferred to USCIS.

ITEM	SOW	DELIVERABLE / EVENT	DUE BY	DISTRIBUTION
3	3.2.3	Data Files and Documentation	Concurrent with submission of Task 3.2.2	PM, COR, Contracting Officer

3.2.4 TASK TWO DELIVERABLES

ITEM	SOW	DELIVERABLE / EVENT	DUE BY	DISTRIBUTION
1	3.2.1	Data Collection	N-day development cycle outlined in Project Management Plan	PM, COR
2	3.2.2	Data Analysis	N-day development cycle outlined in Project Management Plan	PM, COR
3	3.2.3	Data Files and Documentation	Concurrent with submission of Task 3.2.2	PM, COR, Contracting Officer

3.3 TASK THREE: SOCIAL SCIENCE AND EVALUATION RESEARCH REPORTING AND DISSEMINATION

The Contractor shall provide foundational support for reporting and dissemination of a wide range of social science and evaluation research studies and other analysis. Subtasks may be incorporated into an overall study or stand alone.

All reports and dissemination products shall use clear and concise English with proper spelling, grammar, capitalization, punctuation, levels of heading, and use of acronyms to meet Government Printing Office (GPO), OMB, DHS, and USCIS standards. The Contractor shall professionally design and utilize professional copy-editing, graphics, and presentations. The Contractor shall provide all results using prose and graphics that are clear for a non-technical audience. Implement the Contractor's approved Quality Control Plan (QCP) before delivery to the Contracting Officer and Contracting Officer's Representative (COR). Deliverables that have not undergone editing for clarity, format, spelling, and grammar, are missing required sections, or do not adhere to the USCIS-accepted work plan may be rejected without complete review of the deliverable by USCIS reviewers. Any reports or other products that will be posted to government websites shall be section 508-compliant.

3.3.1 REPORTS

The Contractor shall prepare, seek stakeholder feedback on, and deliver annotated report outlines describing the proposed contents of reports and on draft reports containing the compilation, analysis, and presentation of information developed and gathered during a Contractor original social science and evaluation research, evaluation activities, or other analysis or the reformatting or repackaging information in reports created by other Contractor for dissemination to a broad, non-technical audience. The Contractor shall prepare and deliver final reports that reflect appropriate consideration of stakeholders' comments on draft reports.

Reports shall address all study questions or provide an explanation for why a study question was not addressed, and, minimally, document the following: executive summary of the major social science or evaluation research or analysis findings, introduction and background to the study; study objectives and evaluation questions; overview of study design and methods; presentation of all findings of the study using tables and figures as appropriate, and descriptive and multivariate analysis (including sensitivity testing) as appropriate; discussion of the limitations; conclusions and implications (recommendations), technical appendices necessary to fully document all analytic procedures used, including all data collection instruments, and a detailed discussion of the methodology employed, such that another researcher could replicate the methodology without further consultation with the Contractor.

3.3.1.1 REPORT OUTLINE

The Contractor shall

- a. Prepare and submit to USCIS an annotated outline describing the proposed contents of the report, including table and figure shells to serve as a roadmap for the format and flow of the draft report document.
- b. Incorporate USCIS comments on the outline into the development of the draft report. USCIS's acceptance of the report outline does not preclude USCIS from suggesting a different organization to the report upon review of the draft report.

3.3.1.2 DRAFT REPORT

In accordance with the evaluation methodology schedule, the Contractor shall

- a. Prepare and submit to USCIS a draft report containing the compilation, analysis, and presentation of information developed and gathered during the outcome evaluation and report sections planned for the final report in near-final form.
- b. Ensure reports contain the following minimum information when available:
 - Executive summary of the major evaluation findings;
 - Introduction and background to the study;
 - Delineation of study objectives and evaluation questions;
 - Overview of study design and methods;
 - Presentation of all findings of the study using tables and figures as appropriate, and descriptive and multivariate analysis (including sensitivity testing) as appropriate;
 - A discussion of the study limitations;
 - Study conclusions and implications (recommendations) that consider new data in the context of previous studies on closely related topics and questions or drawing on the findings found in the base year.

- Technical appendices necessary to fully document all analytic procedures used, including all data collection instruments, and a detailed discussion of the methodology employed, such that another researcher could replicate the methodology without further consultation with the Contractor(s).
- c. Write in clear and concise English with proper spelling, grammar, capitalization, punctuation, levels of heading, and use of acronyms to meet Government Printing Office (GPO), Office of Management and Budget (OMB) and USCIS standards.
- d. Professionally design and utilize professional copy-editing, graphics, and presentations.
- e. Provide all results in the final report, including all drafts and revisions, using prose and graphics that are clear for a non-technical audience.
- f. Implement the Contractor's approved Quality Control Plan (QCP) before delivery to the Contracting Officer and COR. Deliverables that have not undergone editing for clarity, format, spelling, and grammar, are missing required sections, or do not adhere to the USCIS-accepted work plan may be rejected without complete review of the deliverable by USCIS reviewers.
- g. Submit reports to USCIS in two forms: Microsoft Word and a PDF file.
- h. Solicit feedback from experts and stakeholders, including USCIS Evaluation Officer and grantee program staff, on findings and reports and include that feedback in the final report. The contractor should prepare for a minimum of four (4) rounds of progressive review from various stakeholders.

3.3.1.3 FINAL REPORT

The Contractor shall

- a. Prepare and submit to USCIS a final publishable report that reflects appropriate consideration of the comments on the draft report. The final report shall be section 508-compliant and adhere to USCIS guidance provided by the PM.

SOW	DELIVERABLE / EVENT	DUE BY	DISTRIBUTION
3.3.1.1	<i>Evaluation Report Outline</i>	N-day development cycle outlined in Project Management Plan	PM, COR
3.3.1.2	<i>Draft Report</i>	N-day development cycle outlined in Project Management Plan	PM, COR, USCIS EO
3.3.1.3	<i>Final Report</i>	15 business days after receipt of comments	PM, COR, Contracting Officer

3.3.2 FACTSHEETS

The Contractor shall prepare, seek stakeholder feedback on, and deliver fact sheets summarizing social science and evaluation research, evaluation activities, or other analysis.

- a. Develop a publishable factsheet summarizing the evaluation purpose, questions, methodology, results and recommendations. The factsheet shall be written for dissemination to a broad, non-technical audience and should not exceed 3 pages. The factsheet shall be section 508-compliant.

ITEM	SOW	DELIVERABLE / EVENT	DUE BY	DISTRIBUTION
4	3.3.2	<i>Factsheet</i>	Concurrent with Final Report (Task 3.3.1.3)	PM, COR

3.3.3 ORAL PRESENTATIONS AND BRIEFINGS

The Contractor shall prepare and make oral presentations and briefings of the work completed. The Contractor shall

- a. Prepare and make no fewer than two (2) oral presentations and management briefings of the work completed for the contract at dates, times, and locations to be specified by the COR via technical direction. The presentation may be delivered in Washington, D.C. or virtually
- b. Prepare and submit to USCIS appropriate briefing materials, specifically, a briefing memorandum and Power Point slides for the oral presentation.

ITEM	SOW	DELIVERABLE / EVENT	DUE BY	DISTRIBUTION
5	3.3.3	Oral Presentations/ Management Briefings	N-day development cycle outlined in Project Management Plan	PM, COR

3.3.4 RECOMMENDATION ACTION PLANS

The Contractor shall prepare, seek stakeholder feedback on, and deliver written actions plan that suggests how to implement the recommendations documented in the final reports. The Contractor shall

- a. Prepare and submit to USCIS a written action plan that suggests how to implement the recommendations documented in the final report prepared, with sufficient detail to enable USCIS to provide feedback and ensure that plan benefits from stakeholder insights. USCIS will use this memorandum to consider specific actions for performance improvement.
- b. Identify each recommendation the Contractor develops for the final report.
- c. Engage USCIS stakeholders appropriately to consider the contextual factors that will affect the successful implementation of these recommendations in performance management decisions.

ITEM	SOW	DELIVERABLE / EVENT	DUE BY	DISTRIBUTION
6	3.3.4	Recommendation Action Plan	N-day development cycle outlined in Project Management Plan	PM, COR

3.3.5 TASK THREE DELIVERABLES

ITEM	SOW	DELIVERABLE / EVENT	DUE BY	DISTRIBUTION
1	3.3.1.1	<i>Evaluation Report Outline</i>	N-day development cycle outlined in Project Management Plan	PM, COR
2	3.3.1.2	<i>Draft Report</i>	N-day development cycle outlined in Project Management Plan	PM, COR, USCIS EO
3	3.3.1.3	<i>Final Report</i>	15 business days after receipt of comments	PM, COR, Contracting Officer
4	3.3.2	<i>Factsheet</i>	Concurrent with Final Report (Task 3.3.1.3)	PM, COR
5	3.3.3	Oral Presentations/ Management Briefings	N-day development cycle outlined in Project Management Plan	PM, COR

6	3.3.4	Recommendation Action Plan	N-day development cycle outlined in Project Management Plan	PM, COR
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3.4 TASK FOUR: AD HOC RESEARCH AND ANALYSIS

The Contractor shall:

- a. Conduct data collection and analysis for an additional survey in alignment with the work described in 3.2.1 and 3.2.2 and included in final methodology (3.1.1). This additional survey data collection and analysis will gather additional perspectives to be used to inform findings.

3.4.1 TASK FOUR DELIVERABLES

- Deliverables will be specified during the course of the BPA Order.

ITEM	SOW	DELIVERABLE / EVENT	DUE BY	DISTRIBUTION
1	3.4.1	<u>Data collection and analysis of additional survey</u>	N-day development cycle outlined in Project Management Plan	PM, COR, Contracting Officer

4.0 CONTRACTOR PERSONNEL

The Contractor shall provide qualified personnel to perform all requirements specified in this SOW and as delineated within the requirements for this BPA Order. As such, the Contractor is encouraged to:

- Provide an experienced team that can fulfill the range of activities included here, including methodological, technical, subject matter, communication and facilitation expertise.
- Assign appropriate and flexible staffing plans that are tailored or adapted to needs and maintain continuity through a mix of experienced senior-, mid-, and junior-level staff.
- Establish continuous support and develop contingency plans to avoid work disruptions, delays, or threats to quality due to staff changes. This includes being proactive in establishing and maintaining operational guides that document DHS and USCIS organization, responsibilities, and processes that can be used to train, transfer knowledge, and create the basis for Contractor knowledge management.

4.1 QUALIFIED PERSONNEL

The Contractor shall provide qualified personnel to perform all requirements specified in this SOW and as delineated within the requirement of this BPA Order.

Professional services and expertise are sought in the following areas:

Social Science and Evaluation Research – Demonstrated mastery of using scientific inquiry and program evaluation methods to improve social policy and programs.

- Experience-based familiarity with complex research and evaluation studies and designs, including multi-site and quasi experimental studies
- Strong quantitative analytical skills including expertise in inferential statistics, multivariate statistics, and multilevel statistical modeling

- Experience in sampling methods including statistical matching procedures
- Experience in survey research including achieving high response rates of treatment and comparison groups
- Experience with qualitative methods including traditional methods like focus groups, interviews, and site visits as well as non-traditional methods like photovoice, ripple effect mapping, experience journey maps, social network analyses and process tracing
- Experience in qualitative data analysis, including document review, thematic and other forms of manual coding, inductive and deductive data analysis, and developing processes for inter-rater reliability
- Experience using both quantitative and qualitative data to conduct mixed-method data analysis
- Professional program evaluation experience including familiarity with established evaluation philosophies and approaches
- Experience conducting systematic reviews and synthesis of the quality and design of research and evaluation plans and reports including both single studies or evaluation reports or multiple studies and bodies of research (e.g., meta-synthesis, meta-analysis, or comparative studies)
- Experience in implementation science and its practice applications (e.g., in replicating evidence-based interventions)
- Experience conducting evaluation (ex post).
- Experience with scaling program models (e.g., expansion, replication, adaptation)
- Experience preparing OMB Paperwork Reduction Act packages.

Data Science – Experience in data generation, standardization, management, governance, collection, analysis, reporting, protection, visualization, use, and dissemination, including with respect to any statistical and related techniques to protect and de-identify confidential data. These experiences would be in support of evidence-based decision making across different types of relevant entities (e.g., nonprofit organizations/grantees, public and private sector agencies and organization).

- Knowledge of data analytics and technology platforms and softwares for development, storage, use and dissemination of data, data bases, and data assets, in support of operations, program practice, policy, and organizational learning culture.
- Knowledge of architectural methodologies used in the design and development of information systems, including the physical structure of a system's internal operations and interactions with other systems.
- Expert in understanding the relational database tables in Production.
- Experience managing data life-cycle through the following processes: Verify integrity of data; evaluate data using Oracle and Salesforce or equivalent systems; ingest relevant public and agency data from various formats into Oracle and other databases; perform data wrangling and feature generation on data, including null replacement, outlier detection, and other exploratory data analytics.
- Experience creating program deliverables and reports through data visualizations for both technical and non-technical audiences, including graphs, charts maps, and interactive dashboards.

4.2 CONTINUITY OF SUPPORT

The Contractor shall ensure that the level of support required for the BPA Order is maintained at all times. The Contractor shall ensure that all support personnel are present for all hours of the workday. If for any reason the Contractor staffing levels are not maintained due to vacation,

leave, appointments, etc., and replacement personnel will not be provided, the Contractor shall provide e-mail notification to the BPA Order COR prior to employee absence. Otherwise, the Contractor shall provide a fully qualified replacement.

4.3 KEY PERSONNEL

Before replacing any individual designated as "Key" by the Government, the Contractor shall notify the Contracting Officer no less than 15 business days in advance, submit written justification for replacement, and provide the name and qualifications of any proposed substitute(s). All proposed substitutes shall possess qualifications equal to or superior to those of the "Key" person being replaced, unless otherwise approved by the Contracting Officer. The Contractor shall not replace "Key" Contractor personnel without providing notification and receiving approval from the Contracting Officer and COR (at BPA and/or BPA Order level). The following Contractor personnel are designated as "Key" for this requirement.

Key Personnel for the BPA include the BPA Project Manager and BPA Principal Director. The Contractor shall establish Key Personnel for this BPA Order. Contractor Key personnel shall not be assigned by the Contractor to more than one key position for this BPA requirement.

4.3.1 BPA ORDER PROJECT MANAGER

The Contractor shall provide a BPA Order Project Manager who shall be responsible for all services performed under this BPA Order. The BPA Order Project Manager shall be the single point of contact for the Contracting Officer and the COR. It is anticipated that the BPA Order Project Manager shall be one of the senior level employees provided by the Contractor for this work effort, preferably a methodological/technical expert. The name of the BPA Order Project Manager, and the name(s) of any alternate(s) who shall act for the Contractor in the absence of the Project Manager, shall be provided to the Government. The BPA Order Project Manager is further designated as "Key" by the Government. During any absence of the Project Manager, only one alternate shall have full authority to act for the Contractor on all matters relating to work performed under this BPA Order. The BPA Order Project Manager and all designated alternates shall be able to read, write, speak, and understand English fluently. The Project Manager shall be available to the COR via telephone between the hours of 8:00 AM and 5:00 PM ET, Monday through Friday, and shall respond to a request for discussion or resolution of technical problems within 24 hours of notification.

To be considered for the position, the BPA Order Project Manager must have the following:

- Currently holds, or is able to obtain and maintain, DHS fitness determination
- Minimum of 7 years recent experience managing contracts or projects of similar size and scope.
- Demonstrated ability to manage multiple complex, time-critical support activities, including program evaluation, analysis, and primary data collection.
- Outstanding written and oral communication skills.
- Ability to anticipate support needs in order to develop and execute detailed evaluation project work plans for addressing those needs.
- Master's Degree required.

4.3.2 BPA ORDER PROJECT DIRECTOR

The BPA Order Project Director will be the lead researcher for the BPA Order and shall provide insight and guidance to senior-level decision makers on significant, high visibility issues associated with social science research and evaluation methodologies, study designs, and complex analyses with strong emphasis on rigor and ethics. The Project Director provides leadership and vision to the client and project teams and serves as a key facilitator between multiple teams. The Project Director shall provide leadership and advice on all evaluation topics and shall brief senior-level decision makers. The Project Director will be responsible for the overall management of BPA Order level evaluations, their quality, the evaluation teams, any troubleshooting or adjustments, and communications between the evaluation teams, the BPA Project Manager, and the Government.

To be considered for the position, the Principal Director must have the following:

- Currently hold, or able to obtain and maintain, USCIS fitness determination
- Ph.D. with at least 10 years of relevant work experience in program evaluation, in one of the following fields: social science research, program evaluation, statistics, public policy, or other related field.
- Demonstrated experience designing and implementing program evaluation studies across a range of qualitative and quantitative methods and approaches.
- Demonstrated ability to lead a multi-disciplinary evaluation team.
- Demonstrated ability to work effectively with project stakeholders.
- Strong evaluation management skills.
- Strong oral and written communication skills.

4. 4 OTHER KEY PERSONNEL AT THE BPA ORDER LEVEL

Other roles and minimum qualifications for individuals identified as key personnel at the BPA Order level may include the following:

4.4.1 SENIOR RESEARCHER

Oversees the planning, design, and execution of technical work on evaluation projects of all types. Provides broad methodological expertise in social science, evaluation, performance measurement, and related subjects. Prepares and revises project deliverables prepared by other staff for technical quality and communication effectiveness. Manages projects to meet quality standards, deliverable schedules, and budgets. Highly preferred qualifications include:

- Currently holds, or is able to obtain and maintain, USCIS fitness determination.
- Ph.D. with 5 years of work experience, or Master's with 8 years of experience in social science research, program evaluation, statistics, economics, public policy, or other related field.
- Demonstrated experience designing and implementing program evaluation studies of different types and using a range of qualitative and quantitative approaches and methods.
- Demonstrated ability to lead a multi-disciplinary evaluation team.
- Demonstrated ability to work effectively with project stakeholders.
- Strong evaluation management skills.
- Strong oral and written communication skills.

4.4.2 SENIOR STATISTICIAN

Oversees the planning, design, and execution for sampling for quantitative research and evaluation, including sampling frames, constructing probability samples, estimation systems, survey weights, imputation for nonresponse. Consults on statistical and quality issues with survey activities and may design and implement innovative methodological studies. Supervises others and provides quality control for statistical data analysis, preparation of tables and analytic reporting. Highly preferred qualifications include:

- Currently holds, or is able to obtain and maintain, USCIS fitness determination.
- Ph.D. with 5 years of work experience, or Master's with 8 years of work experience in statistics
- Demonstrated experience in sample design and survey methodology or biostatistics.
- Demonstrated experience in inferential statistics, multivariate statistics, and multilevel statistical modeling, including experience linking/matching person level data and using matching techniques to develop well-matched comparison groups.
- Experience communicating statistical concepts to non-statisticians and/or communicating scientific ideas to non-scientists.
- Experience articulating research and analysis questions and using quantitative techniques to arrive at a solution using available data.
- Excellent written and oral communication skills.

4.4.3 SENIOR PROGRAMMER/DATA SCIENTIST

Oversees the planning, design, and execution of technical work on programming and data science tasks, which may be part of larger evaluation projects or standalone projects. Identifies opportunities for leveraging agency, federal, and non-federal data to drive business solutions. Mines and analyzes databases, and develops processes and tools to model, analyze, visualize and monitor data and verify quality of data, models, analyses, and results. Provides expertise in data design, database architecture, metadata, and repository creation. Supervises others and provides quality control for data and analytic products. Highly preferred qualifications include:

- Currently holds, or is able to obtain and maintain, USCIS fitness determination.
- Master's with 7 years of work experience in Computer Science, Information Systems, Statistics, or related field.
- Strong programming, graphical, and modeling skills in R and Python.
- Demonstrated experience in data analysis, explanatory and predictive modeling, data manipulation, analytical applications, big data engineering, algorithms, statistics, machine learning, natural language processing, and data visualization.
- Experience with application or system design and development, mobile development, relational databases, or related technologies.
- Experience communicating technical concepts to a non-technical audience.
- Experience articulating research and analysis questions and using quantitative techniques to arrive at a solution using available data.
- Excellent written and oral communication skills.

4.5 EMPLOYEE IDENTIFICATION

4.5.1 Contractor employees visiting Government facilities shall wear an identification badge that, at a minimum, displays the Contractor name, the employee's photo, name, clearance-level and badge expiration date. Visiting Contractor employees shall comply with all Government escort rules and requirements. All Contractor employees shall identify themselves as Contractor(s) when their status is not readily apparent and display all identification and visitor badges in plain view above the waist at all times.

4.5.2 Contractor employees working on-site at Government facilities shall wear a Government issued identification badge. All Contractor employees shall identify themselves as Contractors when their status is not readily apparent (in meetings, when answering Government telephones, in e-mail messages, etc.) and display the Government issued badge in plain view above the waist at all times.

4.6 EMPLOYEE CONDUCT

Contractor's employees shall comply with all applicable Government regulations, policies and procedures (e.g., fire, safety, sanitation, environmental protection, security, "off limits" areas, wearing of parts of USCIS or DHS uniforms, and possession of weapons) when visiting or working at Government facilities. The Contractor shall ensure Contractor employees present a professional appearance at all times and that their conduct shall not reflect discredit on the United States, DHS, USCIS, or USCIS partner organizations. The Project Manager shall ensure Contractor employees understand and abide by USCIS and DHS established rules, regulations and policies concerning safety and security.

4.7 REMOVING EMPLOYEES FOR MISCONDUCT OR SECURITY REASONS

The Government may, at its sole discretion (via the Contracting Officer or COR), direct the Contractor to remove any Contractor employee from USCIS, DHS, or USCIS partner facilities for misconduct or security reasons. Removal does not relieve the Contractor of the responsibility to continue providing the services required under the contract. The Contracting Officer will provide the Contractor with a written explanation to support any request to remove an employee.

5.0 PERIOD OF PERFORMANCE

The period of performance for this BPA Order includes two ordering periods as represented immediately below.

Base Ordering Period (see Task 2.0)	July 5, 2023 – September 25, 2025
Optional Ordering Period 1 (see Task 3.0)	September 26, 2025 – August 31, 2026

5.1 PLACE OF PERFORMANCE

BPA Order requirements may be performed at the awarded Contractor Facility with occasional and infrequent visits to the USCIS Headquarters office at 5900 Capital Gateway in Drive Camp Springs, MD.

5.2 HOURS OF OPERATION

Contractor employees shall generally perform all work between the hours of 8AM and 5PM EST, Monday through Friday (except Federal holidays). In person requirements (such as oral briefings) will be conducted during these time periods.

5.3 POST AWARD CONFERENCE – BPA ORDER KICKOFF MEETING

The Contractor shall attend a Post Award Conference, or BPA Order Kickoff Meeting, with the Contracting Officer, BPA Order COR, and PM no later than 5 business days after the establishment of the BPA Order. The Post Award Conference may be held at the Government's facility, located at 5900 Capital Gateway Drive, Camp Springs, MD 20588, via Microsoft Teams, or via teleconference.

The Post Award Conference will require the Contractor to submit a *Meeting Summary Memorandum* to include but not be limited to names of meeting participants, detailed notes of discussion, action items, and next steps within 3 business days of the scheduled BPA Order level Post Award Conference to the BPA Order COR.

5.4 BPA ORDER PROJECT PLAN

The Contractor shall provide a Project Plan (PP) that addresses the work to be performed to accomplish BPA Order level requirements. PP delivery will include a first draft of the PP with the quotation, second draft within 15 business days post award, and final within 5 business days post-COR comments.

The contents of draft and final PPs should include the following:

- First draft of PP shall outline, describe, and include the purpose and scope, technical approach, resources, timeline and due dates for deliverables, a detailed cost estimate by task, and a staffing plan that shows the assigned staff has the skills and experience to complete the assigned work. The first draft of the Project Plan shall accompany a cross-walk that presents proposed data collection and analysis approaches for each corresponding study/analysis question. This shall include information on type of participants or other data sources, design and method(s) of data collection, data analysis method(s) for all study variables, and rationale for their selection.
- Second draft of PP shall incorporate information from the Post Award Conference(s) and written feedback from the COR, and add the following: customer and stakeholder management, project roadmap (work breakdown) and schedule management, resource management, and project management.
- Final PP shall incorporate COR comments. The PP shall later be appended with the final design and methodology (study plan) when approved by the COR.

The Government's BPA Order COR, Contracting Officer, and PM will review the PP. The PP will be adjusted as needed in consultation with the COR.

5.5 BPA ORDER QUALITY CONTROL PLAN

The Contractor shall provide a BPA Order level Quality Control Plan (QCP) that addresses how the Contractor will ensure high quality execution of the awarded BPA Order. The first draft of the QCP with the BPA Order level quotation, second draft within 15 business days post award, and final within 5 business days post- COR comments.

The contents of draft and final QCP should include the following:

- First draft of QCP shall document the plan or protocols for the contractor's internal deliverable review process, information management and security protocols, and risk identification and mitigation plans.
- Second draft of QCP shall incorporate information from the Post Award Conference.
- Final QCP shall incorporate COR comments.

The Government's COR, Contracting Officer, and PM will review the QCP. The QCP will be adjusted as needed in consultation with the COR.

5.6 BPA ORDER PROGRESS REPORTS

By the 15th of every month, the Contractor's BPA Project Manager shall provide a *monthly* progress report (MPR) to the Contracting Officer, COR, and PM via electronic mail. The MPR shall summarize all Contractor work performed for the BPA Order, including a breakdown of labor hours by labor category, all direct costs by line item and any travel conducted, an assessment of technical progress, schedule status, and any Contractor concerns or recommendations for the reporting period for each BPA Order.

The progress reports shall be brief and factual and shall be prepared in accordance with the following format:

1. Section I: An introduction covering the purpose and scope of the awarded BPA Order level effort(s). This shall be limited to one paragraph.
2. Section II: A description of overall progress plus a separate description of each task or other logical segment of work on which effort was expended during the reporting period. The description shall include pertinent data and/or graphs in sufficient detail to explain any significant results achieved.
3. Section III: The current schedule with explanations and corrective actions to be taken for any difference between planned and actual progress.
4. Section IV: A description of current technical or substantive performance, and any problems which may impede performance along with proposed corrective action.

5.7 BPA ORDER PROGRESS MEETINGS

The Contractor's BPA Project Manager shall be available to meet with the COR and PM upon request to present deliverables, discuss progress, exchange information, and resolve emergent technical problems and issues. These meetings shall take place weekly or biweekly at the discretion of the PM, via teleconference, in addition to other formal communications (e.g., monthly progress reports). In addition, ad-hoc open discussions with the COR and PM may take place for all major project decisions.

The Contractor shall submit a *Meeting Summary Memorandum* to include but not be limited to names of meeting participants, detailed notes of discussion, action items, and next steps within 3 business days of these meetings to the COR.

5.8 GENERAL REPORT REQUIREMENTS

The Contractor shall provide all written reports in electronic format with read/write capability using applications that are compatible with USCIS workstations (Windows XP and Microsoft Office Applications).

5.9 INTELLECTUAL PROPERTY

The Government notes that FAR 52.227-16, Additional Data Requirements and FAR 52.227-17, Rights in Data - Special Works, shall govern the allocation of intellectual property rights for this Order.

5.10 PROTECTION OF INFORMATION

The Government will provide all necessary information, data and documents to the Contractor that are applicable for work as delineated within these Order requirements. The Contractor shall use Government furnished information, data and documents only for the performance of work as delineated within these BPA Order level requirements, and shall be responsible for returning all Government furnished information, data and documents to the Government at the end of the awarded BPA Order performance period. The Contractor shall not release Government furnished information, data and documents to outside parties without the prior and explicit consent of the Contracting Officer. Contractor access to information protected under the Privacy Act may be required under these BPA Order level requirements. Contractor employees shall safeguard this information against unauthorized disclosure or dissemination in accordance with the law and Government policy and regulation. The Contractor shall ensure that all Contractor personnel having access to business or procurement sensitive information sign a non-disclosure agreement (DHS Form 11000-6).

In the case of any new data collected or generated as a result of work delineated within these Order requirements, the Contractor shall be responsible for safeguarding this information against unauthorized disclosure or dissemination in accordance with the law and Government policy and regulation, and for providing all applicable information, data, and documents to the Government at the end of the awarded BPA Order performance period.

5.11 REGULATORY REQUIREMENTS FOR RESEARCH INVOLVING HUMAN SUBJECTS

The Contractor shall conduct all Research Involving Human Subjects in compliance with the requirements set forth in 6 C.F.R. 46 and 45 C.F.R. 46, Subparts B-E, DHS Directive 026-04, *Protection of Human Subjects*, and DHS Instruction 026-04-001, *Ensuring Human Subjects Research Compliance*, prior to initiating any work with human subjects under this Award. Each Recipient and any Recipient institutions planning to perform research involving human subjects under this BPA Order must submit, through the USCIS Program Manager, the documentation outlined in this section for Compliance Assurance Program Office (CAPO) review.

Requirements for Research Involving Human Subjects. Each facility conducting research involving human subjects under this Order is required to have a project-specific Certification Letter, a determination memo, or a memo of concurrence with an IRB's research or exemption determination issued by the CAPO. Each Recipient must submit the following documentation to the CAPO for compliance review and clearance prior to initiating research involving human subjects under this BPA and its awarded BPA Orders:

1. Research protocol, as approved by an Institutional Review Board (IRB), for any human subjects research work to be conducted;
2. IRB approval letter or notification of exemption (see additional information below on exemption determinations), for any human subjects research work to be conducted. Ensure that the level of risk, review type, and if applicable, the review category is included in the IRB approval memo;
3. IRB-approved informed consent document(s) or IRB acknowledgement of a waiver or alteration of informed consent for projects involving human subjects research;
4. Any applicable IRB-approved surveys/questionnaires and recruitment materials;

5. Federal-wide Assurance (FWA) number from the Dept of Health and Human Services (DHHS) Office for Human Research Protections (OHRP) for all Recipient institutions (including Sub-recipients) engaged in human subjects research;
6. IRB registry number for the IRB of Record (IRB0000XXXX) and the IRB Panel Number (if reviewed by the full board);
7. The DHS-approved Statement of Work (SOW) or Workplan; and
8. DHS CAPO's Cover Sheet and Document Checklist.

Exemptions for Research Involving Human Subjects. Exemption determinations for human subject research to be conducted under this BPA Order should only be made by authorized representatives of (1) an OHRP-registered IRB, or equivalent, or (2) DHS CAPO. Exemption determinations made by an OHRP-registered IRB, or equivalent, should be submitted to the CAPO for review and concurrence. Program managers, principal investigators, research staff, and other DHS or institutional personnel should not independently make exemption determinations in the absence of an IRB or CAPO review. DHS program managers (or institutions that do not have their own IRB conducting human subjects' research) seeking an exemption determination from the CAPO should submit a request to HSRCompliance@hq.dhs.gov that includes the following:

1. Research protocol or detailed description of planned activities to be conducted;
2. A complete CAPO Human Subjects Research Determination Request Form (HDRF);
3. The DHS-approved Statement of Work (SOW) or Workplan;
4. Any applicable informed consent document(s);
5. Any applicable surveys/questionnaires and recruitment materials; and
6. Identification of the exemption category that applies to the project(s) to be conducted and explanation of why the proposed research meets the requirements for that category of exemption

All documentation, as well as any questions or concerns regarding the requirements referenced above, should be submitted to the CAPO at [REDACTED]. The submitted documentation will be retained by the CAPO and used to conduct a regulatory compliance assessment. Additional documentation and/or information may be required in some cases to complete this assessment. The Recipient must provide this documentation and information upon request. All compliance issues or concerns raised by the CAPO must be addressed in writing and resolved before a certification letter, determination memo, or memo of concurrence is issued and prior to initiation of any activities involving human volunteers under this BPA Order. The CAPO will review all submitted materials and provide written confirmation to the USCIS Program Manager and the Recipient once all documentation requirements have been met.

The Recipient and any Recipient institution shall submit updated documentation regarding ongoing research involving human subjects, as available and **prior to the expiration of previous approvals**. Such documentation includes protocol modifications, IRB renewals for ongoing research protocols ("Continuing Reviews"), reportable events, and notifications of study completion.

The Recipient must promptly report the following to the CAPO, along with any corrective actions taken: (1) any serious or continuing noncompliance with human subjects research regulations and policies adopted by DHS (as referenced above); and (2) suspension,

termination, or revocation of IRB approval of any human subjects research activities conducted under this BPA Order.

6.0 GOVERNMENT FURNISHED RESOURCES

USCIS will issue laptops, connected to the USCIS network and with access to USCIS issued software, to Contractor personnel as necessary to complete the requirements of this order. No additional government furnished resources are anticipated.

7.0 CONTRACTOR TELECOMMUTING – REMOTE PERSONAL RESIDENCE WORK LOCATIONS

Telecommuting allows contractor personnel to perform requirements outside of USCIS office locations, typically at a contractor's personal residence or a corporate telecommuting office location. Telecommuting for contractor personnel provides the government flexibility to meet unique USCIS organizational and facility needs and requirements. The goal of telecommuting for contractor personnel is to enhance the delivery of services that support the USCIS mission. Telecommuting shall be allowed under this BPA Order.

Additionally, the provision to permit contractor telecommuting may be revoked at the BPA Order level at any time if the Government makes such determination. The telecommuting provision does not change awarded BPA Order level requirements.

7.1 CONTRACTOR LABOR RATES CHARGED WHILE TELECOMMUTING

The contractor shall charge the same applicable fixed hourly rate as for a Government site for those contractor personnel when they telecommute at their designated telecommuting location.

8.0 GOVERNMENT FURNISHED PROPERTY

This BPA Order requires the issuance of Government Furnished Property. Contractor personnel who require access to Agency internal data will be issued a laptop and PIV card. Contractor staff, even those who may have received security clearances at other federal agencies, shall undergo suitability determination by USCIS. For this BPA Order, contractors who have access to USCIS data shall undergo suitability for Moderate Risk (Non-Critical Sensitive), Tier 2, which is a MBI (Moderate Background Investigation). Please note, contractor staff that will access LPR data shall be U.S. Citizens.

The USCIS Office of Security and Integrity, Personnel Security Division security requirements include:

GENERAL: U.S. Citizenship and Immigration Services (USCIS) has determined that performance of this contract requires that the Contractor, subcontractor(s), vendor(s), etc. (herein known as Contractor), requires access to sensitive but unclassified information, and that the Contractor will adhere to the following.

FITNESS DETERMINATION: USCIS shall have and exercise full control over granting, denying, withholding or terminating access of unescorted Contractor employees to government facilities and/or access of Contractor employees to sensitive but unclassified information based upon the results of a background investigation.

USCIS may, as it deems appropriate, authorize and make a favorable entry on duty (EOD) decision based on preliminary security checks. The favorable EOD decision would allow the employees to commence work temporarily prior to the completion of the full investigation. The granting of a favorable EOD decision shall not be considered as assurance that a full employment Fitness authorization will follow as a result thereof. The granting of a favorable EOD decision or a full employment Fitness determination shall in no way prevent, preclude, or bar the withdrawal or termination of any such access by USCIS, at any time during the term of the contract. No Contractor employee shall be allowed unescorted access to a Government facility without a favorable EOD decision or Fitness determination by the Office of Security & Integrity Personnel Security Division (OSI PSD).

BACKGROUND INVESTIGATIONS: Contractor employees (to include applicants, temporaries, part-time and replacement employees) under the contract, needing access to sensitive but unclassified information shall undergo a position sensitivity analysis based on the duties each individual will perform on the contract as outlined in the DHS Form 11000-25, Contractor Fitness/Security Screening Request Form and the USCIS Continuation Page to the DHS Form 11000-25. The results of the position sensitivity analysis shall identify the appropriate background investigation to be conducted. All background investigations will be processed through OSI PSD.

To the extent the DHS Form 11000-25 and the USCIS Continuation Page to the DHS Form 11000-25 reveals that the Contractor will not require access to sensitive but unclassified information or access to USCIS IT systems, OSI PSD may determine that preliminary security screening and or a complete background investigation is not required for performance on this contract.

Completed packages must be submitted to OSI PSD for prospective Contractor employees no less than 30 days before the starting date of the contract or 30 days prior to EOD of any employees, whether a replacement, addition, subcontractor employee, or vendor. The Contractor shall follow guidelines for package submission as set forth by OSI PSD.

A complete package will include the following forms, in conjunction with security questionnaire submission of the SF-85P, Security Questionnaire for Public Trust Positions via e-QIP:

- DHS Form 11000-6, Conditional Access to Sensitive But Unclassified Information Non Disclosure Agreement
- FD Form 258, Fingerprint Card (2 cards)
- DHS Form 11000-25 Contractor Fitness/Security Screening Request Form
- USCIS Continuation Page to DHS Form 11000-25
- OF 306, Declaration for Federal Employment (approved use for Federal Contract Employment)
- Foreign National Relatives or Associates Statement

EMPLOYMENT ELIGIBILITY: Be advised that unless an applicant requiring access to sensitive but unclassified information has resided in the U.S. for three of the past five years, OSI PSD may not be able to complete a satisfactory background investigation. In such cases, USCIS retains the right to deem an applicant as ineligible due to insufficient background information.

Only U.S. citizens are eligible for employment on contracts requiring access to Department of Homeland Security (DHS) Information Technology (IT) systems or involvement in the

development, operation, management, or maintenance of DHS IT systems, unless a waiver has been granted by the Director of USCIS, or designee, with the concurrence of both the DHS Chief Security Officer and the Chief Information Officer or their designees. In instances where non-IT requirements contained in the contract can be met by using Legal Permanent Residents, those requirements shall be clearly described.

CONTINUED ELIGIBILITY: If a prospective employee is found to be ineligible for access to USCIS facilities or information, the Contracting Officer's Representative (COR) will advise the Contractor that the employee shall not continue to work or to be assigned to work under the contract.

In accordance with USCIS policy, contractors are required to undergo a periodic reinvestigation every five years. Security documents will be submitted to OSI PSD within ten business days following notification of a contractor's reinvestigation requirement.

In support of the overall USCIS mission, Contractor employees are required to complete one-time or annual DHS/USCIS mandatory trainings. The Contractor shall certify annually, but no later than December 31st each year, or prior to any accelerated deadlines designated by USCIS, that required trainings have been completed. The certification of the completion of the trainings by all contractors shall be provided to both the COR and Contracting Officer.

- USCIS Security Awareness Training (required within 30 days of entry on duty for new contractors, and annually by September 30th thereafter)
- USCIS Privacy Awareness Training (required annually by September 30th)
- DHS Mandatory: Records Management for Everyone (required annually by December 31st)
- Active Assailant/Shooter Action Plan Localized Training (*Attestation Addendum) (required annually by September 30th)
- Counterintelligence Awareness Training for the Homeland Security Enterprise (required annually by March 31st)
- DHS Mandatory: IS 907- Active Shooter: What You Can Do (required annually by September 30th)
- Computer Security Awareness Training (if contractor requires access to USCIS IT systems, training must be completed within 60 days of entry on duty for new contractors, and annually thereafter)

USCIS reserves the right and prerogative to deny and/or restrict the facility and information access of any Contractor employee whose actions are in conflict with the standards of conduct or whom USCIS determines to present a risk of compromising sensitive but unclassified information and/or classified information.

Contract employees will report any adverse information concerning their personal conduct to OSI PSD. The report shall include the contractor's name along with the adverse information being reported. Required reportable adverse information includes, but is not limited to, criminal charges and or arrests, negative change in financial circumstances, and any additional information that requires admission on the SF-85P security questionnaire or on any security form listed above.

In accordance with Homeland Security Presidential Directive-12 (HSPD-12) <http://www.dhs.gov/homeland-security-presidential-directive-12> contractor employees who require access to United States Citizenship and Immigration Services (USCIS) facilities and/or

utilize USCIS Information Technology (IT) systems, must be issued and maintain a Personal Identity Verification (PIV) card throughout the period of performance on their contract. Government-owned contractor- operated facilities are considered USCIS facilities.

After the Office of Security & Integrity, Personnel Security Division has notified the Contracting Officer's Representative that a favorable entry on duty (EOD) determination has been rendered, contractor employees will need to obtain a PIV card.

For new EODs, contractor employees have [10 business days unless a different number is inserted] from their EOD date to comply with HSPD-12. For existing EODs, contractor employees have [10 business days unless a different number of days is inserted] from the date these requirements are incorporated into the contract to comply with HSPD-12.

Contractor employees who do not have a PIV card must schedule an appointment to have one issued. To schedule an appointment:

<https://ecn.uscis.dhs.gov/team/mgtosi/Offices/osi/FSD/HSPD12/PIV/default.aspx>

Contractors who are unable to access the hyperlink above shall contact the Contracting Officer's Representative (COR) for assistance.

Contractor employees who do not have a PIV card will need to be escorted at all times by a government employee while at a USCIS facility and will not be allowed access to USCIS IT systems.

A contractor employee required to have a PIV card shall:

- Properly display the PIV card above the waist and below the neck with the photo facing out so that it is visible at all times while in a USCIS facility
- Keep their PIV card current
- Properly store the PIV card while not in use to prevent against loss or theft
- <http://dhsconnect.dhs.gov/org/comp/mgmt/ocso/Documents/DHS%20Authorized%20Authoritative%20Credential%20Holder%20Responsibility%20Agreement.pdf>

OSI PSD must be notified of all terminations/ resignations within five days of occurrence. The Contractor will return any expired USCIS issued identification cards and HSPD-12 card, or those of terminated employees to the COR. If an identification card or HSPD-12 card is not available to be returned, a report must be submitted to the COR, referencing the card number, name of individual to whom issued, the last known location and disposition of the card.

SECURITY MANAGEMENT: The Contractor shall appoint a senior official to act as the Corporate Security Officer. The individual will interface with OSI through the COR on all security matters, to include physical, personnel, and protection of all Government information and data accessed by the Contractor.

The COR and OSI shall have the right to inspect the procedures, methods, and facilities utilized by the Contractor in complying with the security requirements under this contract. Should the COR determine that the Contractor is not complying with the security requirements of this contract the Contractor will be informed in writing by the Contracting Officer of the proper action to be taken in order to effect compliance with such requirements.

The Contractor shall be responsible for all damage or injuries resulting from the acts or omissions of their employees and/or any subcontractor(s) and their employees to include financial responsibility.

8.1 PROPERTY INVENTORY

The Contractor shall ensure personnel apply a USCIS-supplied barcode to all property purchased for USCIS. The Contractor shall establish and maintain an accurate master inventory of all property purchased or provided by USCIS in support of BPA Order level requirements.

8.2 NOTIFICATION OF PROPERTY RECEIPT

The Contractor shall confirm receipt of USCIS property purchased in support of BPA Order level requirements with the assigned USCIS Accountable Property Officer (APO) and COR within 5 business days of receipt.

8.3 BPA ORDER MONTHLY ASSET MANAGEMENT REPORT (MAMR)

In support of awarded BPA Order level requirements, it is anticipated that the Contractor shall prepare a monthly Asset Management Report, which contains accurate information for all USCIS property located at their facility. At a minimum, this report must include:

- USCIS Barcode
- Acquisition Date
- Acquisition Status
- Asset Condition
- Manufacturer Name
- Manufacturer Model
- Asset Description
- Serial Number
- Asset Cost
- Location

The Monthly Asset Management Report requirements will be included as an appendix to the Monthly Progress Report.

9.0 GOVERNMENT ACCEPTANCE PERIOD

The BPA Order level COR will review BPA Order deliverables prior to acceptance and provide the Contractor with an e-mail that provides documented reasons for non-acceptance. If the deliverable is acceptable, the COR will send an e-mail to the Contractor notifying it that the deliverable has been accepted.

9.1 The BPA Order level COR will have the right to reject or require correction of any deficiencies found in the BPA Order deliverables that are contrary to the information contained in the awarded BPA Order level requirements. In the event of a rejected deliverable, the Contractor will be notified in writing by the COR of the specific reasons for rejection. The Contractor may have an opportunity to correct the rejected deliverable and return it per delivery instructions.

9.2 All other review times and schedules for BPA Order deliverables shall be agreed upon by the parties based on the final approved Project Management Plan developed and delivered at the BPA Order level. The Contractor shall be responsible for timely delivery to Government personnel in the agreed upon review chain, at each stage of the review. The Contractor shall work with personnel reviewing the BPA Order deliverables to assure that the established schedule is maintained.

10.0 GOVERNMENT TERMS & DEFINITIONS

Evaluability assessment – A pre-evaluation examination of the extent to which a program, policy, regulation, or organization can be evaluated in a reliable and credible fashion or to which an evaluation is worthwhile based on the evaluation's likely benefits, costs, and outcomes.

Economic evaluation – Theory-guided analytic methods of economics when results of interest are expressed in terms of economic metrics such as costs, benefits, transfer payments, distributional impacts, and return on investment. Common analysis includes break-even analysis, benefit-cost analysis, cost-effectiveness analysis, economic consequence analysis, and economic impact analysis. Economic analysis can be used for formative purposes to estimate future results and costs to achieve them such as when conducting policy analysis or regulatory impact analysis to inform new policies and regulations. Economic analysis can be used for summative purposes in evaluations to estimate realized results and costs, typically compared to alternatives approaches for programs, policies, and regulations.

Formative evaluation – Formative evaluation assesses whether a program, policy, regulation, or organization approach (or some aspect of these) is feasible, appropriate, and acceptable before it is fully implemented. It may include process and/or outcome measures. However, it focuses on learning and improvement and does not aim to answer questions of overall effectiveness. It can help answer the questions, "Is the program, policy, regulation, or organization appropriate for this context," "Is it appropriate for this context," "Is the design and delivery acceptable to meet the identified needs," and "Can it be feasibly implemented as designed?"

Impact evaluation – Often used for summative purposes, impact evaluation assesses the causal effect or impact of a program on outcomes by estimating what would have happened in the absence of the program or aspect of the program. This estimation requires the use of experimental/randomized control trial (RCT) designs or quasi-experimental designs (QED) in which another group is compared to program participants. Impact evaluation can help answer the question, "Does the program, policy, regulation, or organization work, or did it lead to the observed outcomes?"

Needs assessments – Conducted for formative purposes to systematically assess the needs of its potential or actual customers and beneficiaries, examine the nature and causes of those needs, set priorities for the future, and consider the approaches and resources required for programs to achieve intended goals.

Outcome evaluation – Used for summative purposes, outcome evaluation assesses the extent to which a program, policy, regulation, or organization approach has achieved certain objectives, and how it achieved these objectives. Outcome evaluations use non-experimental designs characterized by the absence of a control or comparison group. Unlike impact evaluation, outcome evaluation cannot discern that outcomes result from or are a causal effect of the program. It can help answer the question, "Were the intended outcomes achieved?"

Process/implementation evaluation – Process/implementation evaluation assesses the extent to which essential elements of a program, policy, regulation, or operation are in place; conform to requirements, program design, professional standards, or customer expectations; and are capable of delivering positive outcomes. It can help answer the questions, “Was the program, policy, regulation, or organization implemented as intended?” or “How is it operating in practice?” In the learning agenda, several evaluations study process-related questions to understand underlying mechanisms of outcomes achievement.

10.1 GOVERNMENT ABBREVIATIONS AND ACRONYMS

APO	-	Accountable Property Officer
BPA	-	Blanket Purchase Agreement
CAPO	-	DHS Compliance Assurance Program Office
CARING	-	Community and Regional Integration Network
CBI	-	Confidential Business Information
CBP	-	Customs and Border Protections
CIGP	-	Citizenship and Integration Grant Program
CINAS	-	Citizenship Instruction and Naturalization Application Services
CO	-	Contracting Officer
CONOP	-	Concept of Operations
COR	-	Contracting Officer's Representative
DHHS	-	Department of Health and Human Services
DHS	-	Department of Homeland Security
DHS EO	-	DHS Evaluation Officer
DOJ	-	Department of Justice
EB	-	Evaluation Branch, a unit within SED
EOIR	-	Executive Office for Immigration Review
Evaluation Services	-	Range of professional support services to carry out Agency responsibilities, answer questions of interest, meaningfully engage stakeholders in evaluation and evaluation activities.
Evidence Act	-	Foundations for Evidence-Based Policymaking Act of 2018
FAR	-	Federal Acquisition Regulation
FWA	-	Federal-wide Assurance
GAO	-	Government Accountability Office
GPO	-	Government Printing Office
HDRF	-	Human Subjects Research Determination Request Form
ICE	-	Immigration and Customs Enforcement
IRB	-	Institutional Review Board
MPR	-	Monthly Progress Report
OCFO	-	Office of the Chief Financial Officer
OHRP	-	Office for Human Research Protections
OIS	-	Office of Immigration Statistics
OLM	-	Order Level Materials
OMB	-	Office of Management and Budget
OP&S	-	Office of Policy and Strategy, USCIS, DHS
PA&E	-	Program Analysis and Evaluation Division, DHS
PII	-	Personally Identifiable Information
PM	-	Government's Project Manager
PP	-	Project Plan
QCP	-	Quality Control Plan
RAIO	-	Refugee, Asylum, and International Operations

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Attachment 1

SED	-	Strategy and Evaluation Division, OCFO, USCIS, DHS
SOW	-	Statement of Work
USCIS	-	U.S. Citizenship and Immigration Services