

FEDERALLY FUNDED RESEARCH AND DEVELOPMENT (FFRDC) TECHNICAL EXECUTION PLAN (TEP)

U.S. Department of Homeland Security

Title: Analysis of Budget Formulation and Execution for Enforcement and Removal Operations

Component/Office: United States Immigration and Customs Enforcement (ICE)

Directorate/Division: Office of the Chief Financial Officer (OCFO)

FFRDC: Homeland Security Operational Analysis Center (HSOAC)

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1. Challenge

The United States Immigration and Customs Enforcement (ICE) is transforming its Enforcement and Removal Operations (ERO) budget program using a phased approach that streamlines and documents the current budgetary process for all program, project, and activities (PPAs). As part of this effort, ICE seeks external expertise and support services to evaluate the current ERO budget planning and formulation process, assess how ERO manages resource execution throughout the year, and recommend changes that would strengthen, improve, and synchronize ERO's budget formulation and resource execution processes.

2. Outcome(s)

As a direct consequence of the work performed under this task, the Office of the Chief Financial Officer (OCFO) will be able to forecast costs, develop budgets, manage resource execution, and prepare for audits in a more streamlined, consistent, and transparent fashion. OCFO will have a written report, to which it can refer, that (1) documents current ERO processes for recording expenditures, estimating future costs, formulating budgets, and managing spending, (2) details a new and better method for estimating ERO costs over the next two fiscal years, and (3) recommends changes to current processes that would strengthen the ability of ERO to resource its mission.

3. Background

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ICE OCFO's primary objective is to resource and enable the ICE mission, while providing sound stewardship of resources through the dedication and professionalism of its financial and budgetary workforce. ICE works to efficiently manage and control costs and to determine the availability and efficient use of resources and services. ICE implements mechanisms to develop performance budget integration, strategic and competitive sourcing, and compliant financial management. ICE's challenge is to streamline, leverage, and optimize business systems to support ICE's mission.

OCFO is responsible for ICE's budget formulation and resource execution. OCFO administers payroll and general expense resources to address ICE's mission, as well as request and manage position enhancements and staffing increases each year. OCFO's management maintains situational awareness and status of execution and future year requirements across all budgetary PPAs to ensure quarterly allocation. In situations where general expenses to payroll conversions are appropriate, OCFO uses departmental cost models to support cost comparison analyses. Payroll cost projections, which include estimations of gains and losses, are routinely required to support ceiling management requirements.

ERO's mission is to protect the homeland through the arrest and removal of those who would undermine the safety of our communities and the integrity of our immigration laws. As part of its critical mission, ERO manages all aspects of the immigration enforcement process, including the identification, arrest, detention, and removal of noncitizens who are subject to removal or are unlawfully present in the United States. To accomplish its mission, ERO is organized into several divisions:

- The **Custody Management Division** provides policy and oversight of those in ICE custody and manages ICE detention operations.
- The **Enforcement Division** manages the enforcement initiatives and components through which ERO identifies and arrests noncitizens subject to removal from the United States.
- At ERO Headquarters, the **Field Operations Division** provides guidance to and coordination among ICE ERO's 25 field offices across the nation.
- The **ICE Health Service Corps** is responsible for providing comprehensive health care for all noncitizens detained in ICE custody.
- The **Law Enforcement Systems and Analysis Division** is responsible for helping inform the development of ERO strategies and supporting continuous enhancement of ERO business processes to execute those strategies.
- The **Non-Detained Management Division** provides guidance, coordination, and operational direction to ERO's 25 field offices regarding managing ICE's non-detained docket.

- **Operations Support** coordinates ERO requirements to provide the resources and support infrastructure necessary to ensure the efficient execution of ERO's mission.
- The **Removal Division** coordinates, manages, and facilitates efforts to successfully remove noncitizens from the United States.

OCFO seeks contract support to evaluate and assess ERO's budgetary program, which includes workforce management, PPAs, and southwest border requirements, in order to strengthen and improve the operational processes and procedures that underlie resource allocation and execution across ERO's broad mission.

4. Task Objective(s)

This task will evaluate the budget formulation and resource execution processes of the eight ERO divisions. For each division, the task will:

- Document current processes for recording expenditures and managing spending
- Analyze and document current spending patterns
- Document current processes for estimating future costs and formulating budgets
- Develop and document a better method for estimating costs over the next two fiscal years
- Develop and document a better method for managing spending over the course of one fiscal year
- Recommend changes to current processes that would strengthen the ability of ERO to resource its mission.

As a direct consequence of this work, ICE OCFO will be able to forecast costs, develop budgets, manage resource execution, and prepare for audits in a more streamlined, consistent, and transparent fashion.

5. Technical Approach / Analytic Methodology

To achieve the outcomes and objectives presented, HSOAC proposes the following tasks:

5.1. Review and catalog the documentation and data provided by ICE OCFO.

The HSOAC study team will review and catalog the documentation and data provided by ICE OCFO to:

- Determine the data sources the study team can rely on for analysis
- Identify any gaps and develop a plan for obtaining additional information from other documents or data, the published literature, and interviews with subject-matter experts (SMEs)
- Develop a more detailed methodological approach to analyzing cost patterns and program execution.

The information provided by ICE OCFO will include, but not be limited to:

- Financial data from ERO program offices
- Responses to Requests for Information from the Office of Management and Budget (OMB), Congress, and Department of Homeland Security (DHS) headquarters
- Budgetary submissions
- Briefing materials, presentations, issue papers, standard operation procedures, and other written materials related to budgetary activities.

The financial data provided will be both detailed and comprehensive and cover the most recent five fiscal years (October 2018 to September 2023) at a minimum. These data will include, but not be limited to:

- Payroll data
- Data on authorizations (spaces) and personnel (faces)
- Travel expenditures
- Expenditures relating to land, buildings, and facilities, including utilities and maintenance costs
- Expenditures relating to equipment, materials, and supplies, including hardware and software
- Expenditures relating to contracted services, including information technology and healthcare services.

5.2. Collect additional information as needed.

The HSOAC study team will endeavor to fill any gaps identified in Task 5.1, given the constraints imposed by the time and resources available. In some cases, additional documents or data might be needed; in other cases, additional information might be collected via semi-structured interviews with SMEs. For example, SMEs at the ERO division or program level might be the best source of information about specific cost elements or about the systems and processes used to record financial data. The sponsor's assistance will be critical to identifying and obtaining additional documents or data in a timely manner and to identifying relevant SMEs and facilitating interviews with them.

5.3. Map the current budget formulation and resource execution processes.

For each of the eight ERO divisions and ICE OCFO, the HSOAC study team will document the current processes for:

- Recording expenditures
- Managing spending
- Estimating future costs
- Formulating budgets.

Depending on the complexity of these processes and the number of offices or organizations involved in them, the study team may choose to construct one or more logic models or employ other formal mapping techniques. The study team will assess the set of current processes with respect to completeness, consistency, transparency, and efficiency and identify any discrepancies or gaps.

5.4 Analyze cost and spending patterns.

Using the data, both quantitative and qualitative, collected and reviewed in Tasks 5.1–5.3, the HSOAC study team will analyze the cost and spending patterns for each of the eight ERO divisions. The study team will employ a mixed-methods approach determined in large part by the nature, completeness, and consistency of the available data and the length of the time series.

As part of the analysis, the study team will identify areas where resource execution has deviated significantly from the budget or spending plan. Such deviations might include cost elements (e.g., payroll, travel) that under- or over-spend relative to the budgeted amount for the fiscal year as a whole, or they might include cost elements that exhibit under- or over-burning at particular points within the fiscal year when compared to a spending plan.

In either case, the study team will endeavor to identify the root causes of the deviations using a combination of statistical analysis, document review, and SME interviews. The root causes might include changes in policy, macroeconomic conditions, or geopolitical conditions.

5.5 Forecast costs over the next two fiscal years.

The study team will then apply advanced statistical methods to develop a two-year cost forecast for each of the eight ERO divisions. The specific models used will depend on:

- The nature, completeness, and consistency of the available data
- The length of the time series
- The key cost factors and patterns identified in Task 5.4.

The methods and models used could include extrapolation or imputation, reduced-form regression analysis, and/or structural econometric modeling with time trends.

The study team will assess the robustness of the forecasting results to various assumptions and potential policy changes. Specifically, the study team will consider various operational and financial scenarios, based on the root causes identified in Task 5.4 and on discussions with relevant SMEs, and examine how the cost forecasts change under different scenarios.

5.6 Develop a better method for managing spending.

Building on the analysis of spending patterns conducted in Task 5.4 and the operational and financial scenarios examined in Task 5.5, the HSOAC study team will identify the conditions that

are most likely to cause resource execution to deviate from the budget or spending plan. The study team will then assess the risk mitigation and spend management controls ERO currently has in place in terms of their effectiveness at preventing or minimizing such deviations. To address areas in which current controls are shown to be inadequate, the study team will recommend changes to ERO policies, processes, and business practices that would either bring spending into closer alignment with the budget or introduce the flexibility necessary to absorb unexpected surges in the demand for resources.

5.7. Document and disseminate results and recommendations.

The HSOAC study team will document the results of its analysis in a written RAND Report. For each of the eight ERO divisions, the report will:

- Detail the methodological steps taken, including any assumptions made to address data shortcomings
- Document current processes for recording expenditures, managing spending, estimating future costs, and formulating budgets
- Present the results of the analysis of cost and spending patterns
- Provide a two-year forecast of costs
- Recommend changes to current ERO policies, processes, and business practices that would strengthen and improve budget formulation and resource execution.

The report will be independently reviewed by multiple researchers to ensure it meets RAND's standards for high-quality research. Pursuant to sections D.3 and D.6 of the FFRDC contract, HSOAC will publish and publicly release the final report if it does not contain "sensitive information" as that term is defined in the contract. In the event the final report must contain sensitive information, HSOAC will produce a short, non-sensitive, publicly releasable report or white paper (i.e., RAND Perspective) as a derivative companion product.

6. Key Words

Cost Analysis, Cost Forecasting, Financial Analysis, Econometric Modeling, Program Budgeting, Program Management, Audits, Compliance, Financial Oversight, Payroll, Human Resource Management

Type of Work

Cost Analysis, Financial Analysis, Cost Forecasting, Econometric Modeling

Benefit of Work

Improve program budgeting and management, Improve business processes, Increase transparency, Increase consistency, Improve compliance with financial auditing

Subject of Interest

Program Budgeting, Program Management, Human Resource Management, Payroll

7. Focus Area and Mission Alignment

Table 1 below aligns the percent of the total projected staff years of technical effort (STE) allocations to the IDIQ focus areas and DHS Quadrennial Homeland Security Review (QHSR) missions.

FFRDC proposed total STE: 3.41

DHS Management Directive 143-04, "Establishing or Contracting with FFRDCs and National Laboratories" defines a STE as 1,810 hours of paid effort for technical services.

Table 1: Focus Areas to the QHSR Mission Areas Relationship Matrix

At the intersection of the appropriate Focus Area row and QHSR Mission column, enter a percentage of the total STE.

HSOAC Focus Areas	Mission 1: Prevent Terrorism and Enhance Security	Mission 2: Secure and Manage Our Borders	Mission 3: Enforce and Administer Our Immigration Laws	Mission 4: Safeguard and Secure Cyberspace	Mission 5: Strengthen National Preparedness and Resilience	Mission 6: Maturing and Strengthening Homeland Security
1: Acquisition Studies	0%	0%	0%	0%	0%	0%
2: Preparedness, Response, and Recovery	0%	0%	0%	0%	0%	0%
3: Innovation and Technology Acceleration	0%	0%	0%	0%	0%	0%
4: Homeland Security Threat and Opportunity Studies	0%	0%	0%	0%	0%	0%
5: Personnel Policy and Management Studies	0%	0%	0%	0%	0%	0%
6: Operational Studies	0%	0%	0%	0%	0%	0%
7: Organizational Studies	0%	0%	0%	0%	0%	0%

8: Regulatory, Doctrine, and Policy Studies	0%	50%	50%	0%	0%	0%
9: Research and Development Studies	0%	0%	0%	0%	0%	0%

8. Deliverables and Schedule

The FFRDC shall provide the following deliverables (predicated in calendar days) according to Table below, and the most current Project Management Plan (PMP), as approved by the Project Manager and DHS Contracting Officer or COR.

Table 2: Deliverables

Scope Ref.	Deliverable Name	Delivery Date
5.0.1	Project Management Plan (PMP) (Draft)	15 days after award
5.0.2	Project Management Plan (PMP) (Final)	30 days after award
5.0.3	Task Order Project Kickoff Briefing	Within 30 days of project award date
5.1	Briefing: Interim Project Review 1	4 months after award
5.2	Briefing: Interim Project Review 2	7 months after award
5.3	Briefing: Interim Project Review 3	10 months after award
5.4	Briefing: Interim Project Review 4	15 months after award
5.5	Draft Written Report	18 months after award
5.5	Final Briefing	19 months after award
5.5	Final Written Report	26 months after award

The FFRDC shall provide all deliverables under this task order directly to the S&T FFRDC PMO [REDACTED] the Task Order PM, TPOC, and Task Order COR. An unclassified abstract, 100 to 200 words in length, and at least five keywords, or a completed Standard Form 298, "Report Documentation Page," shall accompany each deliverable as indicated in Table 2: Deliverables. Note that the Report Documentation Page will identify the approved release distribution level (e.g., distribution is unlimited; distribution authorized to US Government agencies only; etc.).

The FFRDC shall deliver a monthly status report by the 15th of the following month containing metrics pertaining to financial, schedule, technical progress, deliverable status, and risk information related to the task. The FFRDC task lead and the task order COR as needed will

discuss relevant issues in evaluating the task priorities for the next period; and update the program plan as necessary.

9. Assumptions

None

10. Travel

Travel may be necessary to meet and coordinate interagency exchanges of information and to collect data for this task. The FFRDC shall provide trip reports, if requested, to the task order COR for all non-local travel within 30 days of completion of travel.

Long Distance Travel

From	To	No. of Trips	No. of Days per Trip
Boston MA	Washington D.C.	2	3
Los Angeles CA	Washington D.C.	2	3
Los Angeles CA	San Diego CA	1	2
Los Angeles CA	Phoenix AZ	1	2
Boston MA	Albuquerque NM	1	2
Los Angeles CA	Albuquerque NM	1	2
Boston MA	Houston TX	1	3
Los Angeles CA	Houston TX	1	3
Boston MA	Washington D.C.	1	3
Los Angeles CA	Washington D.C.	1	3

- Total Number of Trips (All Travelers): 12
- Total Number of Travel Days (All Travelers): 32

The task order COR must approve all foreign travel. Foreign travel must be approved at least 30 days (for unclassified visits) or 45 days (for classified visits) in advance of the planned travel event.

Travel, including local non-commuting travel, shall be reimbursed in accordance with the Federal Travel Regulation. Daily commuting costs shall not be reimbursed. Long-distance travel not specified in this Task Order must be pre-approved by the Task Order CO or COR.

11. Period of Performance

The period of performance is 26 months from date of task order award.

Note: The HSOAC IDIQ contract limits task order end dates to 3/23/2028. Also, options and add-ons cannot be executed on the current IDIQ contract on pre-existing task orders after the IDIQ ordering end date, 3/23/2027.

12. Security Requirements.

This Task Order will require access to the following information << DELETE NON-APPLICABLE BOXES – doing this streamlines Appendix G submissions >>:

- ☒ 1. Unclassified, no markings
- ☒ 2. Sensitive but Unclassified (SBU), For Official Use Only (FOUO)
- ☒ 3. Law Enforcement Sensitive (LES)
- ☒ 4. Personally Identifiable Information (PII)

<< GOVERNMENT PM DELETE NON-APPLICABLE SUB-SECTIONS BELOW - doing this streamlines Appendix G submissions. >>

- 12.1** Security requirement #2 (SBU, FOUO) – All unclassified “For Official Use Only” (FOUO) work is expected to occur at the “medium” level per the National Institute of Standards and Technology (NIST) 800-60 (Federal Information Processing Standard (FIPS) Security Categorization) and the Federal Information Security Management Act (FISMA). Any work at the “high” FOUO level per the FISMA, or any work at the classified level, shall be performed on a stand-alone computer system accredited in accordance with the FISMA and applicable DHS policies.
- 12.2** Security requirement # 5 (PCII) – The FFRDC shall comply with all requirements of the Protected Critical Infrastructure Information (PCII) Program set out in the PCII Act, in the implementing regulations published in the Interim Rule, and in the PCII Procedures Manual as they may be amended from time to time, and shall safeguard PCII in accordance with the procedures contained therein.
- 12.3** Security requirement # 5 (PCII) – The FFRDC shall ensure that each of its employees, consultants, and subcontractors who work on the PCII Program have executed non-disclosure agreements (NDAs) in a form prescribed by the PCII Program Manager. The FFRDC shall ensure that each of its employees, consultants and subcontractors has executed a NDA and agrees that none of its employees, consultants or sub-contractors shall be given access to PCII without having previously executed a NDA.
- 12.4** Security requirement # 2 (SBU, FOUO) – The FFRDC shall adhere to all applicable government laws, regulations, orders, guides, and directives pertaining to classified, Sensitive But Unclassified (SBU), FOUO, or personally identifiable information. The contractor shall safeguard SBU, FOUO information specifically in accordance with DHS

Management Directive 11042.1 and in compliance with HSAR Class Deviation 15-01 Safeguarding of Sensitive Information.

12.5 The contractor shall use government accredited IT systems to accomplish this work, when applicable. Sensitive work is generally stored and processed within the HSOAC IT Enclave, or as otherwise noted in the Authorized IT Environment(s) and Data Overview (AIEDO). If classified work is required under this Task Order, the Task Order COR shall provide specific guidance to the FFRDC as to which work will be conducted in a classified manner and at which classification level. Classified information shall be stored and/or processed at the locations identified below under "Safeguarding/Storage" and as identified in the IDIQ DD 254 or subsequently issued task order DD 254. If such DHS-guidance conflicts with other applicable guidelines (e.g., DOE, DOD, etc.), the FFRDC shall adhere to the more stringent guidelines as determined by the Task Order COR and DHS FFRDC PMO. The FFRDC shall also adhere to other applicable government orders, guides, and directives pertaining to classified or confidential work.

12.6 Authorized IT Environments

<< DHS S&T has issued an authority to operate (ATO) to the RAND Corporation for the "IT Enclave". The FFRDC IT Enclave will be the primary environment for FFRDC project work for most all types of DHS Sensitive information. The Enclave meet DHS 4300A Sensitive Systems standards. Note this section is not applicable to classified information, which is a separate category of information and the FFRDC Enclaves are NOT approved for classified information.>>

The FFRDC team will use their FFRDC corporate IT environment for FFRDC contracts management and administrative support for activities including:

- Time reporting
- Financial management
- Contract management
- Monthly status reports
- Non-DHS Sensitive project work

Sensitive FFRDC work described in the TEP will be performed in IT environment(s) authorized by DHS. These may include, a) FFRDC IT Enclave (following ATO by DHS), b) DHS infrastructure (e.g., LAN-A), and/or c) other authorized environment(s)(e.g., classified networks).

12.7 DHS Furnished Information

<< These are examples of the following government furnished information (GFI) will be supplied by the task user: the sponsor will provide documentation on the current simulation and model to include model inputs, outputs, development documentation, post simulation processing and simulation configuration management, specifically:

- Intended use statement for a model

- Data tables describing the capabilities and characteristics
 - Descriptions of target behaviors (Concept of Operation (CONOPS) or Techniques, Tactics and Procedures (TTPs)
 - Model V&V plan that identifies the process to implement, test, and prove successful implementation of changes
 - Model documentation, including execution, configuration management policies, output processes. >>
- a) DHS will provide unique information, materials, and forms to the Contractor as specified under this task order. Such DHS provided information, materials, and forms shall remain the property of DHS, unless otherwise indicated in writing by DHS, and may not be distributed beyond the FFRDC's project performers without DHS's prior written permission.
 - b) The DHS COR identified in this task order will be the point of contact (POC) for identifying required information to be supplied by DHS.

12.8 FFRDC Furnished Information

<< Include any FFRDC furnished information that will be supplied by the FFRDC for use on this task order. Examples include algorithms, code, lab environment(s), and patented intellectual capital. >>

12.9 Privacy Compliance Requirements

The Government Program Manager will coordinate with the appropriate DHS component's Privacy Office (i.e., CBP, USCIS, S&T, etc.) to determine if a Privacy Threshold Analysis (PTA) is required prior to the start of performance. In those instances, the performer shall support the development of compliance related documentation and meet privacy requirements. Please have your privacy office reach out to S&T Privacy to see what documentation is available.

13. Safeguarding/Storage:

- a. No safeguarding/storage needed at the FFRDC.

14. Other Contract Details

In accordance with the language in the FFRDC contract, the following sections are repeated here for awareness and should not be changed. If they are changed, the language in the IDIQ takes precedence.

14.1 FFRDC Personnel

Personnel provided by the FFRDC will have the skills and technical background necessary to successfully complete the tasks described in this plan. The FFRDC shall implement and manage the technical approach, organizational resources, management, and quality

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controls to be employed to meet the cost, performance and schedule requirements throughout task order execution.

14.2 Food and Drink.

The FFRDC shall not charge any expense for food, snacks, or drink as part of holding task related meetings, conferences, or gatherings; however, this prohibition does not prevent the contractor from charging meals and incidental expenses as part of authorized travel expenses.

14.3 Meetings and Workshops

All necessary conference approvals should take place prior to the FFRDC's attendance at any conference in support of the sponsoring component. The component user should follow the conference approval process per the guidance set-forth under DHS Financial Management Policy Manual (FMPM Section 7.10) and any component-specific policies and procedures and provide a copy approval(s) to the FFRDC.

The FFRDC may interview and conduct workshops of recognized subject-matter experts, including non-federal experts, to gather the expert's individual knowledge and experience regarding the current state of the art of the technical issues relating to this task, and to foster the building of a long-term collaboration between the individual subject matter experts and the FFRDC on the issues relating to the experts' areas of expertise. The workshops or other interaction with non-Federal experts will be for the purpose of collecting the views of the individual experts, not to result in a consensus of those experts. The FFRDC shall produce an objective assessment on the technical merits of the data and/or experts' views espoused in these meetings; and include an evaluation of the strengths and weaknesses of the various discussion points provided by individuals.

The FFRDC may organize meetings/workshops related to the task with federal officials on behalf of the user; however, federal government personnel will approve the agenda and will chair any federal intra-agency/inter-agency meetings. The FFRDC shall produce an objective assessment on the technical merits of individual and any consensus findings and recommendations discussed in these meetings; and include an evaluation of their strengths and weaknesses of the various discussion points.

14.4 Inherently Governmental Functions

As defined under FAR subpart 7.503 (d) and additionally as described in the Office of Federal Procurement Policy (OFPP) Letter 11- 0 I, Performance of Inherently Governmental and Critical Functions (76 Fed Reg 56227), the FFRDC may perform certain

closely associated with inherently Governmental functions. However, in accordance with Federal Acquisition Regulation (FAR) 7.503(c)(20) and Homeland Security Acquisition Manual 3037.103(e), the FFRDC shall not draft Congressional testimony, responses to Congressional correspondence, or agency responses to audit reports from the Inspector General, the Government Accountability Office, or other Federal audit entity. Furthermore, in accordance with FAR 7.503(c)(12)(ii), FFRDC employees, subcontractors, and/or consultants will not be voting members on any DHS source selections. When applicable, FAR clause 52.203-16, "Preventing Personal Conflicts of Interest," as included in the IDIQ contract, will apply to this Task Order.

14.5 Out of Scope Work

The following types of work are out of scope for the FFRDC to perform. More specific types of work that are out of scope are found in the relevant IDIQ contract:

- Performance of any services and functions as defined under FAR Subpart 7.5 - "Inherently Governmental Functions," specifically subparts 7.503 (a), (b) and (c).
- Performance of any Systems Engineering and Technical Assistance (SETA) type work, particularly where such work is directly for staff augmentation and of a general support nature where the specific type and quantity of deliverables are undefined.
- Preparation of any Independent Government Cost Estimates (IGCEs).
- Participation in any Source Selection Evaluation or any other membership body where voting and/or ranking of proposals will lead to a subsequent monetary or contract award. The FFRDC may provide independent technical evaluation of proposals in support to a Source Selection Evaluation body but may not provide any ranking, voting or other assigned ordering or selection criteria other than commenting on the technical merit of a particular proposal or proposal section(s). Use of the FFRDC in evaluating an offeror's proposal MUST BE DISCLOSED IN THE SOLICITATION OF PROPOSALS and the offeror(s) given the opportunity to affect non-disclosure agreements and/or withdraw their offer(s), otherwise the FFRDC may not participate.
- Delivering recurring compliance training to DHS employees, particularly that which could reasonably be considered staff augmentation services, is not allowed. Training associated with the transfer of skills from the FFRDC to DHS is acceptable, as long as such training is non-recurring (i.e. train the trainer) and is not intended to be part of a formal established training program. Waivers to this may be requested from the FFRDC COR. Seminars, workshops, and short-courses intended to extend the access and awareness of FFRDC research, research methods, and data sets to practitioners

across the Homeland Security Enterprise to assist them in improving mission effectiveness and efficiency is permissible.

- Software and/or hardware development or other manufacturing unless such development is associated with a prototype demonstration or other proof of concept system and not intended to be a permanent solution or in response to formal requirements.

15. Publications and Communications Concerning Work Performed

In accordance with the language in the FFRDC contract, the following statement is repeated here for awareness and should not be changed. If it is changed, the language in the IDIQ takes precedence.

The FFRDC shall mark all technical data or computer software pursuant to the terms of the IDIQ Contract. This will include, for copyrighted works, an appropriate notice acknowledging DHS's sponsorship of the work, license rights, and the appropriate copyright notice as detailed in the IDIQ Contract.

The DHS desires widespread dissemination of the results of funded non-sensitive research and does not seek to undermine the independence or objectivity of the FFRDC or FFRDC operator in anyway. The FFRDC therefore will generally seek public release approval for the results of non-sensitive research. Thirty (30) days prior to release, the FFRDC will first ask for the task order COR's and CO's agreement that the research product is suitable for release. The FFRDC contract governs the scope of the review. Specifically, this review is strictly a mechanism by which the Department identifies the inclusion of Sensitive Information, as defined in the IDIQ contract, Section I.13(a). The review does not include a determination of the FFRDC's analytical conclusions, final findings, or analytical outcomes.

- Are you interested in releasing information publicly from this research?

As outlined in this TEP and the IDIQ contract, the sponsor is interested in widespread dissemination of the results of funded non-sensitive research so that the sponsor, other DHS Components, and DHS partners can gain benefit from these results now and in the future. As mentioned in response to the questions that follow, the sponsor will work with HSOAC to develop an appropriate dissemination strategy for sharing project results that will support accomplishment of the objectives outlined in this TEP. This plan will include public release of an HSOAC report that documents results of this study that are not DHS Sensitive.

Similarly, to increase the benefits of this study for DHS partners, HSOAC will work with the sponsor to share results that are DHS Sensitive with appropriate audiences using appropriate means that assure need-to-know and authority to access information at the specified sensitivity.

- If you don't want to release the results, is the FFRDC able to release info about the methodology to the other components or the public?

To increase the value of this analysis to the sponsor and DHS, the sponsor is interested in broad sharing of methodologies developed in this task to DHS components and the public. Sharing descriptions of methodologies will allow DHS and its research and analysis partners to extend and further utilize the methods developed in this task in the future. Such descriptions should not reveal DHS Sensitive Data, should not describe the results of DHS or FFRDC assessments of DHS programs or operations, and should not state DHS policy positions. Examples of mechanisms for sharing descriptions of methodologies include but are not limited to HSOAC publications, peer-reviewed journal articles, academic conference presentations, and industry events.

- What is the desired audience for the release of info? Component only/all of DHS/public release?

As outlined in this TEP, there are variety of audiences for the results of this work and descriptions of the methodologies used. These include the sponsoring office, other DHS officials, DHS partners in accomplishing the missions addressed by the study, DHS oversight organizations, and other research organizations contributing to supporting DHS in these mission areas. The sponsor will work with HSOAC as part of the planning process to develop a dissemination strategy that shares results appropriately for the relevant audiences.

- Do you want an outreach event as part of the release?

To increase the benefit of the work and accompany release of results, the sponsor is interested in developing a plan to share the results with appropriate audiences. To accomplish this, the sponsor will work with HSOAC to develop an appropriate dissemination strategy that will support accomplishment of the objectives outlined in this TEP. Examples of components of a dissemination strategy could include briefings of results to DHS leadership within the sponsor's agency, briefings of results to DHS partners or oversight organizations, HSOAC or DHS press releases to accompany release of non-DHS sensitive results or methodology developments, presentations at scientific associations or industry events, and/or HSOAC or DHS hosted meetings or symposia. The specific elements of the dissemination strategy will be determined during the planning process throughout the study.

- Would you be interested in having the PMO assist with the release of favorable results?

To increase the benefit of this work, the sponsor welcomes assistance from the PMO to complement HSOAC and sponsor dissemination of results. As dissemination planning proceeds throughout the study, the sponsor will work with HSOAC to identify

opportunities to leverage the PMO to enhance the dissemination strategy and include the PMO into the planning process appropriately.

16. DHS Furnished Facilities, Supplies and Services (<<Completed by User>>)

If work at << insert DHS component name >> is necessary for the services being performed under this Task Order, such facilities will be provided at offices at the appropriate location. Parking facilities are not provided. Basic facilities such as work space and associated operating requirements (e.g., phones, desks, utilities, desktop computers, and consumable and general purpose office supplies) will be provided to FFRDC personnel.

DHS Furnished Property – a quarterly report of all S&T property should be submitted to the COR | FFRDC of all of the equipment purchased on behalf of the Government, and Government Furnished equipment being utilized by either FFRDC.

Subsequently a yearly report of all Government Furnished Equipment shall be provided to the COR | FFRDC. The COR | FFRDC will need a property form filled out for all S&T Contractor Acquired Equipment /Property or purchases on behalf of the Government for insertion into the S&T property management system (SAMS). This insertion will need to include the property form filled out in its entirety, paid invoice(s) showing the property purchase and a picture of the current state of that property.

- a) Additional DHS property will not be provided to the FFRDC unless otherwise agreed. If DHS property is provided to the FFRDC for task performance, the FFRDC shall maintain property records, sending a yearly report of all items currently attached to the task order to the COR| FFRDC and the Program Manager and a disposition of the property must be completed at the end of the period of performance.
- b) Before purchasing any individual item equal to or exceeding \$5,000 that is required to support technical tasks performed pursuant to this Task Order, that has not already been accepted by the Government with the issuance of the Task Order, the FFRDC shall obtain prior written consent from the Program Manager, DHS IDIQ Contracting Officer, and DHS IDIQ COR. The FFRDC shall maintain any such items according to the IDIQ Contract's property accountability procedures, and FAR Part 45.
- c) All DHS/GFP/GFE (IT equipment, building passes etc.) must be returned at the conclusion of the task order in accordance with component's procedures.
- d) If any GFP/GFE is not returned, a report of survey must be submitted to the COR and Project Manager, referencing the DHS equipment number, pass or card number, name of individual to whom equipment was issued, and the last known location of property. Contractors who lose a badge will be required to fill out an additional lost badge form.

17. Invoices

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<< Identify the email addresses (e.g., common inbox, task order CO, task order COR) and date by which the FFRDC must send monthly invoices. HSOAC invoices will generally be sent on or soon after the 20th of each month. >>

18. Points of Contact

<< Note that if multiple offices/divisions contribute requirements to this task order, PM information is required for each. Insert alternates as necessary. >>

Government POCs	Corresponding FFRDC POCs

