

**BLANKET PURCHASE AGREEMENT (BPA)  
Attachment 1**

**STATEMENT OF WORK (SOW)  
FOR  
DHS PA&E EVALUATION SERVICES**

## **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.<sup>1</sup> 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.<sup>2</sup>

This SOW identifies the Government's objectives for evaluation services for PA&E. The purpose of this Blanket Purchase Agreement (BPA) is to provide PA&E, and by extension PA&E's evaluation collaborators throughout DHS, an as-needed mechanism for procuring professional services in social science and evaluation research, evaluation capacity building, and data science and analytics to

- conduct and communicate a range of social science and evaluation research studies, including related activities that may be incorporated into an overall study or stand-alone (e.g., activities associated with design and planning, data collection and analysis, reporting and dissemination), for the purpose of innovation, improvement, and organizational learning.
- support DHS in complying with requirements of the Evidence Act, including stakeholder-informed development of DHS and Component-level learning agendas, evaluation plans, and capacity assessments;
- design, deliver and/or facilitate non-evaluator stakeholder engagement and capacity building to support meaningful engagement in evaluation planning, implementation, management, and use; and
- develop, manage, and conduct data analytics and other analysis to inform or support evaluation, evidence building, and dissemination.

## **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

<sup>1</sup> "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)

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

coordination and collaboration across the Operational Components and Headquarters (HQ) Offices are essential to achieve the six overarching homeland security missions that make up our strategic plan.<sup>3</sup>

*A robust and coordinated evaluation function is essential to the Department's capacity to build rigorous evidence for better decision making.* The Department's use of evaluation and evidence is meant to support innovation, improvement, and organizational learning, while also fulfilling accountability requirements. The intent is to integrate the use of evidence and opportunities for further learning into all activities. Where an evidence base is lacking, evidence will be developed through systematic evidence building. Where evidence exists, it will be used to encourage replication and expansion of effective solutions. DHS uses many types of evidence and understands that a culture of organizational learning and continual improvement relies on multiple sources of information, including evaluation. The Department's ability to use evidence to drive business decisions, allocate resources strategically, and deliver effective homeland security programs depends upon access to credible, relevant, and timely evidence from evaluation and related research and analysis.

The DHS Evaluation Officer in PA&E provides leadership and oversight for the Department's implementation of evaluation; coordinates and issues the Department's learning agenda and annual evaluation plans; assesses and champions efforts to improve capacity for evaluation; sponsors social science and evaluation research; and facilitates dissemination and use of evidence for decision-making. PA&E led the development of the DHS evaluation policy,<sup>4</sup> learning agenda,<sup>5</sup> annual evaluation plans,<sup>6</sup> and capacity assessment<sup>7</sup> that provide a roadmap for producing and using credible, relevant, and actionable evidence to understand and improve the Department's program and policy effectiveness, assess progress toward outcomes, and ultimately, the extent to which it is achieving its mission. PA&E leads annual processes that support DHS HQ Offices and Components in documenting progress, identifying emerging priorities, updating plans, and disseminating findings from evidence building activities identified in its learning agenda and annual evaluation plans. PA&E supports the integration of evidence from evaluation into existing DHS business process, including strategic, program, and resource planning and management.

### 1.1.1 EVIDENCE ACT AND EVALUATION

Title I of the Foundations for Evidence-Based Policymaking Act ('Evidence Act') of 2018, Pub. L. 115-435, and OMB implementing guidance<sup>8</sup> create a statutory framework for evaluation, including designating and developing roles and responsibilities for the Evaluation Officer and key planning activities, including:

- The creation of learning agendas that identify and set priorities for evidence building and related planning activities, in consultation with various stakeholders;
- Developing annual evaluation plans, which will summarize the specific evaluations an agency plans to undertake to address those questions;

<sup>3</sup> U.S. Department of Homeland Security's Strategic Plan for Fiscal Years 2020-2024 (DHS, 2020)

<sup>4</sup> DHS Management Directive 069-03 Program, Policy, and Organizational Evaluations, Revision 00 (DHS, 2021)

<sup>5</sup> U.S. Department of Homeland Security FY 2022-2026 Learning Agenda (DHS, 2022)

<sup>6</sup> U.S. Department of Homeland Security FY 2022 Annual Evaluation Plan (DHS, 2021); U.S. Department of Homeland Security FY 2023 Annual Evaluation Plan (DHS, 2022)

<sup>7</sup> U.S. Department of Homeland Security FY 2021 Capacity Assessment (DHS, 2022)

<sup>8</sup> "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)



- Undertaking capacity assessments, which, as part of agencies' strategic plans, will help agencies to assess their ability and infrastructure to carry out evidence-building activities like foundational fact finding, performance measurement, policy analysis, and program evaluation; and
- Identifying the data needed to answer those questions.

Evaluation (also referred to as program evaluation) is an assessment using systematic data collection and analysis of one or more programs, policies, or organizations or some aspect of these intended to assess their efficiency and effectiveness.<sup>9</sup> Evaluations may address questions related to the overall performance of the program in achieving intended results or outcomes, the implementation of the program, effectiveness of program strategies, or other factors that relate to variability in the effectiveness of the program or its strategies. Evaluations can also examine questions related to measurement of progress, such as the reliability of performance data, identifying appropriate goals or targets for performance, understanding the contextual factors surrounding a program, and how to effectively target specific populations or groups for a particular intervention.

Evaluations are carried out periodically using rigorous designs and methodologies. Non-experimental, quasi-experimental, experimental designs and quantitative, qualitative-, or mixed methodologies selected should be appropriate to address the evaluation questions and objectives. Major types of evaluation studies include but may not be strictly limited to these types: needs assessment; evaluability assessment, formative evaluation, process or implementation evaluation, outcome evaluation, impact evaluation, cost and economic evaluation, and descriptive and exploratory studies. Adaptive evaluation types, such as developmental evaluation, may also be considered.

More broadly, evaluation activities include the planning, implementation, management, reporting, and dissemination of activities overseen or coordinated by evaluators and related staff within a Federal agency. This includes, but is not limited to developing and coordinating multi-year learning agendas, establishing annual evaluation plans, assessing capacity to conduct and use evaluations, planning and managing or conducting specific evaluations, developing logic models and systems of indicators, measures, and data to support monitoring and evaluation, and summarizing evaluation findings for particular programs or policies, supporting other offices within an agency to interpret evaluation findings, and bringing evaluation-related evidence to bear in decision-making. Such a stance requires commitment to utilization and promoting a learning orientation in all evaluations.

OMB's implementation guidance outlines expectations for the conduct of evaluation. OMB M-20-12<sup>10</sup> 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 the agency. All DHS evaluations and related activities and those conducting them are expected to adhere to these standards.

<sup>9</sup> Herein, evaluation does not refer to "test and evaluation" of material solutions and IT software/systems during the acquisition life cycle. Technology impact evaluation, for example, to understand users' reactions, adoption, and uses of technology as well as effectiveness of technologies on DHS mission operations and outcomes under realistic, operational conditions may be considered evaluation herein but may constitute only a small portion of the requirement.

<sup>10</sup> "Phase 4 Implementation of the Foundations for Evidence-Based Policymaking Act of 2018: Program Evaluation Standards and Practices," M-20-12 (OMB, 2020)

~~OMB M-21-27<sup>11</sup> requires that equity must also be considered as agencies build and use evidence, and should be considered throughout the lifecycle of evidence building regardless of methodological approach. Robust stakeholder engagement should be used to advance equity and meet the needs of underserved communities, and cannot be accomplished without intentional interactions with diverse stakeholders. Engaging communities in this work can both promote equity and improve the rigor, relevance, and utility of evaluation and other forms of evidence. All DHS evaluations and related activities are expected to engage diverse stakeholders and consider equity in ways that are meaningful to the program, policy, or operation being evaluated.~~

## 1.2 SCOPE

PA&E seeks Contractor(s) to enhance the Government's production and use of rigorous evidence for decision-making. This BPA will provide PA&E with a range of support services (called 'evaluation services' herein) to carry out its responsibilities, answer questions of interest to DHS, meaningfully engage DHS stakeholders in evaluation and evaluation activities, and strengthen capacity of DHS to integrate evaluation and evidence into their work. The Contractor shall assign a team of personnel to each BPA Order including the proper skills and recent experiences with developing the products and deliverables based on BPA Order level requirements. The level of effort and final deliverables will depend on each specific project and the needs of DHS as delineated within BPA Order level requirements.

The Contractor(s) shall, at a minimum, have expertise, experience, and ability to ensure sufficient bench strength to provide DHS services at the BPA Order level that shall include but are not limited to:

- a. Social Science and Evaluation Research Services - Using scientific inquiry and methods to conduct a wide range of studies, including evaluation and other analyses, and related evaluation activities that inform and improve Department programs, policies, regulations, strategies, and operations, including and support for complying with the Evidence Act.
- b. Evaluation Stakeholder Engagement and Capacity Building Services – Using inclusive, participatory approaches to evidence building and providing non-evaluators with effective training, technical assistance, and tools in the area of evaluation.
- c. Data and Analytics Services - Developing, refining, and using data systems, analytics, and other analysis to support performance monitoring, evaluation, research or analysis for on programs, policies, regulations, strategies, and operations.

These services will typically be independent, self-contained, and repetitive, such as development of monitoring and evaluation frameworks, study planning and design, conducting systematic evidence reviews, collecting qualitative and quantitative data, analyzing data, reporting and disseminating findings. All or some combination of these tasks and related deliverables will be identified at the BPA Order level. Evaluation of programs requires the ability to design and perform evaluations that measure program context, design, process, outcomes, impact and other important evaluative relationships, such as feasibility, efficiency, effectiveness, and economy, and equity. The Contractor(s) shall provide support and technical expertise in all types of evaluation, and for both formative and summative purposes.

Evaluation services may support other evaluation activities, such as developing, updating, or using learning agendas and annual evaluation plans to help identify and scope evaluations that are of the greatest strategic importance to the Department, or assessing program or organizational capacity to conduct and use evaluations. To clarify presented results or to provide additional analyses and reports

<sup>11</sup> "Evidence-Based Policymaking: Learning Agendas and Annual Evaluation Plans." M-21-27 (OMB, 2021)



on topics/areas of interest, the Contractor(s) may be requested by DHS to undertake ad hoc analyses and reporting.

The work performed under this BPA will result in the development and broad dissemination of evaluation frameworks, plans, reports, study findings, tools, training materials, and other documents in the listed task areas. Work performed may include site visits to DHS offices or sites and interaction with different DHS audiences through a variety of webinars, workshops, conferences, and guidance publications. The vendor will be required to prepare and deliver presentations to DHS officials on the results of its work under this BPA as established within BPA Order level requirements.

All evaluations and evaluation activities conducted under this BPA, 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 one 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 BPA is to provide PA&E and its evaluation collaborators with dedicated evaluation experts and services to support implementation of evaluation and Department- and Component-level compliance with the Foundations for Evidence-Based Policymaking Act of 2018 ('Evidence Act') Title 1 requirements. Services rendered will help DHS build enterprise-wide evaluation capacity; expand availability of evaluation methodologies and evidence across the DHS mission space; support evidence-based reflection and learning that informs design and delivery of mission programs, policies, and operations; enable organizational learning and continuous improvement that allows DHS to become more effective and efficient.

### 1.4 APPLICABLE DOCUMENTS

All solutions provided under this BPA and its awarded BPA Orders shall comply with DHS policies and procedures, public laws, Executive Orders, federal regulations, and standards in order to support timely performance of DHS and Components' 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 PAE Evaluability Assessment Resource with Equity Addendum 4-5-2021 (internal only, will be provided post-award)
10. DHS Tool 5.8 Evaluation Plan Review (internal only, will be provided post-award)
11. DHS Tool 9.1 Evaluation Report Review (internal only, will be provided post-award)
12. DHS Management Directive 047-01 Privacy Policy and Compliance
13. DHS Management Directive 026-04, Protection of Human Subjects
14. DHS Management Instruction 026-04-001, Ensuring Human Subjects Research Compliance (internal only, will be provided post-award)
15. OCIO Memorandum Participation in the DHS Data Inventory Program (internal only, will be provided post-award)

### 1.4.2 REFERENCE DOCUMENTS

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

## 2.0 REQUIREMENTS/TASKS

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

The Contractor(s) 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(s) 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. Contractor(s) shall 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.

### **2.1.2 EVIDENCE REVIEWS**

The Contractor(s) 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. Contractor(s) shall follow best practices in social science for systematic reviews and meta-analysis, 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).

### **2.1.2 THEORY OF CHANGE AND LOGIC MODELS**

The Contractor(s) 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(s) shall include components such as the problem to be addressed, goal and objective(s), inputs, activities, outputs, and outcomes, assumptions, and external factors; articulate 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.

### **2.1.4 INDICATORS, MEASURES, AND DATA REVIEWS, ASSESSMENT, AND DEVELOPMENT**

The Contractor(s) shall prepare or assist in the identification, review, assessment, and development of indicators, measures, and data—from government and non-government sources—that may be used for social science and evaluation research, evaluation activities, or other analysis, including performance monitoring. Data quality assessments shall examine concepts including but not limited to validity, reliability, precision, integrity, and timeliness of data in relation to intended use, and any limitations of data quality that may pose risks to the credibility of its use.

### **2.1.5 EVALUABILITY ASSESSMENTS**

The Contractor(s) shall prepare or assist in the design and conduct of evaluability assessments to provide information about whether programs, policies, regulations, strategies, or operations have a foundation for evaluation. The Contractor(s) shall engage stakeholders and conduct other relevant activities (e.g., typically some combination of tasks 2.1.1-2.1.5) to enable systematic determinations of: (1) whether the activity (and its parent organization) is ready for evaluation (2) the type and design of evaluation most suitable to assess the activity; and (3) the recommended changes that are needed to increase evaluation readiness before an evaluation takes place. Contractor(s) shall determine appropriateness and feasibility of any existing evaluation plans.

### **2.1.6 DESIGN AND METHODOLOGY (STUDY PLANS)**

The Contractor(s) shall develop and deliver publishable designs and methodologies (or study plans) to guide strategic execution of a wide range of social science and evaluation research studies and other analysis, including but not limited to needs assessment; formative evaluation, process or implementation evaluation, outcome evaluation, impact evaluation, cost and economic evaluation, and descriptive and exploratory studies.

Design and methodologies (study plans) shall address all study questions; account for purpose, scope, available resources, and evaluability, ~~and equity~~ considerations; 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.

### **2.1.7 TASK ONE DELIVERABLES**

Examples of BPA Order level deliverables associated with Task 1 include but are not limited to the following:

- Draft and final memoranda describing the methodology, bibliography, and summary of the findings (i.e., for document reviews, evidence reviews, evaluability assessments)
- Graphic and narrative theory of change and logic model in formats that allow DHS to further manipulate it
- Completed performance measure definition forms, or cross-walk(s) that present indicators, measures, and data for each corresponding evaluation question and indicates any limitations of data quality
- Draft and final (publishable) study design and methodology

Deliverables will be specified at the BPA Order level.

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

The Contractor(s) 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(s) shall develop, pretest, and deliver revised data collection instruments and protocols appropriate to gather existing and new information necessary to execute a design and methodology (study plan) for social science and evaluation research or other analysis. 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(s) 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, DHS Privacy Office, 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).

### **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.



### **2.2.3 DATA COLLECTION**

The Contractor(s) 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(s) shall conduct data collection in accordance with any approved plans, schedules, and protocols.

### **2.2.4 DATA ANALYSIS AND INTERPRETATION**

The Contractor(s) 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). The Contractor(s) 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.

### **2.2.5 DATA FILES AND DOCUMENTATION PRODUCTS**

The Contractor(s) 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 DHS in advance. The Contractor(s) 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(s) when running analysis on these data files such that DHS can fully and accurately replicate all analysis presented as well as any analyses conducted as a preliminary step but not shown.

### **2.2.6. TASK TWO DELIVERABLES**

Examples of BPA Order level deliverables associated with Task 2 include but are not limited to the following:

- Draft instruments and protocols, including scripts, introductions, disclaimers, confidentiality agreements, protocols for use
- Summary of pretesting results, recommended changes and rationale for each change made (or not made) indicated by pretesting results, with the revised instruments and protocols
- OMB clearance packages, including 60-day and 30-day Federal Register Notices, supporting statements Part A and B, OMB Form 83-I
- Electronic quantitative data files in digital format for use with PC SAS/SPSS/STATA, PowerBI, Tableau, R, or another suitable analytic software approved by DHS
- Identity, file structure, and codebook (record layout including variable names, variable format, variable labels, value labels, and missing values, including the formulation of any calculated variables)
- Electronic qualitative data files in digital format for use with ATLAS.ti, or another suitable analytic software approved by DHS, and output files able to be opened with Microsoft Word, Excel, or Adobe Acrobat
- Complete listing of all data sources included in the qualitative analysis, any assigned attributes, and contextual notes taken in an interview or focus group

Deliverables will be specified at the BPA Order level.

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

The Contractor(s) 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 and DHS standards. The Contractor(s) shall professionally design and utilize professional copy-editing, graphics, and presentations. The Contractor(s) shall provide all results using prose and graphics that are clear for a non-technical audience. Implement the Contractor(s)'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 DHS-accepted work plan may be rejected without complete review of the deliverable by DHS reviewers. Any reports or other products that will be posted to government websites shall be section 508-compliant.

### **2.3.1 REPORTS**

The Contractor(s) 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(s) original social science and evaluation research, evaluation activities, or other analysis or the reformatting or repackaging information in reports created by other Contractor(s) for dissemination to a broad, non-technical audience. The Contractor(s) 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(s).

### **2.3.4 FACTSHEETS**

The Contractor(s) shall prepare, seek stakeholder feedback on, and deliver fact sheets summarizing social science and evaluation research, evaluation activities, or other analysis, including their purpose, questions, methodology, results and recommendations, written for dissemination to a broad, non-technical audience and should not exceed 3 pages.

### **2.3.5 ORAL PRESENTATIONS AND BRIEFINGS**

The Contractor(s) shall prepare and make oral presentations and briefings of the work completed at dates, times, and locations to be specified at the BPA Order level. The presentations may be delivered in Washington, D.C. or via teleconference, as represented within BPA Order level requirements.



### **2.3.6 RECOMMENDATION ACTION PLANS**

The Contractor(s) shall prepare, seek stakeholder feedback on, and deliver written actions plan that suggests how to implement the recommendations documented in the final reports prepared, with sufficient detail to enable DHS to provide feedback, ensure that the plan benefits from stakeholder insights, and is useful as DHS considers specific actions for performance improvement.

### **2.3.7 COMMUNICATION AND DISSEMINATION PRODUCTS**

The Contractor(s) shall prepare, deliver, and seek stakeholder feedback on a wide range of high-quality, audience-appropriate products to communicate and disseminate findings of social science and evaluation research, evaluation activities, or other analysis, knowledge from practitioners, and syntheses of evidence. The Contractor(s) shall also prepare or assist in creating data inventories, delivering data files for restricted and unrestricted use, and preparing documentation files for dissemination to facilitate secondary use. Dissemination products may require some web development and support to allow broad dissemination.

### **2.3.8 TASK THREE DELIVERABLES**

Examples of BPA Order level deliverables associated with Task 3 include but are not limited to the following:

- Report outlines, draft reports, and publishable final reports and fact sheets for social science and evaluation research studies, evaluation activities, or other analysis
- Briefing materials, such as agendas, briefing memoranda, and multimedia presentations, typically in Word, PowerPoint, Visio
- Recommendation action plans
- Visual/graphic reports, infographics, memos, briefs, fact-sheets, flyers, and multimedia presentations.

Deliverables will be specified at the BPA Order level.

## **2.4 TASK FOUR: EVIDENCE ACT DELIVERABLE SUPPORT**

The Contractor(s) shall prepare to assist in the development, updates to, or use of DHS-wide and Component-level Evidence Act Title 1 deliverables, including learning agendas (evidence building plans), annual evaluation plans, and capacity assessments, that meet requirements outlined in the Evidence Act, OMB guidance, and DHS-specific tools. The Contractor(s) shall provide subject matter, methodological, and technical expertise, stakeholder engagement, strategic communications, and technical writing support, as appropriate. Specific tasks, deliverables and schedules will be determined in an approved Project Management Plan as represented within BPA Order level requirements.

### **2.4.1 TASK FOUR DELIVERABLES**

Examples of BPA Order level deliverables associated with Task 4 include but are not limited to the following:

- Stakeholder engagement plans, agendas, and session summary memoranda
- Technology-mediated, moderated crowdsourcing campaigns and summary memoranda
- Evaluation and evidence questions and proposals
- Plans and instruments/tools for capacity and competency measurement
- Learning agendas, evaluation plans, and capacity assessment reports

Deliverables will be specified at the BPA Order level.

## **2.5 TASK FIVE: EVALUATION STAKEHOLDER ENGAGEMENT AND CAPACITY BUILDING**

### **2.5.1 STAKEHOLDER ENGAGEMENT AND COMMUNICATIONS**

The Contractor(s) shall engage and communicate with key stakeholders across project life cycles. Key stakeholders include but are not limited to a project steering committee (PSM) and other DHS partners, decisionmakers, implementers, participants. The Contractor(s) shall facilitate and document stakeholder in-person, virtual, and technology-mediated discussions, meetings, participatory work sessions, and crowdsourcing activities to obtain input, feedback, or build consensus on a variety of topics across the project life cycle. The Contractor(s) shall facilitate and document project after-action reviews, mid-course stocktaking, and pause-and-reflect sessions.

### **2.5.2 TECHNICAL WORKING GROUPS**

The Contractor(s) shall establish an external technical working group (TWG) to engage as an external expert panel or consultants with appropriate subject matter, methodological, and technical expertise to provide independent, external reviews of rigor, objectivity, transparency, relevance and utility of social science and evaluation research during planning, implementation, and reporting stages.

### **2.5.3 CAPACITY BUILDING AND TECHNICAL ASSISTANCE**

The Contractor(s) shall design, deliver, provide logistical support, and document outputs of capacity building and technical assistance targeted at internal DHS stakeholders and external DHS stakeholders to build capacity for DHS performance monitoring and evaluation.

Capacity building and technical assistance may include but are not limited to certification programs, internship programs, evaluation training, workshops, webinars, e-learning courses, facilitated meetings/processes, job aids, and other guidance to encourage workforce growth in evaluation. Topics may include but are not limited to:

- Evaluation and its relationship to performance management
- Designing evaluable programs
- Developing logic models and indicator/measurement/data systems to monitor them
- Engaging stakeholders across the evaluation lifecycle
- Designing and conducting evaluations
- Scoping and managing third-party evaluations
- ~~Equity-oriented research and evaluation approaches (e.g., appreciative inquiry, participatory evaluation, transformative evaluation, cultural responsiveness/competence/humility in evaluation)~~
- Communicating evaluation and evidence effectively
- Approaches for supporting evidence use
- Scaling evidence-based interventions

The Contractor shall conduct focus groups, other equivalent human centered design activities, and pre- and post-session assessments, to determine participant needs, reactions, and outcomes. Logistical support may include arranging meeting spaces, obtaining expert presenters, and providing personnel such as meeting planners, facilitators, and recorders. The contractor may also be asked to develop and disseminate announcements, mailing lists, agendas, and meeting records.



## 2.5.4 TASK FIVE DELIVERABLES

Examples of BPA Order level deliverables associated with Task 5 include but are not limited to the following:

- Stakeholder engagement and communication plans and implementation to engage and communicate with key stakeholders across the evaluation or project life cycle
- Technology-mediated crowdsourcing campaigns, moderated discussion forums, and stakeholder feedback summaries
- Technical working group (TWG) plans and implementation, agendas, meeting minutes, feedback and decisions
- Evaluation training and certification program workplans, training and certification program curricula, including but not limited to E-learning modules, agendas, facilitator slides, facilitator guides, participant workbooks, example case studies, and training delivery
- Job aids, guidance documents, and handbooks
- Session summary memoranda, including pre- and post-meeting assessment results

Deliverables will be specified at the BPA Order level.

## 2.6 TASK SIX: DATA AND ANALYTICS

The Contractor(s) shall plan, develop, manage, and conduct data collection systems and analytics to support evaluation, evidence building, and dissemination.

### 2.6.1 TASK SIX DELIVERABLES

Examples of BPA Order level deliverables associated with Task 6 include but are not limited to the following:

- Monitoring Data Systems – Developing, refining, and using data systems to support ongoing performance measurement and monitoring and future evaluations.
- Search-based data analytics – Provide a natural language search index to structured and unstructured data sources and map them to a classification structure of dimensions and measures that end users can easily navigate and explore using an interface.
- Augmented analytics – Uses robotic automated processing, machine learning (ML), and natural language processing (NLP) to query data, speed up data preparation, automate pattern recognition, and communicate analytic findings to users.
- Predictive modeling and data mining- Provide users support to classify categorical variables and to estimate continuous variables using advanced mathematical techniques.
- Mobile data collection and analytics products – Provide capability to collect and deliver data via mobile devices (e.g., smartphones and tablets) in passive (e.g., location awareness) or interactive modes (e.g., bidirectional through tapping, swiping, or manual data entry) and other capabilities that replicate and expand capabilities available through personal computers.
- Databases of research and evaluation reports – Catalog and curate searchable and filterable databases of evaluation and research reports.
- Interactive visualizations — Support end-users' ability to display numerous aspects of the data more efficiently by using interactive pictures and charts, instead of rows and columns.
- Dashboards —includes the ability to publish formal, Web-based and/or mobile reports with intuitive interactive displays of information, including dials, gauges, sliders, check boxes and traffic lights.

- Scorecards — Provide support to take the metrics displayed in a dashboard a step further by applying them to a strategy map that aligns performance indicators with a strategic objective.
- Data storytelling — Assist DHS in developing processes and capabilities that can help personnel to better communicate and data and information that portrays strategic value.

Deliverables will be specified at the BPA Order level.

## 2.7 TASK SEVEN: AD HOC RESEARCH AND ANALYSIS

The Contractor(s) shall be responsive to such requests, including but not limited to requests for ad hoc analyses, briefs, and presentations that may arise to meet the needs of important stakeholders such as Department or Component leadership, other DHS senior management, OMB, Congress, or Government Accountability Office. Ad hoc analyses may include but are not limited to the following standalone activities that are conducted outside of or to inform a future evaluation:

- Stakeholder identification and analysis
- ~~Equity analysis~~
- Grant portfolio analysis
- Context mapping or SWOT analysis
- Policy and regulatory analysis (e.g., benefit-cost analysis, break even analysis)
- Economic impact analysis
- Survey research data collection and analysis
- Survey and non-survey-based network analysis
- Text and data mining, analysis, and modeling
- Bibliometric analysis
- Agent-based and dynamic systems modeling and simulation
- Data linking/matching and analysis (e.g., typically with two or more administrative data sets or administrative data with statistical survey data)

### 2.7.1 TASK SEVEN DELIVERABLES

Examples of BPA Order level deliverables associated with Task 7 include but are not limited to the following:

- Draft and final memorandum, containing an overview of questions or objective, data collection and analysis approach, and findings with tables/figures
- Interactive models and simulations

Deliverables will be specified at the BPA Order level.

## 3.0 CONTRACTOR(S) PERSONNEL

The Contractor(s) shall provide qualified personnel to perform all requirements specified in this SOW and as delineated within BPA Order level requirements. As such, the Contractor(s) 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 organization, responsibilities, and processes that can be used to train, transfer knowledge, and create the basis for Contractor(s) knowledge management.

### 3.1 QUALIFIED PERSONNEL

The Contractor(s) shall provide qualified personnel to perform all requirements specified in this SOW and as delineated within BPA Order level requirements.

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, randomized controlled trials, 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 for diverse populations
- 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 economic analysis (ex ante) and evaluation (ex post), including cost, benefit-cost analysis, cost-effectiveness analyses, return on investment, and value for money analyses.
- Experience with scaling program models (e.g., expansion, replication, adaptation)
- Experience preparing OMB Paperwork Reduction Act packages.

**Stakeholder Engagement and Evaluation Capacity Building** – Experience providing non-evaluators with effective communication, training, and technical assistance in the area of program evaluation;

familiarity with the theoretical and empirical literature on effective evaluation capacity building strategies and interventions.

- Experience designing and implementing effective strategic evaluation communication to a range of audiences, with audience appropriate messages, formats, and channels to advance their awareness of, participation in, and use of evaluation to support decision-making.
- ~~Experience with inclusive research and evaluation philosophies and approaches such as community-based participatory research and utilization focused evaluation~~
- Experience facilitating stakeholder discussions to obtain input, feedback, or build consensus on a variety of topics across the evaluation or evidence building life cycle
- Experience designing and delivering effective workforce training programs, in real, virtual, and technology-mediated environments, and technical resources for evaluators and non-evaluators
- Experience developing instructor materials such as course outline, background material, and training aids
- Experience developing student material such as course manuals, workbooks, handouts, completion certificates and course critique forms
- Expertise with preparation, voice-over, programming and coding trainings for Learning Management Systems (LMS), including to SCORM 2004 standards and section 508 compliance standards.
- Experience training personnel by conducting formal classroom courses, workshops, seminars and/or computer-based or aided training
- Ability to coordinate for additional subject matter experts to participate in training as needed.

**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.
- Experience producing complex financial reports using SQL or SQLPlus.
- 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.



~~**Equity and Inclusion**—The Contractor(s) may be required to provide experts in cultural responsiveness/competence/humility and participatory approaches to build evidence with populations who have no experience with evaluation and/or for whom traditional approaches may be inappropriate. The agency seeks Contractor(s) who can demonstrate experience with using inclusive approaches to evidence building as well as knowledge of equitable data and analysis issues.~~

### **3.2 CONTINUITY OF SUPPORT**

The Contractor(s) shall ensure that the level of support required at the BPA Order level is maintained at all times. The Contractor(s) shall ensure that all support personnel are present for all hours of the workday. If for any reason the Contractor(s) staffing levels are not maintained due to vacation, leave, appointments, etc., and replacement personnel will not be provided, the Contractor(s) shall provide e-mail notification to the BPA Order level COR prior to employee absence. Otherwise, the Contractor(s) shall provide a fully qualified replacement.

### **3.3 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. The following Contractor personnel are designated as "Key" for this requirement.

Key Personnel beyond the below represented BPA Project Manager and BPA Principal Director shall be established at the BPA Order level. Contractor(s) Key personnel shall not be assigned by the Contractor(s) to more than one key position for this BPA requirement.

#### **3.3.1 BPA PROJECT MANAGER**

The Contractor shall provide a BPA Project Manager who shall be responsible for all services performed under this BPA. The BPA Project Manager shall be the single point of contact for the Contracting Officer and the COR. It is anticipated that the BPA 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 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 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. The BPA 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. The BPA Project Manager shall keep track and have record of all awarded BPA Orders and be prepared to provide this information to the BPA Contracting Officer or COR at any time. Applicable order information shall include:

1. Order number;
2. Order description;
3. Order value;
4. Tasks from the BPA used on the BPA Order;
5. Order deliverables;

6. Order period of performance; and
7. Order level Government POC (e.g. Contracting Officer and COR).

To be considered for the position, the BPA 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.

### **3.3.2 BPA PRINCIPAL DIRECTOR**

The Principal Director will be the lead researcher for the BPA 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 Principal Director provides leadership and vision to the client and project teams and serves as a key facilitator between multiple teams. The Principal Director shall provide leadership and advice on all evaluation topics and shall brief senior-level decision makers. The Principal 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, DHS 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.

## **3. 4 OTHER KEY PERSONNEL ANTICIPATED 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:

### **3.4.1 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, DHS 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.

### 3.4.2 SENIOR SURVEY RESEARCHER

Oversees the planning, design, and execution of technical work on survey research tasks, which may be part of larger evaluation projects or standalone projects. Provides methodological and other expertise in measurement, instrument design including for multi-modal surveys, respondent populations, sampling algorithms, strata, multi-stage data collection, data file construction, and data preparation. Supervises others and provides quality control for survey products, data collection, and processing. Highly preferred qualifications include:

- Currently holds, or is able to obtain and maintain, DHS fitness determination.
- Ph.D. in social science or related field with 5 years of work experience, or Master's in social science or related field with 8 years of work experience in survey research.
- Demonstrated experience including all phases of survey management and methodological research, interview development, and, in consultation with statisticians, design and management of sampling procedures.
- Experience with multiple modes of data collection, including computer assisted telephone and personal interviewing (CATI/CAPI), web, and use of innovative technologies for data collection.
- Strong oral and written communication skills.

### 3.4.3 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, DHS 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.

### 3.4.4 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, DHS 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.

### 3.4.5 SENIOR LEARNING SPECIALIST

Oversees the design and delivery of adult learning and change management activities, including the curriculum design and instructional or facilitative leadership for interactive, experiential group discussions, meetings, trainings, and workshops. Supervises others and provides quality control for curriculum, instruction, and facilitative activities. Highly preferred qualifications include:

- Currently holds, or is able to obtain and maintain, DHS fitness determination.
- Master's with 10 years of work experience in developing learning strategies, instructional design and development, and delivery of classroom courses, workshops, seminars and/or technology-based or aided training.
- Knowledge of principles of learning and effective pedagogy.
- Strong skills in facilitation of small and large group work sessions in real, virtual, and technology mediated environments.
- Demonstrated ability to work effectively with project stakeholders.

## 3.5 EMPLOYEE IDENTIFICATION

**3.5.1** Contractor(s) employees visiting Government facilities shall wear an identification badge that, at a minimum, displays the Contractor(s) name, the employee's photo, name, clearance-level and badge expiration date. Visiting Contractor(s) employees shall comply with all Government escort rules and requirements. All Contractor(s) 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.

**3.5.2** Contractor(s) employees working on-site at Government facilities shall wear a Government issued identification badge. All Contractor(s) employees shall identify themselves as Contractor(s) 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.

### **3.6 EMPLOYEE CONDUCT**

Contractor(s) '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 DHS uniforms, and possession of weapons) when visiting or working at Government facilities. The Contractor(s) shall ensure Contractor(s) employees present a professional appearance at all times and that their conduct shall not reflect discredit on the United States or DHS. The Project Manager shall ensure Contractor(s) employees understand and abide by DHS established rules, regulations and policies concerning safety and security.

### **3.7 REMOVING EMPLOYEES FOR MISCONDUCT OR SECURITY REASONS**

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

### **4.0 PERIOD OF PERFORMANCE**

The period of performance for this BPA includes a five-year ordering period as represented immediately below (BPA Ordering Period Dates to be established at BPA Award). Awarded BPA Orders shall include a period of performance based on BPA Order level requirements.

Base Ordering Period	November 2022 – November 2023
Optional Ordering Period 1	November 2023 – November 2024
Optional Ordering Period 2	November 2024 – November 2025
Optional Ordering Period 3	November 2025 – November 2026
Optional Ordering Period 4	November 2026 – November 2027

### **4.1 PLACE OF PERFORMANCE**

BPA Order requirements may be performed at the awarded Contractor(s) Facility or at a Federal Facility as established at the BPA Order level.

### **4.2 HOURS OF OPERATION**

Contractor(s) employees shall generally perform all work between the hours of 8AM and 5PM EST, Monday through Friday (except Federal holidays). However, there may be occasions when Contractor(s) employees shall be required to work other than normal business hours, including weekends and holidays. Hours of operation shall be established at the BPA Order level.

### **4.3 TRAVEL**

Contractor(s) travel may be required to support this requirement. All travel required by the Government outside the local commuting area(s) will be reimbursed to the Contractor(s) in accordance with the Federal Travel Regulations. The Contractor(s) shall be responsible for obtaining COR approval

(electronic mail is acceptable) for all reimbursable travel in advance of each travel event. Travel shall be established at the BPA Order level.

#### 4.4 POST AWARD CONFERENCES

The Contractor(s) shall attend a Post Award Conference with the Contracting Officer, COR, and PM no later than 5 business days after the establishment of the BPA . The Post Award Conference may be held at the Government's facility, located at 301 7<sup>th</sup> Street SE, Washington, D.C., via Microsoft Teams, or via teleconference.

Post Award Conferences shall be established at the BPA Order level and may 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 COR.

#### 4.5 PROJECT PLAN

The Contractor(s) shall provide a Project Plan (PP) that addresses the work to be performed to accomplish BPA Order level requirements. PP delivery shall be established at the BPA Order level and may include first draft of the PP 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 PPs will be established at the BPA Order level and may 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. For social science and evaluation research or other analysis, 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 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. For social science and evaluation research and ad hoc analysis, the PP shall later be appended with the final design and methodology (study plan) when approved by the COR.

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

#### 4.6 QUALITY CONTROL PLAN

The Contractor(s) shall provide a BPA Order level Quality Control Plan (QCP) that addresses how the Contractor(s) 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 QCPs will be established at the BPA Order level and may 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.

#### 4.7 PROGRESS REPORTS

By the 15<sup>th</sup> of every month, the Contractor(s)'s BPA Project Manager shall provide a *monthly* progress report (MPR) to the Contracting Officer, COR, and PM via electronic mail for each BPA Order level effort. The MPR shall summarize all Contractor(s) work performed at the BPA Order level, 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(s) 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.

#### 4.8 PROGRESS MEETINGS

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

Progress meetings and ad-hoc discussions shall be established at the BPA Order level and may require the Contractor(s) 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 this meeting to the COR.



#### 4.9 GENERAL REPORT REQUIREMENTS

General reporting and associated reporting requirements shall be established at the BPA Order level.

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

#### 4.10 INTELLECTUAL PROPERTY

The Government anticipates that FAR 52.227-17, Rights in Data - Special Works, shall govern the allocation of intellectual property rights for all Orders beneath this BPA. Some BPA Orders may involve additional intellectual property matters not governed by FAR 52.227-17, Rights in Data – Special Works. Any such BPA Order(s) will specifically reference any additional intellectual property clauses and the applicability of the clauses to BPA Order deliverables. FAR 52.227-16, Additional Data Requirements, will be applicable to all BPA Orders.

#### 4.11 PROTECTION OF INFORMATION

Contractor will have access to unclassified and Sensitive But Unclassified Information under the SOW. Contractor employees shall safeguard this information against unauthorized disclosure or dissemination.

The Government will provide all necessary information, data and documents to the Contractor that are applicable for work as delineated within BPA Order level requirements. The Contractor shall use Government furnished information, data and documents only for the performance of work as delineated within 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 this BPA SOW and as delineated within 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 BPA Order level 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.

#### 4.12 REGULATORY REQUIREMENTS FOR RESEARCH INVOLVING HUMAN SUBJECTS

The Contractor(s) 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 and its awarded BPA Orders must submit, through the DHS 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 BPA and its awarded BPA Orders 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 and awarded BPA Orders 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 [REDACTED] 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 and awarded BPA Orders. The CAPO will review all submitted materials and provide written confirmation to the DHS 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 and awarded BPA Orders.

## 5.0 OTHER DIRECT COSTS (ORDER LEVEL MATERIALS)

The Contractor(s) shall seek Government approval in advance of incurring any costs associated with awarded BPA Order established Order Level Materials (OLMs). Government approval is provided by the BPA Order level Contracting Officer and COR, and approval shall be in accordance with the Federal Acquisition Regulation (FAR) 8.403(b). The Contractor(s) shall provide estimated costs, including any quotes, with its approval request. Allowable and reasonable costs incurred by the Contractor(s) for OLMs will be reimbursed. The Contractor(s) shall not charge the Government any associated fees or profit over actual costs incurred for OLMs. Allowable OLMs which are necessary and directly support awarded BPA Order work may include the following:

- Audio visual products and services
- Document services
- IT hardware, software, and services
- Language services
- Logistical services
- Mail management
- Telecommunications

The contractor shall provide invoice backup documentation for all non-labor OLMs in the following format. This backup can be included in one PDF document broken out with the following:

- Summary of COR approved OLMs for the billing period
- Detail of each OLM to include:
  - Invoice from supplier to Contractor
  - Proof of receipt / delivery (DHS Delivery Confirmation Form)

## 6.0 GOVERNMENT FURNISHED RESOURCES

Government Furnished Resources shall be established at the BPA Order level based on BPA Order level requirements.

## 7.0 CONTRACTOR TELECOMMUTING – REMOTE PERSONAL RESIDENCE WORK LOCATIONS



Telecommuting for federal government contractors will be considered on a situational basis to the extent practicable to meet DHS mission needs as established at the BPA Order level based on BPA Order level requirements.

Telecommuting allows contractor personnel to perform requirements outside of DHS 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 DHS organizational and facility needs and requirements. The goal of telecommuting for contractor personnel is to enhance the delivery of services that support the DHS mission. Telecommuting shall be established at the BPA Order level,

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 CONTRACTOR(S) FURNISHED PROPERTY**

Government Furnished Property shall be established at the BPA Order level based on BPA Order level requirements.

### **8.1 PROPERTY INVENTORY**

The Contractor(s) shall ensure personnel apply a DHS-supplied barcode to all property purchased for DHS. The Contractor(s) shall establish and maintain an accurate master inventory of all property purchased in support of BPA Order level requirements.

### **8.2 NOTIFICATION OF PROPERTY RECEIPT**

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

### **8.3 MONTHLY ASSET MANAGEMENT REPORT**

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 DHS property located at their facility. At a minimum, this report must include:

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

- Location

Monthly Asset Management Report requirements will be specified at the BPA Order level.

## 9.0 GOVERNMENT ACCEPTANCE PERIOD

The BPA Order level COR will review BPA Order deliverables prior to acceptance and provide the Contractor(s) 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(s) 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(s) will be notified in writing by the COR of the specific reasons for rejection. The Contractor(s) 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(s) shall be responsible for timely delivery to Government personnel in the agreed upon review chain, at each stage of the review. The Contractor(s) 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

CO	-	Contracting Officer
COR	-	Contracting Officer's Representative
DHS	-	Department of Homeland Security
DHS EO-		DHS Evaluation Officer
PM	-	Government's Project Manager
PP	-	Project Plan
PSC	-	Government's Project Steering Committee
QCP	-	Quality Control Plan
TWG	-	External Technical Working Group