

DEPARTMENT OF HOMELAND SECURITY (DHS)

STATEMENT OF WORK (SOW)
FOR

Program Analysis, Evaluation, and Learning Agenda Services

1.0 GENERAL

1.1 BACKGROUND

CISA's mission is to lead the national effort to protect and enhance the resilience of the nation's physical and cyber infrastructure. CISA includes the CISA Mission Enabling Offices (MEOs) and six Divisions: the Cybersecurity Division (CSD), the Emergency Communications Division (ECD), the Infrastructure Security Division (ISD), the National Risk Management Center (NRMC), the Stakeholder Engagement Division (SED), and the Integrated Operations Division (IOD), which are headquartered with the National Capital Region (NCR).

CISA's programs and activities focus on risk management and forge partnerships to achieve two strategic goals – Defend Today and Secure Tomorrow.

To defend today, CISA acts against the imminent risks facing our national critical functions and the most urgent hazards, from defending federal networks against malicious actors to ensuring reliable emergency communications for first responders on the frontlines of natural and manmade incidents to helping state and local governments shore up their voting infrastructure to prevent interference in democratic elections. CISA prevents and mitigates significant threats in cyber defense, physical hazards, and emergency communications through visibility of the risk posture, analysis, planning and preparedness services, and incident response.

To secure tomorrow, CISA works with its partners to help them manage their own risk during steady-state conditions, such as providing support to secure soft targets and crowded places in advance of an attack and finding ways to reduce supply chain risk posed by China. CISA fosters long-term resilience through capacity building, risk posture awareness, and planning, policy, and governance services and support.

Four operational divisions carry out this mission side-by-side with CISA's partners, balancing focus on their mission areas with a unified approach and fully integrated regional-level service delivery with headquarters operations.

Cybersecurity: CISA's cybersecurity operations are designed to detect, analyze, mitigate, and respond to significant cybersecurity threats to prevent them from achieving their objectives in CISA mission space. CISA shares cybersecurity threat and mitigation information with government, private sector, and non-governmental partners and coordinates response actions with stakeholders. The cybersecurity program activities protect federal networks by leveraging all available governance levers to drive policy and security practices within the federal enterprise, providing tools and services to federal agencies to fill critical gaps, and building cross-government relationships to assist with cyber defense operations.

Infrastructure Security: The infrastructure security program leads and coordinates national programs and policies on critical infrastructure security and resilience by developing strong partnerships across the government and the private sector. CISA helps its stakeholders prepare for potential natural and manmade events and mass gatherings to minimize impact of

disruptions and incidents if they occur. This includes developing a foundation for a comprehensive program aimed at reducing the risk of a successful attack on soft targets and crowded places, including on our Nation's schools, and from emerging threats such as unmanned aircraft systems. In addition, CISA regulates the security of the Nation's high-risk chemical facilities under the authority of the Chemical Facility Anti-Terrorism Standards (CFATS) program.

Emergency Communications: CISA enhances public safety interoperable communications at all levels of government by providing training, coordination, tools, and guidance to help partners across the country develop their emergency communications capabilities for daily operations and incident response. CISA ensures that communications are protected, restored, and reconstituted effectively during times of emergency and declared disasters, and that they are prioritized on commercial networks when congestion or damage occurs. CISA facilitates national governance bodies, works with standards development organizations, and harnesses the National Emergency Communications Plan (NECP) to disseminate best practices, foster effective policies, and support strong management of communications resources.

National Risk Management Center (NRMC): CISA brings together efforts to identify, analyze, prioritize, and address risks to National Critical Functions (NCF) – the functions of government and the private sector that are so vital to the United States that their disruption, corruption, or dysfunction would have a debilitating impact on national security, economic security, and national public health or safety. CISA analyzes and addresses hybrid, supply chain, and other emerging threats and their potential impacts to support collaborative planning and preparedness efforts in advance of incidents.

Stakeholder Engagement: CISA works to foster collaboration, coordination, and a culture of shared responsibility for national critical infrastructure risk management and resilience with federal, state, local, tribal, territorial and private sector partners within the United States, and international partners abroad. CISA translates national priorities and an understanding of the dynamic risk landscape into coordinated approaches to engaging these diverse stakeholders. CISA prioritizes the delivery of products and services to address capability gaps, all while remaining ready to quickly flex service and product delivery to address changes in the strategic risk landscape.

Integrated Operations: CISA's frontline, externally facing activities are coordinated, collaborative, and communicative across CISA to ensure seamless support and expedited response to critical needs. Additionally, CISA's Integrated Operations enhances mission effectiveness, information sharing, and situational awareness by unifying the conduct and reporting of operations through a single report channel that gives CISA leadership end-to-end operational visibility for physical, cyber, and communications activities.

Additional information on programs and services can be found at <https://www.cisa.gov/>.

Within CISA, the Program Analysis and Evaluation branch (PA&E), part of the Office of the Chief Financial Officer (OCFO), is responsible for measuring and assessing program effectiveness and impact, through performance measurement and program evaluation. It is also responsible for conducting analysis to support long-term resource allocation and implementing additional analysis to support budget formulation and execution. CISA currently has a robust performance management program to measure and track implementation and effectiveness of programs and services, tied to the agency's three-year Strategic Plan. It also assesses agency

results and impact through its agency learning agenda and portfolio of associated program evaluations. The agency also has a suite of capacity-building activities to enhance agency-wide learning agenda and program evaluation awareness, engagement, and capability.

The agency has maintained a learning agenda since FY21 and continues to expand the portfolio of learning agenda questions and evidence-building activities. Services provided under the Program Analysis, Evaluation, and Learning Agenda Services program will directly support the development and implementation of the agency learning agenda, program evaluation studies, evaluation capacity building efforts, performance measurement, data collection activities, and additional analytical efforts, including data science projects, economic analysis, cost-benefit analysis, cost estimation analysis, and workforce analysis.

1.2 SCOPE

The Program Analysis and Evaluation Services program requires the design and implementation of evaluation studies, as well as other types of analysis, data collection, and assessment activities when relevant. The Contract shall provide expert knowledge and experience to conceptualize, plan, and conduct program evaluations, as well as other types of data analytics, qualitative and quantitative analysis, and data collection activities linked to CISA's learning agenda and evaluation plan, long-term resource allocation effort, and additional identified analytical needs. For purposes of this SOW, evaluation is defined as "an assessment using systematic data collection and analysis of one or more programs, policies, and organizations intended to assess their effectiveness and efficiency. Evaluations are structured around specific identified questions and are used for learning and improvement purposes, as well as accountability purposes when applicable. A learning agenda is defined as a document that "establishes and maps the activities agencies will undertake to answer important short- and long-term strategic and operational questions most pressing to achieving the agency's mission." Studies implemented under a Learning Agenda include, but are not limited to, program evaluations, along with other types of analysis and performance measurement. Additional types of analysis may support the Learning Agenda or other identified analytical needs to support long-term resource allocation and overall mission and budget execution effectiveness. The Contract also shall provide expert knowledge and experience to support performance measurement, cost estimation, workforce analysis, analysis using data science methods, and training and capacity building on performance measurement and program evaluation.

1.3 OBJECTIVE

The primary objective is to support CISA in building a strong evaluation capability, enhanced analytical capacity, and expanded evidence base to support data-informed programming, policies, decisions, and resource allocations to advance the achievement of the organization's mission and goals.

1.4 APPLICABLE DOCUMENTS

1.4.1 Reference Documents

The following documents may be helpful to the Contractor in performing the work described in this document:

- CISA Strategic Plan
- Government Performance and Results Act Modernization Act of 2010 (GPRAMA)
- Foundations for Evidence-Based Policymaking Act of 2018 ("Evidence Act")

- OMB A-11 (Part 6, Section 290)
- OMB Evidence Act Memo M-19-23
- OMB Evidence Act Memo M-20-12
- OMB Evidence Act Memo M-21-27
- Memorandum on Restoring Trust in Government Through Scientific Integrity and Evidence-Based Policymaking

2.0 SPECIFIC REQUIREMENTS/TASKS

2.1 TASK ONE. PROGRAM EVALUATION

The Contractor shall design, implement, collect data (when applicable), conduct analysis for, and report on program evaluations to assess the implementation, effectiveness, and impact of CISA programs, services, and activities in support of CISA's Learning Agenda and Evaluation Plan. For each evaluation, the Government shall provide the Contractor with the evaluation question or questions and initial concept details, based on CISA's Learning Agenda and Evaluation Plan. The Government estimates for work under this Task will be based on the parameters of each specific evaluation. The Government will provide one or more evaluation questions and a detailed set of initial parameters at the start of each evaluation. The Contractor will coordinate with the Government to address any Paperwork Reduction Act (PRA), Internal Review Board (IRB) requirements, Privacy requirements, IT and information security requirements, and other information management and sensitivity issues related to data collection, evaluation implementation, and evaluation dissemination. The Contractor shall perform the following tasks:

2.1.1 Evaluation Design

During the design phase, the Contractor shall conceptualize and plan all components of the evaluation, including the workplan, timeline, methodology, implementation approach, analysis plan, data sources and data collection, risks and mitigation strategies, and dissemination of results.

- The Contractor shall participate in one or more concept development, design, and planning meetings with the Government and any other identified stakeholders to review and discuss the identified evaluation topic and question(s), parameters, and expectations, how the evaluation will answer questions in CISA's learning agenda and evaluation plan, and relates to CISA strategy and mission, and how the results will be used and applied. Relevant Government and stakeholder consultation will be a key part of the evaluation process.
- The Contractor shall conduct background research related to the identified evaluation question(s) to support the design of the evaluation. The Government will provide background documents, as relevant, and the Contractor shall conduct relevant additional research, using applicable non-government sources.
- The Contractor shall identify and develop a methodology and analysis strategy for the evaluation, taking into consideration the following parameters:
 - Evaluation methodologies may be quantitative, qualitative, or both, and draw on a range, and combination, of statistical, social science, data science, and other research methods.
 - Evaluation types may include, per definitions in OMB A-11(2019) ³, but may not be strictly limited to these types; these types of evaluations may also be subject to change as federal evaluation practices evolve:

- *Impact Evaluation*: This type of evaluation assesses the causal impact of a program, policy, or organization, or aspect of them on outcomes, relative to a counterfactual. In other words, this type of evaluation provides an estimate of what would have happened in the absence of the program, policy, or organization, or aspect of these, which is the only way to measure the actual impact of program, policy, or aspect of these.
- Impact evaluations include both experimental (i.e., randomized controlled trials) and quasi-experimental designs. An impact evaluation can help answer the question, “does it work?”
 - *Outcome Evaluation* (may also be called a Performance Evaluation): This type of evaluation measures the extent to which a program, policy, or organization has achieved its intended outcome(s) and focuses on outputs and outcomes to assess effectiveness. Unlike impact evaluation above, it cannot show causal impacts because this type of evaluation does not assess what would have happened in the absence of the program, policy, or organization (i.e., outcome evaluation lacks a counterfactual). Importantly, it is distinct from, but complementary to performance measurement, as noted above. An outcome evaluation can help answer the question, “did the program, policy, or organization do what it intended to do?”
 - *Process or Implementation Evaluation*: This type of evaluation assesses how the program or service is delivered relative to its intended theory of change, and often includes information on content, quantity, quality, and structure of services provided. These evaluations can help answer the question, “was the program, policy, or organization implemented as intended?” or “how is the program, policy, or organization operating in practice?”
 - *Formative Evaluation*: This type of evaluation, typically done before full implementation of a program, policy, or organization, assesses whether a program, policy, or organization, or aspect of these, is feasible, appropriate, and acceptable before it is fully implemented. It may include some of the activities described above, such as process evaluation or outcome evaluation. However, unlike summative evaluation designs like impact and outcome evaluations, which seek to answer whether or not the program, policy, or organization met its intended goals or had the intended impacts, a formative evaluation focuses solely on learning and improvement and does not answer questions of overall effectiveness.
 - *Descriptive Studies*: These studies, which can be quantitative or qualitative in nature, seek to describe a program, policy, organization, or population without inferring causality or measuring effectiveness. These studies are used for various purposes, such as to understand relationships between program activities and participant outcomes, measure relationships between policies and particular outcomes, describe program participants or components, and identify trends or patterns in data.
- The Contractor shall prepare a logic model and theory of change for the respective program(s) covered in each evaluation. The Contractor shall employ a facilitated approach with the program team to develop the logic model and theory of change.

- The Contractor shall prepare a draft and final evaluation design report. The Government will review the draft report and provide comments to be incorporated into the final version; the Government will review and approve the final version. The evaluation design report shall include, but may not be limited to, the following elements:
 - Project Plan covering key tasks and milestones, responsible parties, and timeline
 - Summary of background research, including a list of all sources consulted
 - Explanation of final evaluation question(s) the study will address
 - Logic Model and Theory of Change
 - Description and explanation of methodology for the evaluation
 - Analysis strategy
 - Data sources to be used and how they will support the methodology and analysis strategy
 - Data Collection Planning package (See also 2.2 Task Two: Data Collection)
 - Quality assurance plan
 - Identification of potential risks or limitations related to the evaluation design and identified mitigation strategies
- The Contractor shall conduct a final presentation for the Government to review and discuss the final evaluation design.

2.1.2 Evaluation Implementation and Analysis

During the implementation and analysis phase, the Contractor shall carry out and complete all implementation, data collection, and analysis tasks and activities as identified in the evaluation design report, work plan, and timeline. The Contractor shall provide regular updates to the Government on this work per requirements in section 4.8 and 4.9 (Progress Reports and Progress Meetings) and identify any issues, challenges, or delays encountered, as well as mitigation efforts; Progress Reports will be reviewed and approved by the Government.

2.1.3 Evaluation Report Package

The Contractor shall produce a Draft and Final Report package that includes a comprehensive write-up of the evaluation's implementation details, results, analysis, and conclusions, accompanied by all relevant supplemental data collection materials, data and analysis files, and data documentation to fully explain the analysis and allow for its replication.

- The Contractor shall prepare and provide a Draft Report package (report, data files, and other materials) to the Government for review and comment, and then incorporate comments and feedback into the Final Report package.
- The Contractor shall include, but may not be limited to, the following elements in the evaluation report:
 - Executive Summary, including concise information about the evaluation question(s), methodology, analysis, and key findings such that this section can be used as a stand-alone document for a lay audience
 - Summary of evaluation design, methodology, and analysis strategy, and data sources, including any changes that were made since the finalization of the original design report
 - Summary of any data collection exercises conducted as part of the evaluation, any issues encountered and mitigation approaches, and any major changes to the data collection approach since the finalization of the original design report
 - Explanation and discussion of analysis, including any issues or limitations encountered and mitigation approaches, and with sufficient detail such

that, along with the data files and other documentation provided, the results can be traced and replicated

- Discussion of any data quality issues encountered and mitigation approaches
- Explanation of results, key findings, and conclusions, including relevant and appropriate data tables and data visualizations.
- Data Collection Report package (see also Task 2.2.3 Data Collection Report package)
- Data files and documentation of any additional data files used in addition to data collection exercises directly linked to the evaluation. Materials related to the use of any additional data sources should follow the documentation standards outlined in Task 2.2.3 Data Collection Report Package.
- List of all sources consulted
- The Contractor shall prepare and submit a Final Report package (report, data files, and other materials) to the Government for review and approval.

2.1.4 Final Presentation

The Contractor shall conduct a final presentation for the Government to review and discuss the final evaluation implementation, analysis, and results.

2.1.5 Evaluation Dissemination Planning and Support

The Contractors shall provide support to the Government to prepare an Evaluation Dissemination Plan, identify key stakeholder groups to participate in dissemination activities, and prepare materials to support dissemination of results, including presentations, summaries, and versions of the Evaluation report appropriate for public dissemination as needed.

2.1.6 Continuation of Active Evaluations

The Contractor shall continue the design, execution, and analysis of any active evaluations underway in CISA's evaluation portfolio at the start of the period of performance, using existing design and implementation materials (including, any design reports, data collection instruments, and other materials), and in accordance with tasks 2.1.1 through 2.1.5. Any changes to existing evaluation design and implementation plans require approval of the Government.

2.2. TASK TWO. DATA COLLECTION.

The Contractor shall plan, implement, and report on data collection exercises in support of one or more program evaluations, or as stand-alone data collection exercises. For each data collection exercise, the Government shall provide the Contractor with the specifications and criteria for the data collection, and any relevant information about any applicable program evaluations. The Contractor will coordinate with the Government to address any Paperwork Reduction Act (PRA), Internal Review Board (IRB) requirements, Privacy requirements, IT and information security requirements, and any other information management and sensitivity issues related to data collection. The Government estimates for work under this Task will be based on the parameters of each specific data collection exercise. Data collection exercises may be quantitative or qualitative and include, but not be limited to, surveys, focus groups, and key informant interviews. The Contractor shall perform the following tasks:

2.2.1 Data Collection Planning and Design

The Contractor shall conceptualize and plan all components of the data collection exercise, including the workplan, timeline, methodology, data collection instruments, data collection

procedures and processes, quality assurance and oversight procedures, data cleaning approach, and training and/or other manuals and materials. The Contractor shall prepare a draft and final Data Collection Planning package. The Government will review the draft package and provide comments to be incorporated into the final version; the Government will review and approve the final version. If the data collection exercise is part of a program evaluation, the Data Collection Planning package will be submitted in conjunction with the Evaluation Design report. The Data Collection Planning package shall include, but may not be limited to, the following elements:

- Project Plan covering key tasks and milestones, responsible parties, and timeline
- Methodology
- Data collection instruments
- Data collection processes and procedures
- Quality assurance and oversight procedures
- Data cleaning approach
- Training and/or other manuals and materials

2.2.2 Data Collection Implementation

During the implementation phase, the Contractor shall carry out and complete all tasks and activities as identified in the Data Collection Planning package. The Contractor shall provide regular updates to the Government on this work per requirements in section 4.8 and 4.9 (Progress Reports and Progress Meetings) and identify any issues, challenges, or delays encountered, as well as mitigation efforts; Progress Reports will be reviewed and approved by the Government.

2.2.3 Data Collection Report Package

The Contractor shall produce a Draft and Final Data Collection Report package that includes a comprehensive write-up of the data collection implementation, results, analysis, and all relevant supplemental data collection materials, data and analysis files, and data documentation to fully explain the analysis and allow for its replication. The Contractor shall prepare and provide a Draft Report package (report, data files, and other materials) to the Government for review and comment, and then incorporate comments and feedback into the Final Report package; the Government shall review and approval the Final Report package. If the data collection exercise is part of a program evaluation, the draft and final Data Collection Report package will be submitted in conjunction with the draft and final Evaluation Report package.

- The Data Collection Report package shall include, but may not be limited to, the following elements:
 - Executive Summary, including concise information about the data collection exercise and methodology such that this section can be used as a stand-alone document for a lay audience
 - Summary of data collection design and methodology, including any changes that were made since the finalization of the original Data Collection Planning package.
 - Summary of data collection implementation, including any challenges encountered and mitigation efforts.
 - Discussion of any data quality issues encountered and mitigation approaches
 - Final data collection materials (if applicable), including questionnaires, instruments, processes and procedures documentation, training manuals, etc.)

- Explanation of results, including relevant and appropriate data tables and data visualizations.
- All final, cleaned data files (without PII, PCII, or other identifying information) in either R, Python, or other format agreed with the Government
- Document describing all data cleaning and preparation conducted
- Data dictionaries, additional code files for data analysis or other purposes, and any other materials required to review and use the data files, including for replication of results
- All code files should be annotated in sufficient detail for use and replication of results and to clearly demonstrate all steps of data cleaning, data manipulation, and analysis

2.2.4 Continuation of Active Data Collection Activities

The Contractor shall continue the design, execution, and analysis of any active data collection activities underway. at the start of the period of performance, using existing design and implementation materials (including, any sampling designs, data collection instruments, focus group and interview manuals and protocols, and other materials), and in accordance with tasks 2.2.1 through 2.2.3, Any changes to existing data collection design, instruments, and implementation plans require approval of the Government.

2.3 TASK THREE. DATA ANALYTICS AND DATA SCIENCE

The Contractor shall design and conduct various types of data analysis, statistical modeling and analysis, and data visualizations to address identified elements of the CISA Learning Agenda and performance measurement framework. Analytic products may include, but not be limited to, statistical models, dashboards, data visualizations, text and unstructured data analysis, and exploratory data analysis. The Government will provide a detailed set of requirements and expected deliverables for any analytic activities under this task. The Government estimates for work under this Task will be based on the parameters of each specific analytic activity. The Contractor shall provide regular updates to the Government on this work per requirements in section 4.8 and 4.9 (Progress Reports and Progress Meetings) and identify any issues, challenges, or delays encountered, as well as mitigation efforts; Progress Reports will be reviewed and approved by the Government. The Contractor shall perform the following tasks:

2.3.1 Analytic Design

During the design phase, the Contractor shall conceptualize and design the analytic methodology and product. The Contractor shall complete the following tasks:

- The Contractor shall participate in one or more concept development, design, and planning meetings with the Government and any other identified stakeholders to review and discuss the requirements and expectations, and how the analytic product will support the CISA Learning Agenda and will be used and applied.
- The Contractor shall prepare a draft and final Analytic Design Report. The Government will review the draft report and provide comments to be incorporated into the final version. The final report will be reviewed and approved by the Government. The analytic design report shall include, but may not be limited to, the following elements:
 - Project Plan covering key tasks and milestones, responsible parties, and timeline
 - Description of final set of agreed requirements
 - Description and explanation of the methodology
 - Description and explanation of the analytic product

- Data sources to be used

2.3.2 Analysis

The Contractor shall conduct analysis and produce the analytic product(s), according to the methodology and requirements agreed in the Analytic Design Report. The Contractor shall perform the following tasks:

- The Contractor shall follow an Agile project management and product development approach¹, to allow for ongoing review and discussion between the Contractor and the Government, and adaptation as needed.
- The Contractor shall conduct any data cleaning or data manipulation necessary to create the analytic product.
- The Contractor shall produce the agreed-upon analysis. Analytic products may include, but not be limited to:
 - Statistical models (predictive or explanatory) – development and deployment of advanced statistical models using available data sources
 - Data visualizations – design, associated analysis, and production of data visualizations to demonstrate analysis results, outcomes, and conclusions. Data visualization products may also include dashboards – real-time, permission-based visualization of models with the ability to aggregate data based on different variables, pulling from multiple data sources and designing a repeatable architecture to query and call data, as well as archive data on a regular basis.
 - Dashboards
 - Text or Unstructured Data Analysis
 - Exploratory Analysis
- For visualizations that have a dynamic component such that source data may need to be updated or maintained, the Contractor shall develop source logic documents, data architecture documentation, a user guide, and a standard operating procedure for maintenance and updates.

2.3.3 Draft and Final Analysis, Products, and Documentation

The Contractor shall provide draft and final versions of the analysis or analytic product and all accompanying relevant documentation and code files. The Contractor shall complete the following tasks:

- The Contractor shall prepare and provide a draft deliverable package to the Government for review and comment, and then incorporate comments and feedback into the final deliverable package. The Government will review and approve the final deliverable package.
- The Contractor shall prepare documentation and annotate all code files in sufficient detail to explain, allow for review of, and replication of the methodology and results of the analysis, and to clearly demonstrate all steps of data cleaning, data manipulation, and analysis. The documentation also shall reflect developments and changes from the original design and as a result of the feedback and discussions over the course of development.

2.3.4 Final Presentation

The Contractor shall conduct a final presentation for the Government to review and discuss the analysis, results, and documentation.

¹ <https://www.agilealliance.org/agile101/>

2.4 TASK FOUR. ECONOMIC ANALYSIS

The contractor shall provide support services in conducting economic analysis for the development of regulations, Information Collection Requests, reports in support of requirements to comply with executive orders, and all other economic analysis projects. The contractor shall also provide support in the form of technical writing and review of reports, data collection and analysis, general research, and review of public comments.

2.4.1 Regulatory Economic Analysis

Rigorously assess potential costs and benefits of proposed and final rules and retrospective analyses of existing regulations IAW Executive Order 12866 (Regulatory Planning and Review), Executive Order 13563 (Identifying and Reducing Regulatory Burdens), OMB Circular A-4 (Guidelines for the Conduct of Regulatory Analysis) and other OMB guidance relevant to estimating the costs and benefits of regulatory actions.² Contractor prepared economic and regulatory analyses shall fully comply with the standard of analysis contained in these Executive Orders and OMB guidance documents. The contractor shall have the capability to perform formal probabilistic analysis and produce written reports as required by OMB Circular A-4 using software (e.g., such as Crystal Ball).

2.4.2 Non-Regulatory Economic Analysis

Conduct economic analysis in support of non-regulatory applications using any of the various analytic methods of economics, including econometrics, mathematical modeling and simulation, game theory, and experimental or behavioral economics.³ Examples include benefit-cost analysis, cost-effectiveness analysis, economic consequence analysis, economic impact analysis (such as computable general equilibrium analysis and input-output analysis), analysis of private markets, and other analyses for which the results can be expressed in terms of economic metrics such as employment, gross domestic product, costs, benefits, incentives, utility, or return on investment.

2.5 TASK FIVE. LEARNING AGENDA AND EVALUATION PLAN DEVELOPMENT SUPPORT

The Contractor shall support the development of CISA's annual Learning Agenda and Evaluation Plan, which may include, but may not be limited to, organizing and facilitating stakeholder consultations with program offices, development of technical content for the Learning Agenda and Evaluation Plan, assisting with the writing and revision of the Learning Agenda and Evaluation Plan, and assisting with status reporting and updates to the Department on learning agenda and program evaluation activities. The Government estimates for work under this Task will be based on the specific need for support in a given fiscal year.

2.6 TASK SIX. CAPACITY-BUILDING AND TRAINING

The Contractor shall design and implement training courses and capacity-building activities for

² Such OMB guidance includes: (1) OMB OIRA Guidance "Agency Checklist: Regulatory Impact Analysis" October 28, 2010, http://www.whitehouse.gov/sites/default/files/omb/inforeg/regpol/RIA_Checklist.pdf; (2) OMB OIRA Guidance "Regulatory Impact Analysis: Frequently Asked Questions," February 7, 2011, http://www.whitehouse.gov/sites/default/files/omb/assets/OMB/circulars/a004/a-4_FAQ.pdf; and (3) OIRA Guidance "Regulatory Impact Analysis: A Primer" August 5, 2011, http://www.whitehouse.gov/sites/default/files/omb/inforeg/regpol/circular-a-4_regulatory-impact-analysis-a-primer.pdf.

³ The American Economic Association provides a complete definition of economics at: <http://www.aeaweb.org/students/WhatsEconomics.php> and <http://www.aeaweb.org/students/Fields.php>

CISA staff and management on program evaluation and learning agendas and assess the outcomes and participant feedback for each. For each training and capacity-building activity, the Government shall provide the Contractor with the specific needs, criteria, specifications, and expected outcomes. The Government estimates for work under this Task will be based on the parameters of each specific training and capacity-building activity. The Contractor shall perform the following tasks:

2.6.1 Training/ Capacity-Building Design and Planning

The Contractor shall conceptualize and plan the training/capacity-building activity, including the workplan, timeline, approach, and materials. The Contractor shall prepare a draft and final Design and Planning package. The Government will review the draft package and provide comments to be incorporated into the final version; the Government will review and approve the final version. The Design and Planning package shall include, but may not be limited to, the following elements:

- Project plan covering key tasks and milestones, responsible parties, and timeline
- Detailed description of overall design and approach
- All materials for the activity

2.6.2. Training/Capacity-Building Implementation and Delivery

During the implementation and delivery phase, the Contractor shall carry out and complete all tasks and activities as identified in the project plan. The Contractor shall provide regular updates to the Government on this work per requirements in section 4.8 and 4.9 (Progress Reports and Progress Meetings) and identify any issues, challenges, or delays encountered, as well as mitigation efforts; Progress Reports will be reviewed and approved by the Government.

2.6.3. Training/Capacity-Building Follow-up Report and Participant Feedback

Following each training/capacity-building activity, the Contractor shall prepare a follow-up report and conduct an assessment of participant feedback. The Contractor shall prepare a draft and final Follow-up Report. The Government will review the draft report and provide comments to be incorporated into the final version. The final report will be reviewed and approved by the Government. The Follow-up Report shall include, but may not be limited to, the following elements:

- Summary of implementation and delivery of the training
- Summary of any challenges encountered, and mitigation efforts and lessons learned
- Summary of participant feedback

2.7. TASK SEVEN. PERFORMANCE MANAGEMENT SUPPORT

The Contractor shall support the development and implementation of CISA's performance management portfolio, which may include, but may not be limited to, organizing and facilitating stakeholder consultations with program offices to develop and revise performance measures, completion of indicator definition forms for performance measures, technical support for CISA's quarterly and annual reporting processes, including assistance with data collection, quality assurance, and report preparation, preparation of dashboards and data visualizations, and technical assistance with data entry and data management into identified data repositories. The Government estimates for work under this Task will be based on the specific activities and need for support in a given fiscal year.

2.8 TASK EIGHT. COST ESTIMATION AND COST ANALYSIS

The contractor shall provide support services in conducting cost estimation and cost analysis to support the agency's Programming function and long-term resource planning. Cost analysis and cost estimation tasks may include, but not be limited to, rigorously reviewing and validating existing cost estimates for programs and activities, conducting alternative and trade-of analysis of existing cost estimates, preparing new cost analyses and cost estimates for programs and activities to support long-term resource planning, developing and executing cost analysis methodologies and processes and conducting background research on applicable methodological approaches, developing and executing predictive cost analysis models, and provide support in preparing reports, presentations, and other materials to disseminate cost analysis results and support data-driven discussion. The Government estimates for work under this Task will be based on the specific activities and need for support in a given fiscal year.

The Contractor shall perform the following tasks:

2.8.1 Cost Analysis and Cost Estimation Design

During the design phase, the Contractor shall conceptualize and design the analytic methodology and product. The Contractor shall complete the following tasks:

- The Contractor shall participate in one or more concept development, design, and planning meetings with the Government and any other identified stakeholders to review and discuss the requirements and expectations, and how the analytic product will support resource planning and programming and will be used and applied.
- The Contractor shall prepare a draft and final Analytic Design Report. The Government will review the draft report and provide comments to be incorporated into the final version. The final report will be reviewed and approved by the Government. The analytic design report shall include, but may not be limited to, the following elements:
 - Project Plan covering key tasks and milestones, responsible parties, and timeline
 - Description of final set of agreed requirements
 - Description and explanation of the methodology
 - Description and explanation of the analytic product
 - Data sources to be used

2.8.2 Analysis

The Contractor shall conduct analysis and produce the analytic product(s), according to the methodology and requirements agreed in the Analytic Design Report. The Contractor shall perform the following tasks:

- The Contractor shall follow an Agile project management and product development approach⁴, to allow for ongoing review and discussion between the Contractor and the Government, and adaptation as needed.
- The Contractor shall conduct any data cleaning or data manipulation necessary to create the analytic product.
- The Contractor shall produce the agreed-upon analysis. Analytic products may include, but not be limited to:
 - Statistical models (predictive or explanatory) – development and deployment of advanced statistical models using available data sources
 - Data visualizations – design, associated analysis, and production of data visualizations to demonstrate analysis results, outcomes, and conclusions. Data visualization products may also include dashboards – real-time, permission- based visualization of models with the ability to aggregate data

based on different variables, pulling from multiple data sources and designing a repeatable architecture to query and call data, as well as archive data on a regular basis.

- Dashboards
- Exploratory Analysis
- For visualizations that have a dynamic component such that source data may need to be updated or maintained, the Contractor shall develop source logic documents, data architecture documentation, a user guide, and a standard operating procedure for maintenance and updates.

2.8.3 Draft and Final Analysis, Products, and Documentation

The Contractor shall provide draft and final versions of the analysis or analytic product and all accompanying relevant documentation and code files. The Contractor shall complete the following tasks:

- The Contractor shall prepare and provide a draft deliverable package to the Government for review and comment, and then incorporate comments and feedback into the final deliverable package. The Government will review and approve the final deliverable package.
- The Contractor shall prepare documentation and annotate all code files in sufficient detail to explain, allow for review of, and replication of the methodology and results of the analysis, and to clearly demonstrate all steps of data cleaning, data manipulation, and analysis. The documentation also shall reflect developments and changes from the original design and as a result of the feedback and discussions over the course of development.

2.8.4 Final Presentation

The Contractor shall conduct a final presentation for the Government to review and discuss the analysis, results, and documentation.

2.9 TASK NINE. WORKFORCE ANALYSIS AND MODELING

The contractor shall provide support services in conducting workforce analysis and modeling to provide rigorous resource estimates for human capital needs to support resource planning and budgeting, which may include, but not be limited to, developing mathematical and statistical models that generate workforce estimates based on workload inputs, identified workforce parameters, and identified mission requirements, developing requirements and methodologies for workforce models, conducting facilitated stakeholder consultations to identify requirements for workforce models and analyses, conducting trade-off analysis of multiple workforce analysis scenarios, and developing predictive models for workforce analysis to support long-term resource planning. The contractor shall also provide support in preparing reports, presentations, and other materials to disseminate workforce modeling results and support long-term resource planning. The Government estimates for work under this Task will be based on the specific activities and need for support in a given fiscal year.

The Contractor shall perform the following tasks:

2.9.1 Cost Analysis and Cost Estimation Design

During the design phase, the Contractor shall conceptualize and design the analytic methodology and product. The Contractor shall complete the following tasks:

- The Contractor shall participate in one or more concept development, design, and planning meetings with the Government and any other identified stakeholders to

review and discuss the requirements and expectations, and how the analytic product will support resource planning and programming and will be used and applied.

- The Contractor shall prepare a draft and final Analytic Design Report. The Government will review the draft report and provide comments to be incorporated into the final version. The final report will be reviewed and approved by the Government. The analytic design report shall include, but may not be limited to, the following elements:
 - Project Plan covering key tasks and milestones, responsible parties, and timeline
 - Description of final set of agreed requirements
 - Description and explanation of the methodology
 - Description and explanation of the analytic product
 - Data sources to be used

2.9.2 Analysis

The Contractor shall conduct analysis and produce the analytic product(s), according to the methodology and requirements agreed in the Analytic Design Report. The Contractor shall perform the following tasks:

- The Contractor shall follow an Agile project management and product development approach⁴, to allow for ongoing review and discussion between the Contractor and the Government, and adaptation as needed.
- The Contractor shall conduct any data cleaning or data manipulation necessary to create the analytic product.
- The Contractor shall produce the agreed-upon analysis. Analytic products may include, but not be limited to:
 - Statistical models (predictive or explanatory) – development and deployment of advanced statistical models using available data sources
 - Data visualizations – design, associated analysis, and production of data visualizations to demonstrate analysis results, outcomes, and conclusions. Data visualization products may also include dashboards – real-time, permission-based visualization of models with the ability to aggregate data based on different variables, pulling from multiple data sources and designing a repeatable architecture to query and call data, as well as archive data on a regular basis.
 - Dashboards
 - Exploratory Analysis
 - For visualizations that have a dynamic component such that source data may need to be updated or maintained, the Contractor shall develop source logic documents, data architecture documentation, a user guide, and a standard operating procedure for maintenance and updates.

2.9.3 Draft and Final Analysis, Products, and Documentation

The Contractor shall provide draft and final versions of the analysis or analytic product and all accompanying relevant documentation and code files. The Contractor shall complete the following tasks:

- The Contractor shall prepare and provide a draft deliverable package to the Government for review and comment, and then incorporate comments and

feedback into the final deliverable package. The Government will review and approve the final deliverable package.

- The Contractor shall prepare documentation and annotate all code files in sufficient detail to explain, allow for review of, and replication of the methodology and results of the analysis, and to clearly demonstrate all steps of data cleaning, data manipulation, and analysis. The documentation also shall reflect developments and changes from the original design and as a result of the feedback and discussions over the course of development.

2.9.4 Final Presentation

The Contractor shall conduct a final presentation for the Government to review and discuss the analysis, results, and documentation.

2.10 TASK TEN. PERFORMANCE MEASUREMENT AND PROGRAM EVALUATION SUPPORT FOR GRANT PROGRAMS

The Contractor shall provide support in developing evaluation and performance measurement plans for CISA grant programs, in keeping with requirements outlined in tasks 2.1. through 2.7 and any additional identified Department-level requirements. The Contractor shall also provide support for, but may not be limited to, the design and implementation of program evaluations for CISA grant programs, in keeping with requirements outlined in tasks 2.1 and 2.2 and any additional identified Department-level requirements, provide oversight and review of performance measurement and program evaluation deliverables and products related to CISA grant programs, and technical support in the development of processes and approaches for performance monitoring and evaluation activities and oversight of those activities for CISA grant programs. The Government estimates for work under this Task will be based on the specific activities and need for support in a given fiscal year.

2.11 TASK ELEVEN. (OPTIONAL) ADDITIONAL SUPPORT

This Task is optional and may be exercised partially. The Task is not required to be fully exercised when additional support is required.

CISA, in coordination with the Contractor, may exercise this Task if/when it is determined additional support is required during the period of performance. All work under this Task must be within scope of Tasks 2.1 – 2.7 above.

3.0 CONTRACTOR PERSONNEL

3.1 QUALIFIED PERSONNEL

The Contractor shall provide qualified personnel to perform all requirements specified in this SOW.

3.2 CONTINUITY OF SUPPORT

The Contractor shall ensure that the contractually required level of support for this requirement is maintained at all times. The Contractor shall ensure that all contract support personnel are present for all time periods relevant to the work and tasks. If for any reason the Contractor staffing levels are not maintained appropriately to complete the work due to vacation, leave, appointments, etc., and replacement personnel will not be provided, the Contractor shall provide e-mail notification to the Contracting Officer's Representative (COR) prior to employee absence. Otherwise, the Contractor 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 approval from the Contracting Officer. The following Contractor personnel are designated as Key for this requirement:

- Lead Project Manager

Note: The Government may designate additional Contractor personnel as Key at the time of award.

3.4 MINIMUM QUALIFICATIONS FOR KEY PERSONNEL

3.4.1 Lead Project Manager

The Contractor shall provide a Lead Project Manager who shall be responsible for all Contractor work performed under this SOW. The Lead Project Manager shall be a single point of contact for the Contracting Officer and the COR. The name of the Lead Project Manager, and the name(s) of any alternate(s) who shall act for the Contractor in the absence of the Lead Project Manager, shall be provided to the Government as part of the Contractor's proposal. The Lead Project Manager is further designated as Key by the Government. During any absence of the Lead Project Manager, only one alternate shall have full authority to act for the Contractor on all matters relating to work performed under this contract. The Lead Project Manager and all designated alternates shall be able to read, write, speak and understand English. Additionally, the Contractor shall not replace the Lead Project Manager without prior approval from the Contracting Officer. The Contractor shall respond to a request for discussion or resolution of technical problems within 24 hours of notification.

The Lead Project Manager shall provide senior-level technical and management support for all Contract activities and shall serve as the primary interface and point of contact with CISA on program issues. The Lead Project Manager shall possess comprehensive, in-depth technical expertise and experience with quantitative and qualitative program evaluation designs, methods, and approaches. The Lead Project Manager shall oversee the financial and administrative aspects of the contract requirements.

Required Qualifications:

- Currently hold, or able to obtain and maintain, DHS fitness determination
- Minimum of 7 years work experience in program evaluation
- Master's or PhD in a relevant field (statistics or social sciences)
- Demonstrated project management ability
- Strong oral and written communication skills

3.5 MINIMUM QUALIFICATIONS FOR NON-KEY PERSONNEL

3.5.1 Principal Investigator

The Principal Investigator will be the lead researcher on a program evaluation and will head the design, implementation, and analysis of the evaluation and presentation of results. The Principal Investigator will be responsible for the overall management of the evaluation, its quality, the evaluation team, any troubleshooting or adjustments, and communications between the evaluation team, the Project Manager, and the government.

Required Qualifications:

- Currently hold, or able to obtain and maintain, DHS fitness determination
- Master's with at least 7 years of work experience in program evaluation, or PhD with at least 5 years of relevant work experience in program evaluation, in one of the following fields: statistics, social sciences, computer science, data science
- 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

3.5.2 Statistician

The Statistician will contribute methodological expertise in the design and analysis of program evaluations, when relevant for the selected methodology, as well as data analytics tasks, and may also serve as a Principal Investigator on a program evaluation. The Statistician may also design, develop, and implement analytic tools and products, and related code and/ or scripts and associated documentation.

Required Qualifications:

- Currently hold, or able to obtain and maintain, DHS fitness determination
- Master's with at least 5 years of work experience, or PhD with at least 3 years of work experience, in Statistics
- Demonstrated experience in data analysis, explanatory and predictive modeling, data manipulation
- Strong programming, graphical, and modeling skills in R
- Experience and (preferred applied) knowledge of deep learning and/or natural language processing experience preferred
- Programming, graphical, and modeling skills in Python preferred
- 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

3.5.3 Data Scientist

The Data Scientist will support both program evaluations and data analytics tasks and may also serve as the task lead for data analytics tasks and as a Principal Investigator on an evaluation, when relevant. The Data Scientist will have strong programming, modeling, analysis, and data management skills.

Required Qualifications:

- Currently hold, or able to obtain and maintain, DHS fitness determination
- Master's with at least 5 years of work experience, or PhD with at least 3 years of work experience, in a relevant field (e.g., Statistics, Computer Science, Computer Engineering, Mathematics)
- Demonstrated experience in one or more of the following areas, based on the requirements of the specific task: data analysis, explanatory and predictive modeling, data manipulation, analytical applications, big data engineering, algorithms, statistics,

- machine learning, natural language processing, data visualization, data management
- Strong programming, graphical, and modeling skills in R and Python
- 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

3.5.4 Senior Analyst

The Senior Analyst will support program evaluation and data analytics tasks during the design, implementation, analysis, and report-writing phases. The Senior Analyst will have strong research, data analysis, and communications skills.

Required Qualifications:

- Currently hold, or able to obtain and maintain, DHS fitness determination
- Master's with at least 5 years of work experience, or BA/ BS with at least 7 years of work experience, in a relevant field (e.g., Statistics, Social Sciences, Computer Science, Computer Engineering, Mathematics)
- Demonstrated experience in one or more of the following areas, based on the requirements of the specific task: program evaluation, data analysis, statistics, economics, social science research, data science
- Strong programming, graphical, and modeling skills in R and Python
- Experience communicating technical concepts to a non-technical audience
- Strong oral and written communication skills
- Strong skills using Microsoft products to include Excel, PowerPoint, Visio, and SharePoint

3.5.5 Junior Analyst

The Junior Analyst will support program evaluation and data analytics tasks during the design, implementation, analysis, and report-writing phases, including providing project management and administrative support. The Junior Analyst will have strong research, data analysis, communications, and administration/ project management skills.

Required Qualifications:

- Currently hold, or able to obtain and maintain, DHS fitness determination
- BA/ BS with at least 3 years of work experience, in a relevant field (e.g., Statistics, Social Sciences, Computer Science, Computer Engineering, Mathematics)
- Demonstrated experience in one or more of the following areas, based on the requirements of the specific task: program evaluation, data analysis, statistics, economics, social science research, data science
- Strong programming, graphical, and modeling skills in R and Python
- Experience communicating technical concepts to a non-technical audience
- Strong oral and written communication skills
- Strong skills using Microsoft products to include Excel, PowerPoint, Visio, and SharePoint
- Strong project management and organizational skills

3.5.6 Senior Economist

The Senior Economist will be capable of doing the type of work that requires a demonstrated expertise in a field of economics and work in which there is a dearth of applicable precedent. A Senior Economist shall be capable of formulating and guiding major research attacks on

economic problems of great difficulty.

Required Qualifications:

- Master's Degree in Economics
- 10+ years of experience completing economic analyses

3.5.7 Technical Writer

The Technical Writer shall be responsible for the gathering, organizing, analyzing, and composing technical information described in the PWS. Edits functional descriptions, system specifications, user manuals, and special reports, Statements of Work, or any other customer deliverables and documents. Conducts research and ensures the use of proper technical terminology. Translates technical information into clear, readable documents to be used by technical and non-technical personnel. Technical Writers shall possess all of the demonstrated experience and knowledge requirements delineated below, as verified by a signed and dated resume by the individual and a corporate executive.

Required Qualifications:

- Bachelor's Degree or equivalent
- 5 years of experience developing and preparing complex technical publications utilizing state-of-the-art workstations, internal and external communications media, and software
- Ability to communicate effectively, both orally and in writing;
- Ability to analyze the needs of the target audience; and
- English Language - Knowledge of the structure and content of the English language including the meaning and spelling of words, rules of composition, and grammar.

3.5.8 Project Manager

The project manager shall be responsible for coordinating and managing tasks and activities, and has strong management, planning, and communication skills. The project manager will have to multi-task and quickly adapt to dynamic and changing requirements and must handle oversight of quality control and assurance for products. The project manager may need to support multiple activities simultaneously.

Required Qualifications:

- BA/BS
- Currently holds, or is able to attain, DHS Fitness Determination
- Hold a relevant project management certification (such as a Project Management Professional active certification from the Project Management Institute) or have commensurate project management experience
- Minimum 5 years professional experience
- Must possess expert skill in written and oral communications, capable of briefing senior leaders and interagency stakeholders
- Extraordinary attention to detail is required
- Exceptional analytical and policy skills
- Exceptionally strong skills using Microsoft products to include Outlook, Office 365, Visio, SharePoint, PowerPoint, Project Management, and Excel

3.5.9 Junior Operations Research Analyst

- Currently hold, or able to obtain and maintain, DHS fitness determination
- BA/ BS with at least 3 years of work experience, in a relevant field (e.g., Statistics, Computer Science, Computer Engineering, Mathematics)

- Demonstrated experience in one or more of the following areas, based on the requirements of the specific task: cost estimation, cost analysis, workforce modeling, data science
- Strong programming, graphical, and modeling skills in R and Python
- Experience communicating technical concepts to a non-technical audience
- Strong oral and written communication skills
- Strong skills using Microsoft products to include Excel, PowerPoint, Visio, and SharePoint
- Strong project management and organizational skills

Operations Research Analyst - Formulate and apply mathematical modeling and other optimizing methods to develop and interpret information that assists management with decision making, policy formulation, or other managerial functions. May collect and analyze data and develop decision support software, service, or products. May develop and supply optimal time, cost, or logistics networks for program evaluation, review, or implementation.

3.5.10 Journeyman Operations Research Analyst

- Currently hold, or able to obtain and maintain, DHS fitness determination
- BA/ BS with at least 5 years of work experience, in a relevant field (e.g., Statistics, Computer Science, Computer Engineering, Mathematics)
- Demonstrated experience in one or more of the following areas, based on the requirements of the specific task: cost estimation, cost analysis, workforce modeling, data science
- Strong programming, graphical, and modeling skills in R and Python
- Experience communicating technical concepts to a non-technical audience
- Strong oral and written communication skills
- Strong skills using Microsoft products to include Excel, PowerPoint, Visio, and SharePoint
- Strong project management and organizational skills

3.5.11 Senior Operations Research Analyst

- Currently hold, or able to obtain and maintain, DHS fitness determination
- BA/ BS with at least 10 years of work experience, in a relevant field (e.g., Statistics, Computer Science, Computer Engineering, Mathematics)
- Demonstrated experience in one or more of the following areas, based on the requirements of the specific task: cost estimation, cost analysis, workforce modeling, data science
- Strong programming, graphical, and modeling skills in R and Python
- Experience communicating technical concepts to a non-technical audience
- Strong oral and written communication skills
- Strong skills using Microsoft products to include Excel, PowerPoint, Visio, and SharePoint
- Strong project management and organizational skills

3.6 EMPLOYEE IDENTIFICATION

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

rules and requirements. All Contractor employees shall identify themselves as Contractors when their status is not readily apparent and display all identification and visitor badges in plain view above the waist at all times.

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

3.7 EMPLOYEE CONDUCT

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

3.8 REMOVING EMPLOYEES FOR MISCONDUCT OR SECURITY REASONS

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

4.0 OTHER APPLICABLE CONDITIONS

4.1 SECURITY

Contractor access to unclassified, but Security Sensitive Information may be required under this SOW. Contractor employees shall safeguard this information against unauthorized disclosure or dissemination.

4.1.1 Post-Award Instructions Regarding Security Requirements For Contracts/Orders

The procedures outlined below shall be followed for the DHS Security Office to process background investigations and suitability determinations, as required, in a timely and efficient manner.

- Carefully read the security clauses in the Order. Compliance with the security clauses in the contract is not optional.
- Contract employees (to include applicants, temporaries, part-time and replacement employees) under the contract, requiring access to sensitive information, shall undergo a position sensitivity analysis based on the duties each individual will perform on the contract. The results of the position sensitivity analysis shall identify the appropriate background investigation to be conducted. All background investigations will be processed through the DHS Security Office. Prospective Contractor employees shall submit the following completed forms to the DHS Security Office. The Standard Form 85P will be

completed electronically, through the Office of Personnel Management's e-QIP SYSTEM. The completed forms must be given to the DHS Security Office no less than thirty (30) days before the start date of the contract or thirty (30) days prior to entry on duty of any employees, whether a replacement, addition, subcontractor employee, or vendor:

- a. Standard Form 85P, "Questionnaire for Public Trust Positions"
 - b. FD Form 258, "Fingerprint Card" (2 copies)
 - c. DHS Form 11000-6 "Conditional Access To Sensitive But Unclassified Information Non-Disclosure Agreement"
 - d. DHS Form 11000-9, "Disclosure and Authorization Pertaining to Consumer Report is Pursuant to the Fair Credit Reporting Act"
- Only complete packages will be accepted by the DHS Security Office. Specific instructions on submission of packages will be provided upon award of the contract.
 - DHS may, as it deems appropriate, authorize and grant a favorable entry on duty (EOD) decision based on preliminary suitability checks. The favorable EOD decision would allow the employees to commence work temporarily prior to the completion of the full investigation. The granting of a favorable EOD decision shall not be considered as assurance that a full employment suitability authorization will follow. A favorable EOD decision or a full employment suitability determination shall in no way prevent, preclude, or bar DHS from withdrawing or terminating access to government facilities or information, at any time during the term of the contract. No employee of the Contractor shall be allowed unescorted access to a Government facility without a favorable EOD decision or suitability determination by the Security Office.
 - Limited access to Government buildings is allowable prior to the EOD decision if the Contractor is escorted by a Government employee. This limited access is to allow Contractors to attend briefings and non-recurring meetings in order to begin transition work.
 - The DHS Security Office shall be notified of all terminations/resignations within five (5) calendar days of occurrence. The Contractor shall return to the Contracting Officer Technical Representative (COR) all DHS issued identification cards and building passes that have either expired or have been collected from terminated employees. If an identification card or building pass is not available to be returned, a report shall be submitted to the COR, referencing the pass or card number, name of individual to who it was issued and the last known location and disposition of the pass or card.
 - When sensitive Government information is processed on Department telecommunications and automated information systems, the Contractor shall provide for the administrative control of sensitive data being processed. Contractor personnel must have favorably adjudicated background investigations commensurate with the defined sensitivity level. Contractors who fail to comply with Department security policy are subject to having their access to Department IT systems and facilities terminated, whether or not the failure results in criminal prosecution. Any person who improperly discloses sensitive information is subject to criminal and civil penalties and sanctions under a variety of laws (e.g., Privacy Act).
 - Failure to follow these instructions may delay the completion of suitability

determinations and background checks. Note that any delays in this process that are not caused by the government do not relieve a contractor from performing under the terms of the contract.

- The POC at the Security Office is:

- [REDACTED]
- Branch Chief, Contractor Adjudications
- Personnel Security Division
- Office of the Chief Security Officer

[REDACTED]

4.2 PERIOD OF PERFORMANCE

The period of performance for this contract is a one-year base period with two one-year option periods as follows:

Base Period	March 30, 2024 through March 29, 2025
Option Period One	March 30, 2025 through March 29, 2026
Option Period Two	March 30, 2026 through March 29, 2027

4.3 PLACE OF PERFORMANCE

Contractor personnel shall be required to be onsite at CISA, 1616 N. Ft. Myer Drive, Arlington, Virginia. The contractor is generally expected to work on-site in CISA provided space but may perform work offsite or at a Contractor provided site upon approval by the Contracting Officer's Representative (COR). Please reference section 7 (telecommuting) with regards to COVID.

4.4 HOURS OF OPERATION

Contractor employees shall generally perform all work between the hours of 8 am and 5 pm EST, Monday through Friday (except Federal holidays). However, there may be occasions when Contractor employees shall be required to work other than normal business hours, including weekends and holidays, to fulfill requirements under this SOW.

4.5 TRAVEL

Contractor 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 in accordance with the Federal Travel Regulations. The Contractor shall be responsible for obtaining COR approval (electronic mail is acceptable) for all reimbursable travel in advance of each travel event.

4.6 POST AWARD CONFERENCE

The Contractor shall attend a Post Award Conference with the Contracting Officer and the COR no later than 5 business days after the date of award. The purpose of the Post Award Conference, which will be chaired by the Contracting Officer, is to discuss technical and contracting objectives of this contract and review the Contractor's draft Project Plan. The Post Award Conference will be held via Microsoft Teams or via teleconference.

4.7 PROJECT PLAN

The Contractor shall provide a draft Project Plan at the Post Award Conference for Government review and comment. The Contractor shall provide a final Project Plan to the COR not later than 5 business days after the Post Award Conference.

4.8 PROGRESS REPORTS

The Project Manager shall provide a monthly progress report to the COR and Technical Point of Contact (TPOC), which shall include a summary of work completed that month, progress against the work plan and timeline, a summary of any challenges encountered and mitigation strategies, and any concerns to discuss. The Project Manager also shall provide a quarterly progress report to the Contracting Officer and COR via electronic mail. This report shall include a summary of all Contractor work performed, including a breakdown of labor hours by labor category; all direct costs by line item; an assessment of technical progress; status of work against the workplan and timeline, identification of any deviations, reasons, and subsequent corrections; any issues encountered, resolution of issues, and any concerns to highlight and discuss, and any travel conducted.

4.9 PROGRESS MEETINGS

The 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. These meetings shall take place biweekly, either at the Government's facility or via conference call.

4.10 GENERAL REPORT REQUIREMENTS

The Contractor shall provide all written reports and documents in electronic format with read/write capability using applications that are compatible with DHS workstations (Windows and Microsoft Office Applications). All code files shall be provided in R or Python.

4.11 PROTECTION OF INFORMATION

The Government will provide all necessary information, data and documents to the Contractor that are applicable for work required under this order. The Contractor shall use Government furnished information, data and documents only for the performance of work under this order and shall be responsible for returning all Government furnished information, data and documents to the Government at the end of the 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 SOW. 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 under this order, 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 performance period.

4.12 SECTION 508 COMPLIANCE

Section 508 does not apply.

5.0 OTHER DIRECT COSTS (ODCs)

The Contractor shall seek Government approval in advance of incurring any costs associated with ODCs. Government approval is provided by the COR. The Contractor shall provide estimated costs, including any quotes, with its approval request. Allowable and reasonable costs incurred by the Contractor for ODCs will be reimbursed. The Contractor shall not charge the Government any associated fees or profit over actual costs incurred for ODCs. Allowable ODCs which are necessary and directly support task order work include the following:

- Data collection tools, training materials, tool kits, and other printed materials
- Data collection costs (e.g., logistical support, materials, communications costs)
- Nominal survey incentives for participants to support survey response rates
- Multi-media products and services to include development of videos or digital content
- Training logistical support and materials
- Event logistical support
- Graphic design
- Shipping and mailing costs

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

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

6.0 GOVERNMENT FURNISHED RESOURCES

The Government will not furnish any resources to the Contractor in support of this order with the exception of workspace, equipment, and supplies necessary to perform the on-site portion of Contractor services required in this contract.

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. Telecommuting allows contractor personnel to perform their contractual requirements outside of CISA 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 CISA 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 is permitted under the task order in accordance with the requirements below.

Additionally, the provision to permit contractor telecommuting may be revoked at the Task Order level at any time if the Government makes such determination. The telecommuting provision does not change any task order requirements; all other terms and conditions of the task order remain in full force and effect.

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 FURNISHED PROPERTY

The Contractor shall furnish all facilities, materials, equipment and services necessary to fulfill the requirements of this contract, except for the Government Furnished Resources specified in SOW 2.0 and SOW 6.0.

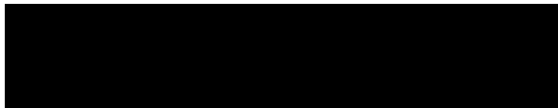
8.1 PROPERTY INVENTORY

The Contractor shall ensure personnel apply a DHS-supplied barcode to all property purchased for CISA. The Contractor shall establish and maintain an accurate master inventory of all property purchase for CISA under this order.

8.2 NOTIFICATION OF PROPERTY RECEIPT

The Contractor shall confirm receipt of CISA property purchased under this SOW with the assigned CISA Accountable Property Officer (APO) and COR within 5 business days of receipt.

APO Name & Contact Information



8.3 MONTHLY ASSET MANAGEMENT REPORT

The Contractor shall prepare a monthly Asset Management Report, which contains accurate information for all CISA 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

8.4 INVOICE/RECEIPTS

The Contractor shall ensure copies of all invoices/packing slips/receipts for property purchased for CISA accompanies the Monthly Asset Management Report.

9.0 INVOICES AND PAYMENT PROVISIONS

Invoices shall be prepared per Section VII, Contract Clauses; Paragraph A. entitled "FAR CLAUSES INCORPORATED BY REFERENCE," FAR Clause 52.232-25 Prompt Payment, FAR Clause 52.232-7, Payments under Time and Materials and Labor-Hours, and FAR Clause 52.212-4 ALT 1. In addition to invoice preparation as required by the FAR, the Contractor's invoice shall submit invoices monthly and include the following information:

- 1) Cover sheet identifying DHS;
- 2) Task Order Number;
- 3) Modification Number, if any;
- 4) UEID Number;
- 5) Month services provided;

- 6) Contract Line Item Number (CLIN), Accounting Classifications, and description for each; billed item
- 7) Any additional backup information as required by this contract.
- 8) ATTN: CISA/OUS

The Contractor shall submit the invoice electronically to the address below:

E-mail: [REDACTED]

Simultaneously provide an electronic copy of the invoice to the following individuals at the addresses below:

E-mail:
[REDACTED]

The contractor shall prepare and submit a sufficient and procurement regulatory compliant invoice and receiving report for technical certification of inspection/acceptance of services and approval for payment. The contractor shall attach back up information to the invoices and receiving reports substantiating all costs for services performed. The receiving agency's written or electronic acceptance by the COR and date of acceptance shall be included as part of the backup documentation.

If the invoice is submitted without all required back up documentation, the invoice shall be rejected. The Government reserves the right to have all invoices and backup documentation reviewed by the Contracting Officer prior to payment approval.

10.0 GOVERNMENT ACCEPTANCE PERIOD

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

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

10.2 The COR will have 10 business days to review deliverables and make comments. The Contractor shall have 5 business days to make corrections and redeliver.

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

11.0 DELIVERABLES

The Contractor shall consider items in **BOLD** as having mandatory due dates. Items in *italics*

are deliverables or events that must be reviewed and/or approved by the COR prior to proceeding to next deliverable or event in this SOW.

ITEM	SOW REFERENCE	DELIVERABLE / EVENT	DUE BY	DISTRIBUTION
1	2.1.1	Draft Evaluation Design Report	10-15 business days after task is issued	COR, COR and PM
2	2.1.1	Final Evaluation Design Report and Presentation	5 business days after Government's comments on draft report are returned	COR, CO and PM
3	2.1.3	<i>Draft Evaluation Report Package</i>	1-6 months after Final Evaluation Design Report is approved	COR, Contracting Officer, and PM
4	2.1.3	Final Evaluation Report Package	10 business days after Government's comments on draft Evaluation Report Package are returned	COR, Contracting Officer, and PM
5	2.1.4	Final Evaluation Presentation	5 business days after Final Evaluation Report Package is approved	COR, Contracting Officer, and PM
6	2.2.1	Draft Data Collection Planning Package	10-20 business days after task is issued	COR, CO, and PM
7	2.2.1	Final Data Collection Planning Package	5 business days after Government's comments on draft package are returned	COR, CO and PM
9	2.2.3	Draft Data Collection Report	1-6 months after Final Evaluation Design Report is approved	COR, CO, and PM
10	2.2.3	Final Data Collection Report	5 business days after Government's comments on draft report is returned	COR, CO, and PM
11	2.3.1	Draft Analytic Design Report (Applies to Tasks 3, 8, and 9)	5-10 business days after task is issued	COR, CO and PM
12	2.3.1	Final Analytic Design Report (Applies to Tasks 3, 8, and 9)	5 business days after Government's comments on draft report is returned	COR, CO and PM
13	2.3.3	Draft Analytic Package (Applies to Tasks 3, 8, and 9)	1-3 months after Final Design Report is approved	COR, CO and PM

14	2.3.3	Final Analytic Package (Applies to Tasks 3, 8, and 9)	5-10 business days after Government's comments on draft package are returned	COR, CO and PM
15	2.3.4	Final Analytic Presentation (Applies to Tasks 3, 8, and 9)	5 business days after final package is approved	COR, CO and PM
16	2.6.1	Draft Training Capacity Building Implementation and Delivery Planning package	10-15 business days after task is issued	COR, CO and PM
17	2.6.1	Final Training Capacity Building Implementation and Delivery Planning package	5-10 business days after Government's comments on draft package are returned	COR, CO and PM
18	2.6.3	Draft Training Capacity Building Follow up Report and Participant Feedback	1-3 months after Final implementation and delivery package is approved	COR, CO and PM
19	2.6.3	Final Training Capacity Building Follow up Report and Participant Feedback	5 business days after Government's comments on draft report is returned	COR, CO and PM
20	4.6	Post Award	5 Days after date of award	COR, CO and PM
21	4.7	Project Plan	5 business days after post award conference	COR, CO and PM
22	4.8	Progress Reports	Quarterly electronically	COR, CO and PM
23	4.9	Progress Meetings	Biweekly either government facility or conference call	COR and PM