

DEPARTMENT OF HOMELAND SECURITY
STATEMENT OF WORK (SOW)
FOR
DHS Customer Experience (CX) Support Services

1.0 August 14, 2024GENERAL

1.1 BACKGROUND:

The Department of Homeland Security (DHS) will establish a human-centered, service delivery culture that enables DHS products and services to be designed to:

- Create experiences that are accessible, useful, useable, and effective.
- Focus on customer experience and the quality-of-service across all touchpoints as key measurable values for success along with security and law enforcement.
- Use a systematic and iterative approach that integrates user-centered, team-based, interdisciplinary approaches and methods, in iterative learning cycles.

This approach will lead to:

- **Greater capacity to achieve mission** – A more sound, efficient process helps DHS achieve its overall mission of safeguarding the American people, our homeland, and our values.
- **Cost savings and avoidance** – Reduced resource burden and costs, particularly with digital transformation, will:
 - Lower software development costs and faster time to market, reductions in maintenance, support and training by designing the best products and services the first time.
 - Reduce call center support costs through business processes aligned with strategic and human-centered priorities.
 - Eliminate redundant processes and unnecessary features and products.
 - Improve integration between new and legacy systems.
- **Increased revenue from paid services** – Human-centered products and services lower the barrier for users to apply for fee-based offerings, leading to an increase in revenue from fees at components such as U.S. Citizenship and Immigration Services (USCIS), Customs and Border Protection (CBP) and the Transportation Security Administration (TSA).
- **Improved performance** – Increased ease of use and ease of learning leads to minimized disruptions due to inconsistent and confusing user interfaces and interactions, greater task completion and less time on tasks by both public users and government employees.
- **Impactful improvements in customer experience** – Research, data-driven insights, a deep understanding of users and of the current state of a service will DHS deliver innovative solutions that will solve customer needs and align business processes.

- **Heightened credibility and trust** – Better designed products and services lead to better experiences with government processes. This will lead to increased user satisfaction and overall trust in DHS to deliver vital services and greater job satisfaction among those carrying out the mission.

1.2 SCOPE

The contractor shall assist DHS OCIO Customer Experience Directorate (CXD) with customer experience (CX) services in the areas of:

- Strategy Development
- Training and Coaching
- Transformation and Collaboration
- Program Management Support

The CXD was formally established in September 2023 by DHS Secretary Mayorkas, and the directorate has rapidly grown in the past 18 months, with plans for continued growth. As this new organization continues to expand, priorities and requested resources from components have remained dynamic, including S1 priorities, and implementing recommendations made by the Homeland Security Advisory Council (HSAC). Current CX efforts were started before the Directorate was formed and have carried it through its first stage of development. For this new requirement, CX is entering the next phase of growth and complexity, with the goal to expand capabilities, develop new strategy, and support DHS Components in implementing and formalizing their individual CX strategic plans. The scope of this contract will require broad knowledge of and experience with implementation of CX programs and principles in a diverse setting, as well as familiarity with current DHS CX efforts to ensure ability to propel this program to its next level of maturity.

1.3 OBJECTIVE

DHS OCIO Customer Experience Directorate (CXD) seeks to establish a user experience/ customer experience (UX/CX) strategy for DHS services that are equity-centered, community-oriented, and designed to meet the needs of public users for service areas of focus such as:

- Travel
- Immigration
- Law Enforcement

Define and assess end users and characterize users' needs across DHS and components including the following:

- Usability of existing and proposed products and services in the areas of focus, highlighting key opportunities for improvement
- User experience (UX) and Customer experience (CX) design efforts and program maturity.

1.4 APPLICABLE DOCUMENTS

1.4.1 Compliance Documents

All solutions and services shall meet DHS Enterprise Architecture policies, standards, and procedures. Specifically, the contractor shall comply with the following Homeland Security (HLS) EA requirements:

- DHS Secretary Memo Policy Statement 076-02
- IT Strategic Plan- FY24-FY28: Goal 4: Improve Customer Experience and Transform Service Delivery
- Executive Order 14058 of December 13, 2021
- 21st Century Integrated Digital Experience Act
- All developed solutions and requirements shall be compliant with the HLS EA principles
- All IT hardware and software shall be compliant with the HLS EA Technical Reference Model (TRM) Standards and Products Profile; all products are subject to DHS Enterprise Architectural approval. No products may be utilized in any production environment that is not included in the HLS EA TRM Standards and Products Profile.
- Description information for all data assets, information exchanges and data standards, whether adopted or developed, shall be submitted to the Enterprise Data Management Office (EDMO) for review, approval and insertion into the DHS Data Reference Model and Enterprise Architecture Information Repository.
- Development of data assets, information exchanges and data standards will comply with the DHS Data Management Policy MD 103-01 and all data-related artifacts will be developed and validated according to DHS data management architectural guidelines.
- Applicability of Internet Protocol Version 6 (IPv6) to DHS-related components (networks, infrastructure, and applications) specific to individual acquisitions shall be in accordance with the DHS Enterprise Architecture (per OMB Memorandum M-05-22, August 2, 2005) regardless of whether the acquisition is for modification, upgrade, or replacement. All EA-related component acquisitions shall be IPv6 compliant as defined in the U.S. Government Version 6 (USGv6) Profile (National Institute of Standards and Technology (NIST) Special Publication 500-267) and the corresponding declarations of conformance defined in the USGv6 Test Program provide specifications, standards, or guidelines that must be complied with in order to meet the requirements of this contract:

2.0 TASKS

25.1. Customer Experience Support Services

25.1.1 Task One - Strategy Development

The contractor shall provide customer experience strategy expertise on how to mature CX practices across DHS. As to the breadth of skills and the depth of experience of contractor staff, that may vary, but it is expected that the combined staffing plan provides expertise in all of these areas:

- Providing guidance and insight on addressing CX policy mandates.
- Supporting coordination with the DHS and Office of Management and Budget (OMB) CX offices.
- Supporting CX hiring by providing Subject Matter Expert (SME) on position descriptions.
- Advising and developing strategies to define CX responsibilities.
- Assisting with building and implementing strategies to build CX maturity, including human capital strategy and implementation.
- Designing and supporting execution of strategies.

In addition to providing technical expertise, the contractor shall collaborate closely with DHS CX Team staff, stakeholders, and other contractors. Contractor shall serve as a consultant in assisting DHS leaders and other non-designers understand the essential role of CX/UX design in delivering more effective products and services, suggesting organizational tactics for improving design solutions.

25.1.2 Task Two - Training and Coaching

The contractor shall develop and deliver training and communications to increase the knowledge and awareness of CX/UX across DHS. The contractor shall collaborate closely with DHS CX Team staff, stakeholders, and other contractors. The Contractor shall serve as a consultant in assisting DHS leaders and other non-designers to understand the essential role of CX/UX in delivering more effective products and services.

The contractor shall provide CX/UX trainings and support raising the knowledge and awareness of CX/UX across DHS. The combined staffing is expected to provide expertise to include the following areas:

- Facilitating development of current and future state CX visions.
- Recommending and/or conducting CX and Human-Centered Design (HCD) training and coaching.
- Developing and populating an internal website that serves as a resource for CX knowledge.
- Collaborating with a given DHS component to establish a network of CX champions.
- Developing and implementing initiatives that improve employee experience.
- DHS will establish CX literacy and fluency across the Department through experiential training, coaching, and building modern tools.
- DHS will continue and expand Americans with Disabilities Act (ADA), Section 508 of the Rehabilitation Act of 1973 programs, including the Trusted Tester program. We will establish, deliver, and promote plain language guidance and training.

25.1.3 Task Three - Transformation and Collaboration

The Contractor shall support DHS efforts to identify its most critical services, conduct user research to understand the lived experiences of their customers, and iteratively work towards

concrete CX improvements in the near term while building towards longer term transformations.

- For services that share customers across Agencies and Offices, such as Trusted Traveler Programs, DHS will partner to develop shared transformation roadmaps that respect the full lifecycle of a customer's interactions across DHS.
- Concurrently, DHS will establish relationships with internal and external communities that promote transparency, accountability, and collaboration.

The contractor shall provide services related to:

- User Research Services
- Content Services
- Customer Journey Mapping Services
- Prototyping & Design Services

2.1.3.1 User Research Services

The contractor shall provide CX/UX research and design expertise on projects at DHS. The combined staff is expected to provide expertise to include the following areas:

- **Usability assessment:** Investigating how people use what has been designed.
- **User research:** Investigating how and why people do what they do.
- **Research Reporting:** Data and analysis collected before design (user research) or in conjunction with design and development (usability testing).

The Contractor shall perform user research for the design of complex enterprise-level digital tools, services, and systems. In addition to providing technical expertise, the contractor shall collaborate closely with DHS CX Team staff, stakeholders, and other contractors. Contractor shall serve as a consultant in assisting DHS leaders and other non-designers in performing and understanding the user research process and its essential role for CX and UX design in delivering more effective products and services. The Contractor shall provide experienced design staff able to develop designs that meet customer requirements with little or no oversight by DHS staff.

The contractor shall perform the following tasks:

- Make recommendations for improving the interactions between people DHS serves and the systems, services and applications DHS delivers.
- Design, test with users, and improve iteratively new functionality for digital and non-digital initiatives.
- Collaborate with other CX/UX Design professionals to define specific user types or personas and to identify their specific needs.
- Collaborate with DHS CX Team members to craft solutions that address well-defined user problems.
- Design, lead and analyze user research.
- Design, lead and analyze usability testing.

2.1.3.2 Content Services

The contractor shall provide CX/UX content expertise on projects at DHS. The combined staff is expected to provide expertise to include the following areas:

- **Content strategy:** Collecting, creating, and curating customer content to align with overall product strategy and maximize the likelihood that people can find and use what they need.
- **Content Audit:** Comprehensive analysis of information and functionality available to well-defined users.
- **Editorial Calendar:** A document which helps organize everything that is related to any government-approved publications, such as the publications of a blog: type of post, date of publication, objectives, etc.

In addition to strong knowledge of CX to provide content expertise, the contractor shall collaborate closely with DHS CX Team staff, stakeholders, and other contractors. The Contractor shall serve as a consultant assisting with content for DHS leaders and other non-designers to understand the essential role of customer experience (CX) and UX design in delivering more effective products and services.

The contractor shall perform the following tasks:

- Draft, assist with drafting and editing documents using plain language for use across platforms (examples of platforms are web, email, video)
- Maintain and assure compliance with content standards.
- Create content strategy.

2.1.3.3 Mapping Services

The contractor shall provide customer / user experience mapping expertise on projects at DHS. The combined staff is expected to provide expertise to include the following areas:

- **Customer Experience Mapping:** Mapping the customer journey for DHS services.
- **User research:** Investigating how and why people do what they do.
- **Journey Map:** A visual representation of a person's interactions with a service from that person's perspective. This artifact will be based on user research and shared with and improved by product development teams.

The contractor shall perform the experience mapping of complex enterprise-level digital tools, services, and systems. In addition to providing customer mapping expertise, the contractor shall collaborate closely with DHS CX Team staff, stakeholders, and other contractors. The Contractor shall serve as a consultant in assisting DHS leaders and other non-designers understand the customer mapping process and its role in delivering more effective products and services.

The contractor shall perform the following tasks:

- Make recommendations for improving the interactions between people DHS serves and the systems, services and applications DHS delivers.
- Collaborate with other CX/UX Design professionals to define specific user types and to identify their specific needs.
- Collaborate with DHS CX Team members to craft solutions that address well-defined user problems.
- Design, lead and analyze user research.
- Document and map the customer experience through journey maps, service blueprints, personas, and similar tools and techniques.

2.1.3.4 Prototyping & Design Services

The contractor shall provide user experience design and prototyping expertise on projects at DHS. The combined staff is expected to provide expertise to include the following areas:

- **Design (interaction):** Optimizing the interplay between humans and interfaces.
- **Design (visual):** Organizing visual elements in ways that help well-defined users satisfy specific goals.
- **Content Design:** Structuring content to align it with overall product strategy and maximize the likelihood that people can find and use what they need.
- **Inclusive Design:** the design of products and services that are accessible to, and usable by, as many people as reasonably possible.
- **Usability assessment:** Investigating how people use what has been designed.
- **User research:** Investigating how and why people do what they do.
- **Prototype creation:** A visual representation of a person's interactions with a service from that person's perspective. This artifact will be based on user research and shared with and improved by product development teams.
 - **Front-end Engineering:** Responsible for building websites, designing applications, and ensuring overall user accessibility.

Contractor shall perform the design of complex enterprise-level digital tools, services, and systems. In addition to providing technical expertise, the contractor shall collaborate closely with DHS CX Team staff, stakeholders, and other contractors. Contractor shall serve as a consultant in assisting DHS leaders and other non-designers understand the essential role of CX/UX design in delivering more effective products and services.

The contractor shall perform the following tasks:

- Make recommendations for improving the interactions between people DHS serves and the systems, services and applications DHS delivers.
- Design, test with users and improve iteratively new functionality for digital and non- digital initiatives.
- Collaborate with other CX/UX Design professionals to define specific user types

or personas and to identify their specific needs.

- Collaborate with DHS CX Team members to craft solutions that address well-defined user problems.
- Maintain and assure compliance with design and content standards.
- Work directly with developers as design solutions are developed.
- Lead and participate in usability testing as a key method for improving products and services.
- Create wireframes, a visual representation of a person's interactions with a service from that person's perspective. This artifact will be based on user research and shared with and improved by product development teams.
- Create prototypes to explain complex solutions and to test those solutions in the field.

The contractor shall provide the following products, if requested:

- Process Diagram: An artifact that explains complex things visually in order to make concepts or interactions more readily understood by product development teams and developers.
- Design Pattern: When functionality is introduced or improved, this artifact outlines visual, interaction, and code details to help developers in the creation of consistent digital experiences.
- Visual Asset: A high-fidelity element ready for use for HTML-based screens.
- Test Plan: An outline that defines the purpose, methodology, and questions for a testing engagement with the user of a specific system or task.
- User Story: Artifact that describes required functionality, in this case relevant to the design of a user's experience.
- Style Guide: Defines a set of standards for design and language to promote clarity and consistency.

25.1.4 Task Four - Program Management Support

The contractor shall perform the following Project Management tasks:

- Manage all contractor resources and supervise all contractor staff in the performance of work on this task order.
- Organize, direct and coordinate planning and execution of all task order activities.

The contractor shall provide services to support and maintain CX projects, such as the following activities:

- Organizational Management: Collaboration and communication activities (e.g., workgroup/groupware, network management).
- Ancillary Systems Support: hardware and software required to support a CX/UX effort.

Administrative Support: Aiding in scheduling, logistics, and supporting concurrent CX efforts, including traveling to sites for CX-related work.

2.2 Task Two - Optional Support Services

The Contractor shall provide Surge Support for Unplanned and Unknown S1 Priorities- Small Scale (short duration and/or low resource need)

2.3 Task Three - Optional Support Services

The contractor shall provide surge support for Unplanned and Unknown CIO Priorities- Small Scale (short duration and/or low resource need)

2.4 Task Four – Optional Support Services

The contractor shall provide surge support for Unplanned and Unknown Component Priorities- Small Scale (short duration and/or low resource need)

2.5 Task Five – Optional Support Services

The Contractor shall provide Unplanned and Unknown S1/CIO Priorities- Medium Scale (medium duration and/or medium resource need)

2.6 Task Six – Optional Support Services

The Contractor shall provide unplanned and unknown CIO Priorities- Large Scale (long duration and/or high resource need)

2.7 Task Seven – Optional - Transition In/Out Support

The Contractor shall provide transition-in/out support. The Contractor shall support the knowledge transfer to incoming Contractors and/or Federal staff. The Contractor shall make staff available for the knowledge transfer and hands on facilitation so that the Government may receive continuous services. All documentation produced for the Government in the possession of the Contractor that supports prior or ongoing tasks shall be made available and provided to the incoming Contractor and/or Federal staff. This shall include, at a minimum:

- Detailed written description of the current Customer Experience / User Experience projects.
- Proposed coordination schedule with DHS representatives and potential successor contractor. This coordination schedule will be approved by the Government.
- Transfer of all necessary business and / or technical documentation.
- Detailed description of current CX/UX documentation

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 hours of the workday. If for any reason the Contractor staffing levels are not maintained due to vacation, leave, appointments, etc., and replacement personnel will not be provided, the Contractor shall provide e-mail notification to the 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 fifteen (15) calendar days in advance, submit written justification for the 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 advance written approval from the Contracting Officer. Contractor personnel designated as *Key* for this requirement are listed below:

- Information Technology Project Manager

3.3.1 Contractor *Key* personnel may not be assigned by the Contractor to more than one key position for this requirement.

3.4 Information Technology Project Manager

The Contractor shall provide an IT Project Manager (PM) who shall be responsible for all Contractor work performed under this SOW. The PM shall be a single point of contact for the Contracting Officer and the COR. It is anticipated that the PM shall be one of the senior level employees provided by the Contractor for this work effort. The name of the PM, and the name(s) of any alternate(s) who shall act for the Contractor in the absence of the PM, shall be provided to the Government as part of the Contractor's proposal.

The PM is further designated as *Key* by the Government. During any absence of the PM, only one alternate shall have full authority to act for the Contractor on all matters relating to work performed under this contract. The PM and all designated alternates shall be able to read, write, speak, and understand English. Additionally, the Contractor shall not replace the PM without prior written approval from the Contracting Officer.

3.4.1 The PM shall be available to the COR via telephone between the hours of 9am and 5pm ET, Monday through Friday and shall respond to a request for discussion or resolution of technical problems within 2 hours of notification.

3.5 Employee Identification

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

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

3.6 Employee Conduct

Contractor's employees shall comply with all applicable Government regulations, policies and procedures (e.g., fire, safety, sanitation, environmental protection, security, "off limits" areas, wearing of parts of DHS uniforms, and possession of weapons) when visiting or working at Government facilities. The Contractor shall ensure Contractor employees always present a professional appearance 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.

3.7 Removing Employees for Misconduct or Security Reasons

The Government may, at its sole discretion (via the Contracting Officer Representative), make request to 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

4.1.1 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.

4.1.2 Compliance with DHS Security Policy Terms and Conditions

All hardware, software, and services provided under this task order must be compliant with DHS Information Security Systems Program 4300A (Version 13.3, February 13, 2023)

4.1.3 Encryption Compliance Terms and Conditions:

If encryption is required, the following methods are acceptable for encrypting sensitive information:

- FIPS 197 (Advanced Encryption Standard (AES)) 256 algorithm and cryptographic modules that have been validated under FIPS 140-2.
- National Security Agency (NSA) Type 2 or Type 1 encryption.
- Public Key Infrastructure (PKI)

4.1.4 Access to Unclassified Facilities, Information Technology Resources, and Sensitive Information

The assurance of the security of unclassified facilities, Information Technology (IT) resources, and sensitive information during the acquisition process and contract performance are essential to the DHS mission. DHS Management Directive (MD) 11042.1 Safeguarding Sensitive but Unclassified (For Official Use Only) Information, describes how contractors must handle sensitive but unclassified information. DHS MD 4300.1 Information Technology Systems Security and the DHS Sensitive Systems Handbook prescribe policies and procedures on security for IT resources. Contractors shall comply with these policies and procedures, any replacement publications, or any other current or future DHS policies and procedures covering contractors specifically for all Task Orders that require access to DHS facilities, IT resources or sensitive information. Contractors shall not use or redistribute any DHS information processed, stored, or transmitted by the contractor except as specified in the task order.

4.1.5 Requests for Exception to U.S. Citizenship Requirement

Special procedures apply for exception to the requirement that persons accessing DHS systems be U.S. citizens. Under normal circumstances, only U.S. citizens are allowed access to DHS systems and networks; but there is a need at times to grant access to foreign nationals. Access for foreign nationals is normally a long-term commitment, and exceptions to citizenship requirements are treated differently from security policy waivers. Exceptions to the U.S. citizenship requirement should be requested by completing a Foreign National Visitor Access Request, DHS Form 11052-1, which is available online or through the DHS Office of the Chief Security Officer (OCSO). Components who have access may file their request via the Foreign National Vetting Management System (FNVMS), a part of the DHS OCSO Integrated Security Management System's (ISMS). For further information regarding the citizenship exception process, contact the DHS OCSO

This Policy Directive and the DHS 4300A Sensitive Systems Handbook apply to all DHS employees, contractors, detailees, others working on behalf of DHS, and users of DHS information systems that collect, generate, process, store, display, transmit, or receive DHS information unless an approved waiver has been granted. This includes prototypes, telecommunications systems, and all systems in all phases of the Systems Engineering Life Cycle (SELC).

4.2 PERIOD OF PERFORMANCE

Base Period of Performance :
September 01, 2024 to August 31, 2025

4.3 PLACE OF PERFORMANCE

The primary place of performance will be remote. The government is currently maximizing a remote work posture within the Customer Experience Directorate. If contractors are needed to come on site, the physical location is TSA Headquarters, the Department of Homeland Security at: 6595 Springfield Center Dr, Springfield, VA 22150, or another Government designated location within the DC metro area.

The contractor shall follow OPM Guidance for Government closures, if remote work is authorized. The contractor shall maintain their own remote work policy for its employees.

4.4 HOURS OF OPERATION

Contractor employees shall generally perform all work between the hours of 8:00 a.m. and 6:00 p.m. ET, 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. Any work outside of normal business hours and on weekends and Federal holidays must be approved in writing by the COR prior to the work being performed.

Recognized Holidays: The Contractor shall not perform work on the following recognized holidays unless specifically authorized by the COR on this contract. If work is authorized by the COR, the contractor shall not charge overtime for working on the Holiday.

Federal Holidays:

New Year's Day
Martin Luther King Jr.'s Birthday
President's Day
Memorial Day
Juneteenth
Independence Day
Labor Day
Columbus Day

Veteran's Day
Thanksgiving Day
Christmas Day

If a holiday falls on Sunday, the following Monday will be observed as the legal holiday. When a holiday falls on a Saturday, the preceding Friday is observed as a legal holiday by U.S. Government agencies. For other than firm fixed price contracts, the contractor will not be reimbursed when the Government facility is closed for the above reasons. The Contractor must always maintain an adequate workforce for the uninterrupted performance of all tasks defined within this contract when the Government facility is not closed for the above reasons. When hiring personnel, the Contractor shall keep in mind that the stability and continuity of the workforce are essential.

4.5 OTHER DIRECT COST

4.5.1 Travel

Travel related expenses will be reimbursed in accordance with the Federal Travel Regulations and will be controlled by issuance of written instructions from the COR. Profit/Fee shall not be applied to travel expenses. (Note: Any additive factor, i.e., General & Administrative (G&A), should be identified in the quote, but not applied.)

A travel request form shall be submitted for all contractor travel requests. For any trip to be authorized, the COR and PM must approve such travel and all associated expenses in writing and in advance.

4.5.2 Materials

The Contractor shall acquire and/or provide hardware and/or software required to accomplish design, development, and content of work that is not provided as Government Furnished Property (GFP). The Contractor may be required to provide compensation to research participants. Request for purchases must be provided to the COR and approved by the contracting officer (CO) prior to purchase. The contractor shall submit to the COR for the CO's approval, all items that make up the required ODCs. ODCs must be listed and labeled separately and supported by quotes/pricing as appropriate. Software integrity shall be maintained by the Contractor within the licensing agreement of the producer until such software is delivered to the Government, or otherwise disposed of in accordance with Government direction.

4.6 POST AWARD CONFERENCE

The Contractor will attend a Post Award Conference as arranged by the COR within approximately five (5) business days after the date of award. The purpose of the Post Award Conference, which will be chaired by the COR, is to discuss technical and contracting objectives of this contract and review the Contractor's draft project plan and transition plan. The Post Award Conference is expected to be held using Microsoft Teams.

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 and CO not later than fifteen (15) calendar days after the Post Award Conference.

The contractor shall provide a Staffing Plan demonstrating all the required CX areas of expertise are provided. The Staffing Plan is due at the Post Award Conference and shall be updated as needed.

4.8 Reserved

4.9 PROGRESS REPORTS

The Project Manager shall provide a *monthly* 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, schedule status, any travel conducted and any Contractor concerns or recommendations for the previous reporting period. The monthly progress report shall be delivered NLT the fifteenth (15th) calendar day of the following month being reported.

4.10 PROGRESS MEETINGS

The Contractor shall track *weekly* progress in the Weekly Status Report which is broken down by project (project list to be provided by government) via JIRA or Microsoft Teams (to be identified by the government) every Monday for the previous week. This report shall include a summary of all Contractor work performed, an assessment of technical progress, schedule status, and any Contractor concerns or recommendations for the previous reporting period. The weekly status report shall include work and level of effort (hours) associated with items including, but not limited to the following:

- tasks/work products completed.
- tasks/work products in process.
- task blockers.
- work planned for the next reporting period.

4.11 GENERAL REPORT REQUIREMENTS

The Contractor 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).

4.12 INTELLECTUAL PROPERTY

Technical Data or Computer Software Previously Delivered to the Government.

The contractor shall identify all documents or other media incorporating technical data or computer software it intends to deliver under this contract with other than unlimited rights that

are identical or substantially similar to documents or other media that the Contractor has produced for, delivered to, or is obligated to deliver to the Government under any contract or subcontract. The attachment shall identify:

- (a) The contract number under which the data or software were produced.
- (b) The contract number under which, and the name and address of the organization to whom, the data or software were most recently delivered or will be delivered; and
- (c) Any limitations on the Government's rights to use or disclose the data or software, including, when applicable, identification of the earliest date the limitations expire.

4.13 PROTECTION OF INFORMATION

Contractor access to proprietary information is required under this SOW. Contractor employees shall safeguard this information against unauthorized disclosure or dissemination in accordance with DHS MD 11042.1, Safeguarding Sensitive But Unclassified (For Official Use Only) Information. 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).

4.14 SECTION 508 COMPLIANCE REQUIREMENTS

Section 508 of the Rehabilitation Act (classified to 29 U.S.C. § 794d) requires that when Federal agencies develop, procure, maintain, or use information and communications technology (ICT), it shall be accessible to people with disabilities. Federal employees and members of the public with disabilities must be afforded access to and use of information and data comparable to that of Federal employees and members of the public without disabilities.

All products, platforms and services delivered as part of this work statement that, by definition, are deemed ICT shall conform to the revised regulatory implementation of Section 508 Standards, which are located at 36 C.F.R. § 1194.1 & Appendixes A, C & D, and available at <https://www.ecfr.gov/cgi-bin/text-idx?SID=e1c6735e25593339a9db63534259d8ec&mc=true&node=pt36.3.1194&rgn=div5>. In the revised regulation, ICT replaced the term electronic and information technology (EIT) used in the original 508 standards. ICT includes IT and other equipment.

Exceptions for this work statement have been determined by DHS and only the exceptions described herein may be applied. Any request for additional exceptions shall be sent to the Contracting Officer and a determination will be made according to DHS Directive 139-05, Office of Accessible Systems and Technology, dated November 12, 2018 and DHS Instruction 139-05-001, Managing the Accessible Systems and Technology Program, dated November 20, 2018, or any successor publication.

4.14.1 When developing or modifying ICT, the Contractor is required to validate ICT deliverables for conformance to the applicable Section 508 requirements. Validation shall occur on a frequency that ensures Section 508 requirements is evaluated within each iteration and release that contains user interface functionality.

4.14.2 When modifying, installing, configuring or integrating commercially available or government-owned ICT, the Contractor shall not reduce the original ICT Item's level of Section 508 conformance.

4.14.3 When developing or modifying web based and electronic content components, except for electronic documents and non-fillable forms provided in a Microsoft Office or Adobe PDF format, the Contractor shall demonstrate conformance to the applicable Section 508 standards (including WCAG 2.0 Level A and AA Success Criteria) by conducting testing using the DHS Trusted Tester for Web Methodology Version 5.0 or successor versions, and shall ensure testing is conducted by individuals who are certified by DHS on version 5.0 or successor versions (e.g. "DHS Certified Trusted Testers"). The Contractor shall provide the Trusted Tester Certification IDs to DHS upon request. Information on the DHS Trusted Tester for Web Methodology Version 5.0, related test tools, test reporting, training, and tester certification requirements is published at <https://www.dhs.gov/trusted-tester>.

4.14.4 When developing or modifying electronic documents and forms provided in a Microsoft Office or Adobe PDF format, the Contractor shall demonstrate conformance to the applicable to the applicable Section 508 standards (including WCAG Level A and AA Level 2.0 Success Criteria) by conducting testing using the test methods published under "Accessibility Tests for Documents" at <https://www.dhs.gov/compliance-test-processes>.

4.14.5 When developing or modifying ICT deliverables that contain the ability to automatically generate electronic documents and forms in Microsoft Office and Adobe formats, or when the capability is provided to enable end users to design and author web based electronic content (i.e. surveys, dashboards, charts, data visualizations, etc.), the Contractor shall demonstrate the ability to ensure these outputs conform to the applicable Section 508 standards (including WCAG 2.0 Level A and AA Success Criteria). The Contractor shall demonstrate conformance by conducting testing and reporting test results based on representative sample outputs. For outputs produced as Microsoft Office and Adobe PDF file formats, the Contractor shall use the test methods published under "Accessibility Tests for Documents", which are published at <https://www.dhs.gov/compliance-test-processes>. For outputs produced as web based electronic content, the Contractor shall use the DHS Trusted Tester for Web Methodology Version 5.0, or successor versions. This methodology is published at <https://www.dhs.gov/trusted-tester>

4.14.6 When developing or modifying software functions of ICT, the Contractor shall demonstrate conformance to the applicable Section 508 standards (including the requirements in Chapter 5 and WCAG 2.0 Level A and AA Success Criteria). When the requirements in Chapter 5 do not address one or more software functions, the Contractor shall demonstrate conformance to the Functional Performance Criteria specified in Chapter 3. The Contractor shall use a test process capable of validating conformance to all applicable Section 508 standards for software functionality delivered pursuant to this contract. The Contractor may utilize the DHS Trusted Tester Methodology for Web and Software Version 4.0 as a component of the overall test process used. This version of the test process provides partial test coverage of the Section 508 standards that apply to software. If the Contractor uses this test process, the Contractor shall address the test coverage gaps through additional test procedures. Information on the DHS Trusted Tester Methodology for Web and Software Version 4.0, including coverage against the

applicable Section 508 standards for software as well as gaps that need to be addressed through other test methods, related test tools, and training is published at <https://www.dhs.gov/trusted-tester>.

4.14.7 When developing or modifying hardware components of ICT, including closed systems (for example – kiosks), the Contractor shall demonstrate conformance to the applicable Section 508 standards (including the Chapter 4 hardware requirements). Where the requirements in Chapters 4 do not address one or more functions of ICT, the Contractor shall demonstrate conformance to the Functional Performance Criteria specified in Chapter 3. The Contractor shall use a test process capable of validating conformance to all applicable Section 508 standards for hardware functionality delivered pursuant to this contract.

4.14.8 Section 508 Deliverables: While the scope of services to be provided does not include the development or modification of ICT, the vendor will ensure deliverables are in compliance with 508 requirements for accessibility. Section 508 deliverables are required if ICT outside the DHS currently approved applications, such as Microsoft 365 and Windows 10, is utilized. Section 508 deliverables shall be delivered to the COR, PMO and DHS Accessibility Office for review and approval prior to publication or production delivery.

4.14.9 Section 508 Test Plans: When developing or modifying ICT pursuant to this contract, the Contractor shall provide a detailed Section 508 Conformance Test Plan. The Test Plan shall describe the scope of components that will be tested, an explanation of the test process that will be used, when testing will be conducted during the project development life cycle, who will conduct the testing, how test results will be reported, and any key assumptions. Section 508 test plans shall be delivered to the COR, PMO and DHS Accessibility Office for review and approval prior to testing.

4.14.10 Section 508 Test Results: When developing or modifying ICT pursuant to this contract, the Contractor shall provide test results in accordance with the Section 508 Requirements for Technology Services provided in this solicitation. Section 508 test results shall be delivered to the COR, PMO and DHS Accessibility Office for review and approval prior to publication or production delivery.

4.14.11 Section 508 Accessibility Conformance Reports: For each ICT item offered through this contract (including commercially available products, and solutions consisting of ICT that are developed or modified pursuant to this contract), the Offeror shall provide an Accessibility Conformance Report (ACR) to document conformance claims against the applicable Section 508 standards. The ACR shall be based on the Voluntary Product Accessibility Template Version 2.0 508 (or successor versions). The template can be found at <https://www.itic.org/policy/accessibility/vpat>. Each ACR shall be completed by following all of the instructions provided in the template, including an explanation of the validation method used as a basis for the conformance claims in the report. Section 508 conformance reports shall be delivered to the COR, PMO and DHS Accessibility Office for review and approval prior to publication or production delivery.

4.14.12 Other Section 508 Documentation: The following documentation shall be provided upon request for ICT items offered through this contract:

- Documentation of features provided to help achieve accessibility and usability for people with disabilities.
- Documentation on how to configure and install the ICT Item to support accessibility.
- Documentation of core functions that cannot be accessed by persons with disabilities.
- Documentation of remediation plans to address non-conformance to the Section 508 standards

Section 508 documentation shall be delivered to the COR, PMO and DHS Accessibility Office for review and approval prior to publication or production delivery.

4.15 HSPD-12

Procurements for products, systems, services, hardware, or software involving controlled facility or information system shall be PIV-enabled by accepting HSPD-12 PIV credentials as a method of identity verification and authentication.

Procurements for software products or software developments shall be compliant by PIV by accepting PIV credentials as the common means of authentication for access for federal employees and contractors.

PIV-enabled information systems must demonstrate that they can correctly work with PIV credentials by responding to the cryptographic challenge in the authentication protocol before granting access.

If a system is identified to be non-compliant with HSPD-12 for PIV credential enablement, a remediation plan for achieving HSPD-12 compliance shall be required for review, evaluation, and approval by the CISO.

The Homeland Security Presidential Directive 12 (HSPD-12) requires the use of the Personal Identity Verification (PIV) credentials as the common means of authentication for access to DHS facilities, networks, and information systems. Personal Identity Verification (PIV) credentials shall be used as the primary means of logical authentication for DHS sensitive systems. The Contractor must use his or her federal issued Personal Identity Verification (PIV) credentials to access DHS resources to include IT applications and physical facility.

The DHS Office of the Chief Security Officer shall be notified of all terminations/resignations within five (5) days of occurrence. The Contractor shall return to the Contracting Officer Representative (COR) all DHS issued Personal Identity Verification (PIV) credentials/identification cards and building passes that have either expired or have been collected from terminated employees. If a PIV credential/identification card or building pass is not available to be returned, a report shall be submitted to the COR, referencing the PIV credential, pass or card number, name of individual to who it was issued and the last known location and disposition of the PIV credential, pass or card. The Contractor or contractor personnel's failure to return all DHS issued identification cards and building passes upon expiration, upon the contractor personnel's removal from the contract, or upon demand by DHS

may subject the contractor personnel and the Contractor to civil and criminal liability.

4.16 OCIO CISO CYBER-SUPPLY CHAIN RISK MANAGEMENT (C-SCRM)

a. Definitions

i. Component: a unit defined by the supplier that connects to and functions as part of the product. For software products, a component is a unit of software defined by a supplier at the time the component is built, packaged, or delivered. For hardware, a component is one hardware unit designed to connect to and function as part of a larger product.

ii. End-of-Life (EOL): means that an ICT product has reached the final stage of the product life cycle in which that version of the ICT product will no longer be supported nor manufactured (e.g., no patches will be developed, no security improvements will be made, and, sometimes, no troubleshooting technical assistance will be offered).

iii. End-of-Support (EOS): means that an ICT product will no longer be supported (e.g., no patches will be developed, no security improvements will be made, and, sometimes, no troubleshooting technical assistance will be offered).

iv. Information and Communications Technology (ICT): encompasses the capture, storage, retrieval, processing, display, representation, presentation, organization, management, security, transfer, and interchange of data and information; includes all categories of ubiquitous technology used for the gathering, storing, transmitting, retrieving, or processing of information (e.g., microelectronics, printed circuit boards, computing systems, software, signal processors, mobile telephony, satellite communications, and networks).

v. Product: part of the equipment (hardware, software and materials) for which usability is to be specified or evaluated.

b. Original Equipment Manufacturer (OEM) End-use Information and Communications Technology (ICT) Product

i. The contractor shall provide new equipment unless otherwise formally approved by the Government, in writing. The contractor shall provide only Original Manufacturer (OEM) end-use products to the Government. In the event that a shipped OEM product, or part or component of that product, fails, all replacements must be new (i.e., non-refurbished, not previously used) OEM.

ii. The contractor may provide previously-used OEM products only with written Government approval. Such parts shall be procured from their original source and shipped only from the manufacturer's authorized shipment points.

c. Accounting of Components in ICT Products

i. The contractor shall provide and maintain a list of components for each product used in performance of the contract, including through subcontracts or other arrangements. This list for each product shall provide the component manufacturer's name, address, state, and/or domain of registration, and, where applicable, the Unique Entity Identifier (UEI) number, for all components comprising the ICT products.

ii. The contractor shall notify the Government when a new contractor /subcontractor /service provider is introduced to the ICT provided on this contract, or when suppliers of components or products are changed. If a software component used in the performance of the contract is updated with a new build or release, the contractor must update the list provided in accordance with (i) above to reflect the new version of the software. This includes software builds to integrate an updated component or dependency.

iii. For software products, the contractor shall provide all OEM software updates, and patches to correct defects, for the life of the product [i.e., until the "End of Life" (EoL) or "End of Support" (EoS)]. Software updates and patches shall be made available to the government for all products procured under this Contract, and replaced when End of Support (EoS) is reached.

iv. A contractor using team members in performance of the contract (e.g., subcontractors or other service providers) shall ensure that the standards for the accounting of components in this subsection are met by team members.

d. Supply-Chain Transport

i. The contractor shall use formal, documented and accountable transit, storage, and delivery procedures (i.e., the possession of the end-use product to be delivered is documented at all times from initial shipping point to final destination, and every transfer of the product from one custodian to another is fully documented and accountable) for all information and communication technology (ICT) shipments to fulfill this contract.

ii. The contractor shall maintain all records pertaining to the transit, storage, and delivery of ICT deliverables under this contract through at least 6 months after acceptance, and make available for inspection upon request of the Government.

iii. The contractor shall make use of tamper-proof or tamper-evident packaging for all shipments.

iv. The contractor shall provide a packing slip for each container or package with the information identifying the contract or order number, a description of the hardware/software enclosed (Manufacturer name, model number, serial number), and the customer point of contact.

v. The contractor shall provide a shipping notification to the intended government recipient; with a copy transmitted to the Contracting Officer, or other designated representative. This shipping notification shall be provided electronically and identify the contract or order number, a

description of the hardware/software being shipped (manufacturer name, model number, serial number), initial shipper, shipping date and identifying (tracking) number.

e. Changes to Ownership and Control

The Contractor shall immediately notify the Contracting Officer and Contracting Officer's Representative regarding any significant changes to corporate ownership or control from contract award through final delivery or the end of the period of performance. A significant change would be one in which a change occurs in the individuals or entities who, directly or indirectly, either (1) exercises substantial control over an entity, or (2) owns or controls at least 25 percent of the ownership interests of an entity.

5.0 GOVERNMENT TERMS & DEFINITIONS

- 5.1 CO – Contracting Officer
- 5.2 COR – Contracting Officer's Representative
- 5.3 DHS -- Department of Homeland Security
- 5.4 MD – Management Directive
- 5.5 PSB – Platform Solutions Branch
- 5.6 SDD – Solutions Development Directorate
- 5.7 SOW – Statement of Work
- 5.8 GFR – Government Furnished Resources
- 5.9 PCII – Protected Critical Infrastructure Information
- 5.10 COTS – Commercially-Off-The-Shelf

6.0 GOVERNMENT FURNISHED RESOURCES

The Government will provide the workspace, equipment and supplies necessary to perform the on-site portion of Contractor services required in this contract, unless specifically stated otherwise in this work statement.

The Contractor shall use Government furnished facilities, property, equipment and supplies only for the performance of work under this contract and shall be responsible for returning all Government furnished facilities, property, and equipment in good working condition, subject to normal wear and tear.

The Contractor shall use Government furnished information, data and documents only for the performance of work under this contract 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.

7.0 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 Section 6.0.

8.0 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.

8.1 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.

8.2 The COR will have ten (10) business days to review deliverables and make comments. The Contractor shall have five (5) business days to make corrections and redeliver.

8.3 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 ensure that the established schedule is maintained.

9.0 DELIVERABLES

The Contractor shall consider items in **BOLD** as having mandatory due dates. Items in *italics* are as-needed deliverables or events that must be reviewed and/or approved by the COR.

The Contractor shall submit all deliverables to the Contracting Officer's Representative (COR), and other Government Representatives via DHS project SharePoint site established after contract award or by other means to be determined after contract award. Any deliverable that includes Personally Identified Information (PII) will not be submitted via DHS SharePoint (determination will be established after contract award). Unless otherwise noted, all days are calendar days.

ITEM	SOW Ref. Section	Deliverable/Event Type Delivery Method(s)	Due By - Delivery Date Frequency	Deliver to:
1	4.6	<ul style="list-style-type: none">• Draft Project Plan• Transition in/out plan	At Post Award meeting	CO / COR
2	4.7	Final Project Plan	15 calendar days after Post Award Meeting	CO / COR
3	2.1 Strategy Development	<u>Content Strategy:</u> <ul style="list-style-type: none">• Briefing or Report• Microsoft Word or Power Point	Updated at monthly progress meetings	COR

ITEM	SOW Ref. Section	Deliverable/Event Type Delivery Method(s)	Due By - Delivery Date Frequency	Deliver to:
4	2.1 Strategy Development	<u>Output Repository:</u> <ul style="list-style-type: none"> Website or Interactive System Applicable website or system 	Implement within first 30 days, all outputs uploaded before end of performance period	COR
5	2.2 Training & Coaching	<u>Training Documentation:</u> <ul style="list-style-type: none"> Document or Slides Microsoft Word or Power Point 	<i>Within 15 calendar days after completion of document(s)</i>	COR
6	2.2 Training & Coaching	<u>Training Video:</u> <ul style="list-style-type: none"> Video Applicable video platform 	<i>Within 15 calendar days after completion of video</i>	COR
7	2.2 Training & Coaching	<u>Training Course:</u> <ul style="list-style-type: none"> Course Applicable training platform 	<i>Within 15 calendar days after completion of training</i>	COR
8	2.2 Training & Coaching	<u>Coaching Session:</u> <ul style="list-style-type: none"> Briefing or Report Microsoft Word or Power Point 	<i>Within 15 calendar days after completion of session</i>	COR
9	2.3 Transformation & Collaboration	<u>Research report:</u> <ul style="list-style-type: none"> Briefing or Report Microsoft Word or Power Point 	<i>Monthly updates and within 15 calendar days after completion of report</i>	COR
10	2.3 Transformation & Collaboration	<u>Content audit:</u> <ul style="list-style-type: none"> Briefing or Report Microsoft Word or Power Point 	<i>Within 15 calendar days after completion of audit</i>	COR
11	2.3 Transformation & Collaboration	<u>Editorial Calendar:</u> <ul style="list-style-type: none"> Briefing or Report Microsoft Word or Power Point 	<i>Monthly updates and within 15 calendar days after completion of calendar</i>	COR
12	2.3 Transformation & Collaboration	<u>Journey map:</u> <ul style="list-style-type: none"> Briefing or Report Microsoft Word or Power Point 	<i>Monthly updates and within 15 calendar days after completion of map</i>	COR

ITEM	SOW Ref. Section	Deliverable/Event Type Delivery Method(s)	Due By - Delivery Date Frequency	Deliver to:
13	2.3 Transformation & Collaboration	<u>Process diagram:</u> <ul style="list-style-type: none"> Briefing or Report Microsoft Word or Power Point 	Monthly updates and within 15 calendar days after completion of diagram	COR
14	2.3 Transformation & Collaboration	<u>Wireframe:</u> <ul style="list-style-type: none"> Briefing or Report Microsoft Word or Power Point 	Weekly updates and within 15 calendar days after completion of report	COR
15	2.3 Transformation & Collaboration	<u>Prototype:</u> <ul style="list-style-type: none"> Briefing or Report Microsoft Word or Power Point 	Weekly updates and within 15 calendar days after completion of report	COR
16	2.3 Transformation & Collaboration	<u>Design pattern:</u> <ul style="list-style-type: none"> Briefing or Report Microsoft Word or Power Point 	Monthly updates and within 15 calendar days after completion of report	COR
17	2.3 Transformation & Collaboration	<u>Visual asset:</u> <ul style="list-style-type: none"> Briefing or Report Microsoft Word or Power Point 	Weekly updates and within 15 calendar days after completion of report	COR
18	2.3 Transformation & Collaboration	<u>Test plan:</u> <ul style="list-style-type: none"> Briefing or Report Microsoft Word or Power Point 	Weekly updates and within 15 calendar days after completion of report	COR
19	2.3 Transformation & Collaboration	<u>User story:</u> <ul style="list-style-type: none"> Briefing or Report Microsoft Word or Power Point 	Weekly updates and within 15 calendar days after completion of report	COR
20	2.3 Transformation & Collaboration	<u>Style guide:</u> <ul style="list-style-type: none"> Briefing or Report Microsoft Word or Power Point 	Within 15 calendar days after completion of report	COR
21	4.9 Program Management Support	Monthly Progress Report	NLT fifteenth (15th) calendar day of the following month	CO / COR

ITEM	SOW Ref. Section	Deliverable/Event Type Delivery Method(s)	Due By - Delivery Date Frequency	Deliver to:
22	4.10 Program Management Support	Weekly Progress Report	Due every Friday NLT 3 PM	CO / COR

10.0 CONTRACT ADMINISTRATION

10.2 COR RESPONSIBILITY

The CO within its authority may designate in writing one or more government employees, by name and position title, to take action for the contracting officer under this order. Each designee shall be identified as a COR.

The COR will represent the CO in the administration of technical details within the scope of the order. The COR is also responsible for the final inspection and acceptance of all order deliverables and reports, and such other responsibilities as may be specified in the order. The COR is not otherwise authorized to make any representations or commitments of any kind on behalf of the CO or the Government.

The COR does not have authority to alter the contractor's obligations, or to change the order specifications, price, or terms and conditions. If, as a result of technical discussions, it is desirable to modify the order obligations or the specification, changes will be issued in writing and signed by the CO.

11.0 INVOICE PROCEDURES

The Contractor shall submit a proper invoice for the products delivered and services performed and completed in accordance with FAR 52.212-4 (g) and 52.232-1 Payments. All invoices shall be submitted by the Contractor in electronic format via email.

Award: 70RTAC24P00000007
Customer Experience Support Services

No other form of invoice submission will be accepted. Invoices shall be electronically submitted to the following addresses:



The subject line of the electronic mail message shall contain the following information:
Contractor Name, Contract/Order Number, Contractor's Invoice Number; as well as supporting information Month and Year of Invoice Billing.

END