

## **Section 1 - Statement of Work (SOW)**

### **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 Integrated Operations Division (IOD), Infrastructure Security Division (ISD), the Stakeholder Engagement Division (SED), as well as, the National Risk Management Center (NRMCC), which are headquartered with the National Capital Region (NCR).

To achieve the DHS mandated goal to mature the Planning, Programming, Budgeting, and Execution (PPBE) process, CISA must improve the integration between strategic planning and budget formulation in order to ensure that leadership priorities are seamlessly transitioned into the budget formulation process and provide enhanced support to the CISA operational divisions in the area of budget execution and reporting.

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.

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.

#### **1.2 Scope**

The Contractor shall provide personnel who are knowledgeable regarding the Federal Planning, Programming, Budgeting, Execution, and Evaluation (PPBEE) process. Specifically, the contractor shall research public laws, Department of Treasury regulations, Office of Management and Budget guidance, Government Accountability Office reports, Department of Homeland Security policies and Inspector General reports, and other best practices across the Federal government to provide PPBEE Policy support services.

#### **1.3 OBJECTIVE**

The objective is to enable CISA to maintain and optimize a disciplined, results-based methodology to support each phase of the PPBEE cycle.

### **2.0 SPECIFIC REQUIREMENTS/TASKS**

#### **2.1 TASK ONE: Programming, Budgeting, and Execution Policy Support**

The Contractor shall research, draft and revise; policy documents, procedures, and desk guides for use throughout CISA divisions, MEOs, and stakeholders. The Contractor shall work closely with all CISA organizational

elements supporting necessary maintenance and improvement of business processes.  
The Contractor shall:

- 2.1.1** Continue to develop CISA's PPBEE policy framework with linkages to DHS Financial Management Policy Manual (FMPM) to focus on major gaps and ensure full alignment with the Department's policies.
- 2.1.2** Assist in the remediation of any gaps identified in the policy directive manuals, standard operating procedures, and desk guides for deficiencies identified during CISA's internal control testing and/or external audits. This work involves determining the significance of each deficiency by assessing the magnitude of risk and likelihood of occurrence due to potential control gaps.
- 2.1.3** Design business process flows, with narratives, timelines and related flow charts, that are embedded/linked to policy documents.
- 2.1.4** Coordinate with the Program Analysis and Evaluation Policy Support SME to ensure appropriate alignment between, and integration among, the Programming, Budget, Execution, and Evaluation pillars in requisite policy documents.
- 2.1.5** Assist the Government in drafting policies and conducting testing of implemented standard operating procedures to evaluate the operating effectiveness of controls and the standardization of the process across all CISA divisions.
- 2.1.6** Assist the Government in conducting discussion, meetings, and adjudication of comments with CISA divisions and lines of business for purposes of supporting CISA in implementation of its new PPBE policies and procedures. This work includes drafting materials to help managers and staff understand and monitor procedures identified for all policy documents.
- 2.1.7** Assist in the drafting and documentation of CISA OCFO management position briefs and formal presentations related to the Programming, Budgeting, and Execution policy activities.
- 2.1.8** Review and interpret new legislation, regulations, directives, and guidelines affecting assigned programs to determine their effect on CISA's policies and procedures.
- 2.1.9** Provide technical guidance and recommend strategies for updating and implementing CISA policies and standards to accommodate changes in Federal and regulatory policy.
- 2.1.10** Assist in the development of a CISA OCFO FMPM which consolidates the CISA OCFO new and existing policies and procedures into one online manual which covers Programming, Budgeting, and Execution processes within CISA. This manual covers a wide range of financial management topics, from budgetary policy to financial reporting.

## 2.2 TASK TWO: Program Analysis and Evaluation Policy Support.

The Contractor shall research, draft, and revise policy documents, procedures and desk guides for use throughout CISA divisions, MEOS, and stakeholders. Contractor will work closely with all CISA organizational elements supporting necessary maintenance and improvement of the Program Analysis and Evaluation (PA&E) function and processes.

The Contractor shall:

- 2.2.1** Continue to develop the Evaluation pillar of CISA's PPBEE policy framework with linkages to DHS Financial Management Policy Manual (FMPM), applicable DHS policy, applicable OMB policy, Government Performance and Results Act Modernization Act (GPRAMA), and the Foundations for Evidence-Based Policymaking Act (Evidence Act) to focus on major gaps and ensure full alignment with standards and requirements.
- 2.2.2** Coordinate with the Government SME for Task 1 to ensure appropriate alignment between, and integration among, the Programming, Budget, Execution, and Evaluation pillars in requisite policy documents.

**2.2.3** Assist in the development of program analysis and evaluation policy, standard operating procedures, and desk guides that further CISA's ability to measure progress towards strategic goals, ensure accountability, and drive performance improvements as required by the GPRAMA and the Evidence Act.

**2.2.4** Continue to develop the PA&E sections of CISA Financial Assistance policy with linkages to the DHS FMPM.

**2.2.5** Coordinate with the Program Analysis and Evaluation Policy Support SME to ensure appropriate alignment between, and integration among, the Programming, Budget, Execution, and Evaluation pillars in requisite policy documents.

**2.2.6** Assist the Government in conducting discussion, meetings, and adjudication of comments with CISA divisions and lines of business for purposes of supporting CISA in implementation of its new PA&E policies and procedures. This work includes drafting materials to help managers and staff understand procedures identified for all policy documents.

**2.2.7** Assist in the drafting and documentation of CISA OCFO management position briefs and formal presentations related to the PA&E policy activities and functions.

### **2.3 TASK THREE. Training Support (Optional)**

The Contractor shall provide the support required to develop comprehensive training materials for in-person trainings for each of the specific budget and program analysis policies and procedures developed for this requirement.

The Contractor shall:

**2.3.1** Develop and plan the training activity, including the workplan, timeline, approach, and materials.

**2.3.2** Prepare a draft and final training materials package, including a project plan covering key tasks, milestones, and timeline for the training activity, a detailed description of the overall design and approach for the training, and all materials that will be used during the training implementation.

**2.3.3** Prepare a follow-up report after conclusion of the training

**2.3.4** Prepare and implement an approach to collect participant feedback, and assess participant feedback.

**2.3.5** Prepare a draft and final Follow-up Report on the training execution and feedback.

**2.3.6** Provide support to develop materials for online, self-guided trainings for any of the policies or procedures developed.

### **3.0 DELIVERABLES**

<b>SOW REFERENCE</b>	<b>DELIVERABLE / EVENT</b>	<b>DUE BY</b>	<b>DISTRIBUTION</b>
2.1, 2.2	Weekly status summary reports, including upcoming provided by client (PBC) requests, risks or challenges, and audit findings	Weekly from March through November	COR TPOC
2.1.1, 2.1.2	Reconciliation between DHS FMPM and CISA Policies and Procedures for identification of gaps. Report of specific CISA policies and procedures in conflict with FMPM with recommendation for adjudication	October 1 of each year	COR TPOC
2.1.5	List of proposed prioritizations of Standard Operating Procedures	The last workday in October	COR TPOC
2.2.3	Draft of Key Standard Operating Procedures and	15 Business Days from identification of need	COR TPOC

SOW REFERENCE	DELIVERABLE / EVENT	DUE BY	DISTRIBUTION
	Desktop Procedures		
2.2.3	Final Key Standard Operating Procedures and Desktop Procedures	10 Business Days after Receipt of Government Comments	COR, TPOC, CO, CS
2.2.6	Adjudication of Division, Mission Support Offices, and Management Comments to Standard Operating Procedures and Desktop Procedures	10 Business Days after Receipt of Government Comments	COR TPOC
2.3.1	Draft Training Activity Workplan	15 Business Days from identification of need	COR TPOC
2.3.1	Final Training Activity Workplan	10 Business Days after Receipt of Government Comment	COR, TPOC, CO, CS
2.3.2	Draft Training Materials Package	15 Business Days from identification of need	COR TPOC
2.3.2	Final Training Materials Package	10 Business Days after Receipt of Government Comment	COR TPOC
2.3.3	Training Report	15 Business Days from identification of need	COR TPOC
2.3.4	Training Feedback Mechanism Approach	15 Business Days from identification of need	COR TPOC
5.8	Draft Project Plan	Provided at Post Award Conference	COR, TPOC, PM, CO
5.8	Final Project Plan	NLT 30 Days after Post Award Conference	COR, CO, CS
5.9	Monthly Progress Report	15 <sup>th</sup> of the following month	COR, CO, CS

#### 4.0 CONTRACTOR PERSONNEL

##### 4.1 QUALIFIED PERSONNEL

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

##### 4.2 CONTINUITY OF SUPPORT

The Contractor shall ensure that the required level of support for this requirement is always maintained. The Contractor shall ensure that all support personnel are present for all hours of the workday. If for any reason, the Contractor staffing levels are not maintained due to vacation, leave, appointments, etc., and replacement personnel will not be provided, the Contractor shall provide email notification to the Contractor Officer's Representative (COR) prior to the employee's absence. Otherwise, the contractor shall provide a fully qualified replacement, within 30 days of the initial date of absence. Contractor shall ensure that adequate coverage and replacements are provided for personnel out for a period of two weeks or more.

##### 4.3 KEY PERSONNEL

Before replacing any individual designated as "Key" by the Government, the Contractor shall notify the Contracting Officer in writing no less than 15 business days in advance of reasoning 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:

- Business/Management Analyst
- Program Evaluation Business/Management Analyst (Senior)

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

#### **4.4 MINIMUM QUALIFICATIONS FOR KEY PERSONNEL**

##### **4.4.1 Business/ Management Analyst Senior (Task 1 and Task 2)**

- Provides expert analysis, strategies, and recommendations on CFO processes and policies.
- Develops policy and directive documents supported by applicable laws, rules, and regulations.
- Analyzes “as is” processes across the CFO and provides activities and timelines to shift processes to include internal controls, approval checks, and source documents to support audit readiness.
- Designs “to be” processes that supports financial and accounting activities into the future Enterprise Resource Program (ERP).
- Serves as an expert across all the PPBE activities and identifies information and data to be captured from the Planning process for program development to include resources, budget formulation, acquisition, accounting, unliquidated obligations, undelivered orders, general ledger postings, Fund Balance with Treasury, Treasury IPAC reconciliations, contract closeouts, payroll, travel, purchase card, financial statements, and associated audit procedures.
- Provides the development and training expertise for PPBE training sessions for federal staffs at all levels across the Agency.
- Performs reviews and recommends changes to project plans; program decision objective write-ups; senior leader, DHS, and Congressional briefings; execution analysis to determine missing/misrouted invoices; and identify steps for obligation closeouts.
- Provides senior level ad hoc assistance as needed.

##### Professional Experience:

- A least 10 years of federal government experience in Budget, Accounting, and Financial Management.

##### Education:

- Master Business Administration in accounting or finance field of study

##### **4.4.2 Program Evaluation Business Management/Analyst Senior (Task 2)**

- Provides expert analysis, strategies, and recommendations on PA&E processes and policies.
- Develops policy and directive documents supported by applicable laws, rules, and regulations.
- Analyzes “as is” processes across the agency and provides activities and timelines.
- Designs “to be” processes that supports program analysis and evaluation functions.
- Serves as an expert across all the PA&E activities and identifies information and data to be captured from the various program analysis and evaluation processes, including DHS Strategic Review, GPRAMA performance reporting, and Evidence Act evaluation cycle.
- Provides the development and training expertise for program evaluation training sessions for federal staffs at all levels across the Agency.
- Provides in-depth knowledge and expertise on program evaluation and research methods and analytical approaches to support policy development.
- Provides senior level ad hoc assistance as needed.

##### Professional Experience:

- At least 10 years of federal government experience in Program Evaluation.

Education:

- Master in a social science or appropriate quantitative field

#### **4.6 Employee Identification**

**4.6.1** 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 a 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 always display all identification and visitor badges in plain view above the waist.

**4.6.2** 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 email messages etc.) and display the Government always issued badge in plain view above the waist.

#### **4.7 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 and/or CISA uniforms or CISA-branded apparel, 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, the Department of Homeland Security or the Cybersecurity and Infrastructure Security Agency. The Project Manager shall ensure Contractor employees understand and abide by Department of Homeland Security established rules, regulations and policies concerning safety and security.

#### **4.8 Removing Employees for Misconduct of Security Reasons**

**4.8.1** The Government may, at its sole discretion, direct the Contractor to remove any Contractor employee from DHS/CISA facilities for misconduct or security reasons.

**4.8.2** Removal does not relieve the Contractor of the responsibility to continue providing the services required. The Contracting Officer will provide the Contractor with a written explanation to support any request to remove an employee.

### **5.0 OTHER APPLICABLE CONDITIONS**

#### **5.1 PERIOD OF PERFORMANCE**

The period of performance is a one (1) 12-month base period with two (2) 12-month option periods as follows:

Base Period	January 23, 2025, through January 22, 2026
Option Period One	January 23, 2026, through January 22, 2027
Option Period Two	January 23, 2027, through January 22, 2028

#### **5.2 PLACE OF PERFORMANCE**

The primary place of performance will be located at a CISA facility located within the National Capital Region. CISA Headquarters is located at 1616 Fort Myers Driver, Arlington, VA.

#### **5.3 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/CISA 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.

#### **5.4 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.

#### **5.5 HOURS OF OPERATION**

Contractor employees shall generally perform all work between the hours of 8am and 5pm 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.

#### **5.6 TRAVEL**

Contractor travel shall 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.

#### **5.7 POST AWARD CONFERENCE**

The Contractor shall attend a Post Award Conference with the Contracting Officer and the COR no later than 10 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 at the Government's facility, located at 1616 Ft. Myer Drive, Arlington, VA or via teleconference.

#### **5.8 PROJECT PLAN**

The Contractor shall provide a draft Project Plan, which demonstrates a high-level understanding of the SOW and its requirements for accomplishment of schedule imperatives and provides an effective methodology for preparatory activities with their Technical Proposal for Government review and comment at the Post Award Conference. The Contractor shall provide a final, detailed, Project Plan to the COR not later than 30 business days after the Post Award Conference.

#### **5.9 PROGRESS REPORTS**

The Project Manager shall provide a progress report, every 15<sup>th</sup> of the month, 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, project schedule, any burn-rate and any Contractor concerns or recommendations for the previous reporting period.

#### **5.10 PROGRESS MEETINGS**

The Project Manager shall meet with the COR and Technical POCs on a monthly basis to discuss progress, exchange information, and resolve emergent technical problems and issues. These meetings shall take place at the Government's facility or via teleconference and must include an analysis of contractor performance standards and issues, turnover rates, and Management and oversight issues. Recurring meeting dates to be determined after award.

## **5.11 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 and Microsoft Office Applications.

## **6.0 GOVERNMENT FURNISHED RESOURCES**

The Government will provide the following property to the Contractor for work required under this contract:

Laptop  
PIV Card  
Datawatch/Kastle Card

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 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 the Government furnished information, data, and documents only for the performance of work under this task 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.

## **7.0 RECORDS MANAGEMENT OBLIGATIONS**

7.1 Contractor shall comply with all applicable records management laws and regulations, as well as National Archives and Records Administration (NARA) records policies, including but not limited to the Federal Records Act (44 U.S.C. chs. 21, 29, 31, 33), NARA regulations at 36 CFR Chapter XII Subchapter B, and those policies associated with the safeguarding of records covered by the Privacy Act of 1974 (5 U.S.C. 552a). These policies include the preservation of all records, regardless of form or characteristics, mode of transmission, or state of completion.

7.2 In accordance with 36 CFR 1222.32, all data created for Government use and delivered to, or falling under the legal control of, the Government are Federal records subject to the provisions of 44 U.S.C. chapters 21, 29, 31, and 33, the Freedom of Information Act (FOIA) (5 U.S.C. 552), as amended, and the Privacy Act of 1974 (5 U.S.C. 552a), as amended and must be managed and scheduled for disposition only as permitted by statute or regulation.

7.3 In accordance with 36 CFR 1222.32, Contractor shall maintain all records created for Government use or created in the course of performing the contract and/or delivered to, or under the legal control of the Government and must be managed in accordance with Federal law. Electronic records and associated metadata must be accompanied by sufficient technical documentation to permit understanding and use of the records and data.

7.4 CISA and its contractors are responsible for preventing the alienation or unauthorized destruction of records, including all forms of mutilation. Records may not be removed from the legal custody of CISA or destroyed except for in accordance with the provisions of CISA records schedules and with the written concurrence of the Head of the Contracting Activity. Willful and unlawful destruction, damage or alienation of Federal records is subject to the fines and penalties imposed by 18 U.S.C. 2701. In the event of any unlawful or accidental removal, defacing, alteration, or destruction of records, Contractor must report to CISA. CISA must report promptly to NARA in accordance with 36 CFR 1230.



7.5 The Contractor shall immediately notify the appropriate Contracting Officer upon discovery of any inadvertent or unauthorized disclosures of information, data, documentary materials, records or equipment. Disclosure of non-public information is limited to authorized personnel with a need-to-know as described in the [contract vehicle]. The Contractor shall ensure that the appropriate personnel, administrative, technical, and physical safeguards are established to ensure the security and confidentiality of this information, data, documentary material, records and/or equipment is properly protected. The Contractor shall not remove material from Government facilities or systems, or facilities or systems operated or maintained on the Government's behalf, without the express written permission of the Head of the Contracting Activity. When information, data, documentary material, records and/or equipment is no longer required, it shall be returned to DHS control, or the Contractor must hold it until otherwise directed. Items returned to the Government shall be hand carried, mailed, emailed, or securely electronically transmitted to the Contracting Officer or address prescribed in the [contract vehicle]. Destruction of records is EXPRESSLY PROHIBITED unless in accordance with Paragraph (4).

7.6 The Contractor is required to obtain the Contracting Officer's approval prior to engaging in any contractual relationship (sub-contractor) in support of this contract requiring the disclosure of information, documentary material and/or records generated under, or relating to, contracts. The Contractor (and any sub-contractor) is required to abide by Government and DHS guidance for protecting sensitive, proprietary information, classified, and controlled unclassified information.

7.7 The Contractor shall only use Government IT equipment for purposes specifically tied to or authorized by the contract and in accordance with DHS policy.

7.8 The Contractor shall not create or maintain any records containing any non-public DHS information that are not specifically tied to or authorized by the contract.

7.9 The Contractor shall not retain, use, sell, or disseminate copies of any deliverable that contains information covered by the Privacy Act of 1974 or that which is generally protected from public disclosure by an exemption to the Freedom of Information Act.

7.10 CISA owns the rights to all data and records produced as part of this contract. All deliverables under the contract are the property of the U.S. Government for which CISA shall have unlimited rights to use, dispose of, or disclose such data contained therein as it determines to be in the public interest. Any Contractor rights in the data or deliverables must be identified as required by FAR 52.227-11 through FAR 52.227-20.

#### 7.11 Training

All Contractor employees assigned to this contract who create, work with, or otherwise handle records are required to take CISA-provided records management training. The Contractor is responsible for confirming training has been completed according to CISA policies, including initial training and any annual or refresher training.

#### 7.12 Flow down of requirements to subcontractors

The Contractor shall incorporate the substance of this clause, its terms and requirements including this paragraph, in all subcontracts under this task order, and require written subcontractor acknowledgment of same. Violation by a subcontractor of any provision set forth in this clause will be attributed to the Contractor.