

DEPARTMENT OF HOMELAND SECURITY (DHS)
STATEMENT OF WORK
for
National Threat Evaluation and Reporting (NTER) Office Initiatives
Conducted by
National Center of Excellence
for
National Counterterrorism, Innovation, Technology, and Education (NCITE) Center
University of Nebraska at Omaha (UNO)

I. PURPOSE

The Task Order is issued to National Counterterrorism Innovation, Technology, and Education Center (NCITE), a DHS Center of Excellence led by the University of Nebraska Omaha, to perform research/scientific services that are within scope under the Basic Ordering Agreement (BOA) No. 70RSAT21G00000002.

II. BACKGROUND AND PROJECT OBJECTIVES

The University of Nebraska at Omaha leads the U.S. Department of Homeland Security's (DHS) NCITE Center. This Center was established to conduct a range of activities including basic and applied research, and education and training initiatives to support and enhance DHS analytic efforts. DHS seeks research that explores the nature of countering terrorism operations from multiple perspectives including the adversaries' (threat) and that of Homeland Security stakeholders. The Center is a federally funded academic consortium based in Omaha, NE that brings in 60+ academics from 26 universities that are focused on research in counterterrorism and terrorism prevention.

The National Threat Evaluation and Reporting (NTER) Office¹ equips Federal, State, Local, Tribal, Territorial, and Private Sector partners with tools and resources to identify, report, and mitigate threats of terrorism and targeted violence, to keep the Homeland safe. NTER advances partners' ability to identify, investigate, assess, report, and share tips and leads linked to emerging homeland security threats, while providing a host of information sharing services, such as program support, resources, and training. NTER's two primary lines of effort include (1) Behavioral Threat Assessment Integration, and (2) the Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI).²

In support of line of effort (1), NTER provides a Master Trainer Program (MTP) that certifies FSLTT partners in the instruction of Behavioral Threat Assessment and Management (BTAM) techniques and best practices. This train-the-trainer program prepares Certified Master Trainers (CMTs) from a broad range of sectors, including law enforcement, intelligence, school safety, insider threat and workplace violence prevention, to empower their local communities and organizations to mitigate threats and prevent acts of targeted violence. The program was inaugurated in December 2020 and currently has approximately 180 Master Trainers

¹ <https://www.dhs.gov/nter>

² See for details: <https://www.dhs.gov/sites/default/files/2022-07/NTER%20Slick%20Sheet.pdf>

matriculating through the Program, with another 175 projected to complete the training in 2023. Because this training is new, there is a need for NTER to (a) evaluate the effectiveness of MTP in meeting its objectives, and (b) provide research and recommendations to enhance program outcomes. In addition to this requirement, NTER has identified another requirement to identify best practices in BTAM across sectors.

The Contractor shall provide deliverables under the following three tasks:

1. Support Task and Task Administration
2. Evaluate NTER Master Trainer Program
3. Identify Best Practices in Behavioral Threat Assessment Management

III. TASKS

Task 1: Task and Task Administration Support (for all subsequent tasks)

Key Deliverables:

1. Project Plan

The Contractor shall deliver a project plan for all tasks. The Project Plan shall include, at a minimum:

- Project schedule
- Spend plan
- Identification of key personnel
- Key milestones and deliverables
- Risk assessment
- Compliance documentation as needed
- Data collection plan

2. Deliverable Reviews

The Contractor shall conduct deliverable reviews with the Government for all tasks. Deliverable reviews shall take place no later than 10 days after completion of each deliverable. Deliverable reviews will vary in formality depending on the nature of the engagement. The Contractor shall recommend a level of content and formality of each review within the Project Plan which may range from a teleconference to an in-person discussion supplemented with a written presentation and documentation.

3. Monthly Status Reports

The Contractor shall provide monthly status reports for all tasks to the Government in a template provided by the Program Manager for the duration of the period of performance. The report shall include:

- Technical progress
- Schedule performance (actual vs. planned)
- Cost performance (actual vs. planned)
- Technical level risks and issues

Each monthly status report shall update the projected delivery dates of future deliverables. Each projected delivery date that has changed from the previous month, an

explanation shall be provided of the cause of the change. The monthly status report shall also track action items assigned to all parties, including the Government, and identify events in the next 30 working days (i.e., key meetings).

4. *Task Kick-Off Meeting*

An initial kick-off meeting will be held within 15 calendar days of award or as agreed to by the Task Order Contracting Officer Representative (COR) and will be attended by the Task Order Program Manager, COR, and the Task Order Contract Specialist/Contracting Officer. Key Contractor personnel as well as a representative from the Contractor's contracts organization are required to participate. Kick-off meetings may be conducted in person or by conference/video call. The intent of the kick-off is for all key personnel to meet to discuss the projects overall technical and contractual requirements. At this meeting, the Contractor shall be prepared to discuss the following:

- Technical Objectives
- Preliminary Project Plan refine and assess the Project Plan
- Roles and responsibilities of key contractor and Government personnel
- Deliverables and Deliverable Acceptance Criteria
- Performance Review
- Reporting and Invoice Requirements

5. *Task Close-Out Meeting*

The Government and the Contractor shall hold a Task Close-Out meeting for all subsequent tasks. The contractor shall assemble final project deliverables and present a detailed overview of findings to the DHS S&T Program Manager, up to 30 days before the end of the period of performance.

Task 2: Evaluate the Implementation of the NTER Master Trainer Program

The purpose of this task is to (a) collect formative and summative evidence related to the implementation of the NTER Master Trainer Program across FLSTT partners, (b) provide recommendations for improvements based on those data, (c) provide recommendations for NTER's ongoing evaluation moving forward. The following key deliverables are required to accomplish these objectives.

Key Deliverables:

6. *Protocol and Compliance Documentation*

The Contractor shall develop initial protocols and instruments and submit documents to their local Institutional Review Board (IRB). Upon IRB approval, Contractor will support DHS Program Manager in submitting all required compliance assurance documentation to DHS Compliance Assurance Program Office (CAPO).

7. *Evaluation Design*

The Contractor shall gather and review information about the NTER Master Training program from DHS to complete the evaluation design, to include (a) training materials, (b) data codebooks and extracts, (c) evaluation materials, such as knowledge check quizzes, surveys, etc., and (d) any materials to support training transfer, such as refresher

trainings and job aids (if available). The Contractor shall also work with DHS to determine the data available for making evaluative determinations and appropriate methods for data exchange. From this informational review, the Contractor shall finalize the design of the evaluation approach and deliver a presentation to DHS of the findings. The Contractor shall not use information from social media sources or otherwise collect, maintain, use or disseminate information that may describe how any individual exercises rights guaranteed under the First Amendment as part of the evaluation design deliverable.

8. *Formative Evaluation*

The Contractor shall conduct a formative evaluation of the training using current data collected by NTER to make Level 1 (Reaction) and, if possible, Level 2 (Learning) judgments. The Contractor shall also review and analyze all available qualitative comments from training participants, and conduct targeted interviews with trainers, current students, and other NTER stakeholders as needed to inform interpretation of the results, and consistent with the Evaluation Design described in Deliverable 7. From these activities, the Contractor shall deliver a presentation to DHS summarizing the findings, to include initial recommendations for program improvement.

9. *Summative Evaluation*

The Contractor shall execute a summative evaluation, consistent with the Evaluation Design described in Deliverable 7, with the goal of collecting Level 3 (Behavior) and Level 4 (Outcome) results to the extent feasible. At a minimum as part of this deliverable, DHS expects that the contractor will (a) develop data collection instruments (e.g., satisfaction, self-efficacy, transfer behavior), (b) administer those instruments to current or previous students, as appropriate based on the Evaluation Design, and (c) analyze those data to make summative evaluation conclusions. From the activities, the Contractor shall deliver the data collection instruments (to include a plan for maximizing response rates) and a summary of the results in a format deemed mutually acceptable.

10. *Final Evaluation and Recommendations Report*

No later than forty-five days prior to the conclusion of the period of performance, the Contractor shall deliver a final report summarizing all project activities recommendations for program improvements.

Task 3: Identify Best Practices in Behavioral Threat Assessment Management

The purpose of this task is to determine best practices in Behavioral Threat Assessment Management across sectors, such as educational institutions, law enforcement, workplaces, public places, and so forth. The following key deliverables are required to accomplish this objective.

Key Deliverables:

11. *Search for Best Practice Guides*

The Contractor shall conduct a comprehensive search for publicly available Behavioral Threat Assessment and Management (BTAM) guides across sectors (e.g., education, healthcare, workplace). It is expected the search will include academic and practitioner-focused sources, including those developed from federal, state, local, and international

sources. Privately developed best practice guides may also be used. The Contractor shall not use information from social media sources or otherwise collect, maintain, use or disseminate information that may describe how any individual exercises rights guaranteed under the First Amendment as part of the evaluation design deliverable. Appropriate guides should cover the following topics: (a) how to initiate a BTAM program, (b) how to manage a BTA program, (c) best practices regarding setup, management, and maintenance of BTAM programs. The Contractor shall deliver a summary of the search procedures and guides identified to DHS.

12. Best Practice Guide Analysis

The Contractor shall develop an approach for systematically reviewing and summarizing the contents of the best practice guides. The contractor shall include a sector specific guide to accompany the analysis. The procedure for doing so will be delivered by DHS.

13. Final Report

No later than forty-five days prior to the conclusion of the period of performance, the Contractor shall deliver a final report that includes (a) the search procedures, (b) a summary of guides found, (c) similarities and discrepancies across guides, and (d) a summary of lessons learned across guides.

IV. Technical Deliverables

| Task 1: Task and Task Administration Support (for all subsequent tasks) | | | |
|---|-----------------------------|---|-------------------------|
| Deliverable | Completion Date | Deliverable Description | POC / Recipient |
| 1 | Award + 10 Days | Deliverable Reviews for all subsequent tasks | DHS COR, DHS PM |
| 2 | Award + 15 Days | Task Kick-Off Meeting | DHS COR, DHS CO, DHS PM |
| 2 | Award +45 Days | Project Plan | DHS COR, DHS PM |
| 3 | Monthly for Life of Award | Monthly Status Report(s) for all subsequent tasks | DHS COR, DHS PM |
| 5 | Final Deliverable + 10 Days | Task Close-Out Meeting all subsequent tasks | DHS COR, DHS CO, DHS PM |
| Task 2: Evaluate NTER Master Training Program | | | |
| Deliverable | Completion Date | Deliverable Description | POC / Recipient |
| 6 | Award + 3 Months | Protocol and Compliance Documentation | DHS PM |
| 7 | Award + 10 Months | Evaluation Design | DHS PM |
| 8 | Award + 15 Months | Formative Evaluation | DHS PM |
| 9 | Award + 20 Months | Summative Evaluation | DHS PM |
| 10 | Award + 23 Months | Final Evaluation and Recommendations Report | DHS PM |
| Task 3: Identify Best Practices in Behavioral Threat Assessment Management | | | |

| Deliverable | Completion Date | Deliverable Description | POC / Recipient |
|--------------------|------------------------|---|------------------------|
| 11 | Award + 10 Months | Review and Briefing on BTAM Program Setup and Implementation Guides | DHS PM |
| 12 | Award + 10 Months | Summary of Expert Experience on BTAM Program Setup and Implementation | DHS PM |
| 13 | Award + 12 Months | Final Report on BTAM Program Setup and Implementation | DHS PM |

V. OTHER TASK ORDER DETAILS

A. Task Order Type

Firm Fixed Price (FFP)

B. Period of Performance

24 months from date of award (September 19, 2023 – September 18, 2025).

B. Travel

Travel may be required in the performance of duties listed herein. The DHS S&T COR must approve all travel. All travel and other direct costs associated with the execution of the tasks indicated in this SOW will be reimbursed in accordance with the limits set forth in the Federal Travel Regulations, provided the performer provides appropriate supporting documentation.

C. DHS-Furnished Information

DHS will provide certain DHS information, materials, and forms unique to DHS to NCITE/UNO to support certain tasks under this SOW.

The DHS S&T COR identified in this SOW will be the point of contact (POC) for identification of any required information to be supplied by DHS.

NCITE/UNO will prepare any documentation according to the guidelines provided by DHS.

D. DHS-Furnished Facilities, Supplies, and Services.

If work at DHS-provided facilities is necessary for the services being performed under this SOW, such facilities will be provided at S&T's office in Washington, DC. Parking facilities are not provided; however, several commercial parking facilities are located near S&T's office. Basic facilities such as workspace and associated operating requirements (e.g., phones, desks, utilities, desktop computers, and consumable, general purpose office supplies) will be provided to NCITE/UNO personnel working in S&T's office.

E. Place of Performance

The NCITE/UNO will perform the work under this SOW primarily at the selected Center's location. The NCITE partners/subcontractors will perform their work primarily at their own locations.

F. Government Furnished and Contractor Acquired Property

a. NCITE/UNO shall be accountable to DHS for personal property (1) provided by DHS as Government Furnished Equipment (GFE); or (2) that is Contractor Acquired Property (CAP) acquired with DHS funds where (a) the CAP has an acquisition cost of \$5000 or more or (b) where the CAP is sensitive assets of any value, defined as laptops, cameras, Ironkeys, and any other property that may have retainable storage memory. All CAP shall be approved by the Task Order COR for approval prior to purchase.

b. NCITE/UNO shall provide a listing of all GFE or CAP to the DHS Contracting Officer and Task Order COR annually on the anniversary date of this Task Order.

c. Ninety (90) days prior to the completion of work and acceptance of all deliverables under this Task Order, NCITE/UNO shall provide the DHS Contracting Officer and Task Order COR the final and complete listing of all GFE and CAP charged to this Task Order with an acquisition cost of \$5,000 or more or sensitive assets.

d. The DHS Contracting Officer will provide NCITE/UNO with instructions for disposition of all GFP and CAP and provide any additional funds to enable that disposition, as necessary.

G. Deliverables.

NCITE/UNO will provide all deliverables (interim and final technical reports) identified in this SOW directly to the DHS S&T COR and DHS Contracting Officer.

H. Program Status Reports.

NCITE/UNO will deliver monthly status reports to the DHS S&T COR, CO, and DHS S&T Financial Analyst the 15th day of each month containing metrics pertaining to financial, schedule, and scope information, risk information, and performance assessment information of all work performed hereunder. This document will describe the previous 90 calendar days' activity, technical progress achieved against goals, difficulties encountered, recovery plans (if needed), plans for the next 30 calendar day period, and financial status.

I. Invoices.

NCITE/UNO will deliver a monthly invoice to on the 15th day of each month.

J. Information Release.

Prior to releasing any information developed using funds awarded under this contract (or Task Order, as applicable), NCITE/UNO must route all materials to the Task Order COR and Contracting Officer who will ensure DHS S&T has approved the content release. Please allow a minimum of three weeks for the review and screening of such information (including but not limited to articles, presentations, videos, speeches at conferences, pamphlets, and other forms of printed media) to ensure that such information's release does not violate security policies and procedures.

K. Security Requirements.

All work performed under this SOW is unclassified unless otherwise specified by DHS. NCITE/UNO will not have access to any sensitive information under this Task Order.

DHS may exercise full control over granting, denying, withholding, or terminating unescorted access to DHS facilities, DHS systems, and/or sensitive DHS information for government/contract employees. Access will be based upon the results of a DHS fitness/suitability investigation. DHS may, as appropriate, make favorable entry of duty (EOD) decision based on preliminary security checks. The favorable EOD decision would allow the government/contract employee to commence work temporarily prior to the completion of the full investigation. The granting of a favorable EOD decision shall not be considered as assurance that a full DHS fitness/suitability authorization will follow. The granting of a favorable EOD decision or a full DHS fitness/suitability authorization determination shall in no way prevent, preclude, or bar the withdrawal or termination of any such access by DHS, at any time during the term of the contract/Task Order. No employee of the government/contractor shall be allowed unescorted access to a DHS facility, access to any sensitive DHS information, or access to DHS Systems without a favorable EOD decision or DHS fitness/suitability determination by the DHS HQ Office of Security. Government/contract employees assigned to the contract/Task Order not needing access to sensitive DHS information, DHS systems, or access to DHS facilities will not be subject to DHS fitness/suitability screening. Government/contract employees waiting on an EOD decision may not begin work on the Task Order. Limited access to DHS facilities is allowable prior to the EOD decision if the government/contract employee is escorted by an approved DHS employee. This limited access is to allow government/contract employees to attend briefings, nonrecurring meetings, and begin transition work. During one's limited access the government/contract employee will not have access to sensitive or classified DHS information.

The S&T Privacy Office, Office of the Chief Information Officer, and the Office of the Chief Security Office require the insertion of the Homeland Security Acquisition Regulation (HSAR) Class Deviation 15-01, Revision 1: Safeguarding of Controlled Unclassified Information. See [HSAR Class Deviation 15-01 revision 1](#).

L. Points of Contact

University of Nebraska at Omaha POCs are as follows:

COE Director

Gina Scott Ligon, Ph.D.
The University of Nebraska – Omaha Campus
Phone: (402) 554-2972
gligon@unomaha.edu

UNO may change the individual designated as a POC upon notice to DHS S&T of such change.

DHS S&T Points of Contact are:

DHS Contracting Officer

LeShanna Calahan
Department of Homeland Security Office of Procurement Operations
Science and Technology Acquisition Division
245 Murray Lane, SW

J.1 Attachment 1 – Statement of Work
70RSAT21G00000002/70RSAT23FR0000115

Washington, DC 20528
Email: LeShanna.Calahan@hq.dhs.gov

DHS S&T COR

Stephanie Williams
Contracting Officer Representative
Contract Acquisition Program Support (CAPS)
Department of Homeland Security S&T Directorate
Email: Stephanie.Williams@hq.dhs.gov

DHS S&T PM

Ajmal Aziz
Program Manager
Department of Homeland Security S&T Directorate
Email: Ajmal.aziz@hq.dhs.gov
Phone: 202-254-6944

DHS S&T Invoicing –

U.S. DHS, ICE
Attn: S&T EXD Invoice
Burlington Finance Center
P.O. Box 1000
Williston, VT 05495-1000
InvoiceSAT.Consolidation@hq.dhs.gov

DHS S&T may change the individual designated as a POC upon notice to the NCITE/UNO contracting officer of such change.

M. Funding availability. RESERVED