

# **FEDERALLY FUNDED RESEARCH AND DEVELOPMENT (FFRDC) TECHNICAL EXECUTION PLAN (TEP)**

**U.S. Department of Homeland Security**

## **Title: Evaluation of DHS Master of Business Administration Security Technology Transition Program**

**Component/Office: Office of University Programs (OUP)**  
**Directorate/Division: Science and Technology Directorate (S&T)**  
**FFRDC: Homeland Security Operational Analysis Center (HSOAC)**

**Version: 1.0**

**Date:** April 29, 2022

### **1. Challenge**

The Science and Technology Directorate (S&T) at DHS faces several challenges in transitioning security technologies from research and development of prototypes into operational tools. These challenges include improper technical requirements, insufficient systems engineering, ineffective program/organization management, limited qualitative and quantitative analytics, resulting in cost overruns, delays to the schedule, and failure to meet performance requirements. DHS identified one potential cause of these failures to be limitations in the skills and knowledge provided through training of the Department's RDT&E workforce.

### **2. Outcome(s)**

To address the challenges in technological transition, DHS funded a pilot program, a new Master of Business Administration program focusing on Security Technology Transition (STT), to develop DHS employees in this domain. DHS seeks to evaluate the program's effectiveness and use the evaluation results to determine whether expansion would further address challenges in transitioning technical prototypes into operational tools.

### **3. Background**

DHS decided to address the challenges in the security technology transition through human capital development. Even though many technology companies hire employees with a Masters in Business Administration (MBA) for this function, not all MBA skills are relevant to DHS problems, and the department is not able to offer competitive salaries to MBA graduates. Instead, DHS plans to develop a stream of DHS employees trained with the customized knowledge, skills, and abilities needed to improve the security technology transition at DHS.

In July 2020, DHS S&T selected George Washington University to pilot this program. The George Washington University Executive MBA STT program is comprised of 25% online

instruction and 75% in-person instruction at GWSB's Foggy Bottom location. Courses include a combination of MBA foundational disciplines (30 credits), concentration courses focusing on STT-specific content (15 credits), and capstone courses that represent culminations of the material learned throughout the program (4.5 credits). STT-focused classes include Information Technology Project Management, Technology Entrepreneurship, Emerging Technologies, New Venture Financing, Technology Commercialization, and Government Procurement of Intellectual Property. Students also have opportunities to work outside of the classroom with organizations, professional development workshops, and a mentorship program.

DHS funded the 2.5 year program for three cohorts of 20-25 DHS employees, and the program is currently instructing its first cohort.

#### **4. Task Objective(s)**

To assist DHS in meeting the desired outcomes of this task, HSOAC will design and execute a multi-year evaluation of the Executive MBA STT program to determine the extent to which participation in the program leads to the desired outcomes. Findings will help the government determine future investments in human capital. HSOAC activities in support of DHS S&T OUP will result in:

- A logic model, including the theory of change, of the Executive MBA STT program
- Findings and recommendations based on the process evaluation of the program
- Qualitative and quantitative evidence to inform assessment, improvements, and funding decisions related to the Executive MBA STT program.
- Policy recommendations are based on longitudinal, pre- and post-measurement individual learning outcomes and organization-level impact.

#### **5. Technical Approach / Analytic Methodology**

To achieve the outcomes and objectives presented, HSOAC proposes the following tasks. Throughout the project, HSOAC will provide regular updates.

##### **Task 1: Develop a logic model, including the theory of change, for the Executive MBA STT program.**

The logic model will visualize the key elements of the Executive MBA STT program, specifically how participation in the program will lead to the desired outputs, outcomes, and impact. As a part of the logic model, HSOAC will develop the theory (or theories) of change associated with the program. The model will identify resources/inputs, activities, and the theory of change linking activities with the desired impact. HSOAC will develop the logic model based on interviews with subject matter experts (e.g., program faculty, professionals with responsibilities that include technology acquisition within the DHS and similar agencies) and a review of the scientific and business management literature. HSOAC will develop quantitative and qualitative metrics based on the logic model.

**Task 2: Conduct a process evaluation of the Executive MBA STT program.**

HSOAC will develop key research questions using the logic model to determine the program's impact on the desired outcomes. HSOAC will then determine the methods (e.g., survey analysis, mixed-methods) and develop the instruments (e.g., surveys, assessments) and tools (e.g., interview protocols) needed to best answer the key research questions. HSOAC will also determine the administrative data needed to request from George Washington University to monitor student progress and achievement. These methodological choices will then determine our plans of analysis. Before HSOAC executes the research design, HSOAC will seek IRB approval from RAND's Human Subjects Protection Committee. Our approach to the process evaluation will also include consistent communication and coordination with program faculty and staff to minimize disruption and ensure that all involved understand the expectations for data collection. Based on the process evaluation results, HSOAC will provide recommendations to adjust the program so that it can deliver S&T's intended outcomes and impacts. For example, the recommendations might include more effective methods of instruction and social networking opportunities for the program participants.

**Task 3: Develop and administer pre- and post-assessments of the program participants of their KSAOs**

HSOAC will develop pre- and post-assessments using a number of sources. First, HSOAC will determine learning objectives and KSAOs needed to succeed in technology acquisition through reviewing the relevant literature and interviews with subject matter experts. HSOAC will assemble a comprehensive list of KSAOs and learning objectives. Then, HSOAC will develop assessment items through further consultation with experts and reviewing established and validated assessments. If feasible, HSOAC will collect the job performance of the program participants, particularly in technical transition related activities. HSOAC will administer assessments via the online platform Qualtrics before and after the Executive MBA STT program. HSOAC will work closely with program faculty and staff to ensure strong participation.

**Task 4: Identify and assemble a comparison group of DHS employees and DHS organizations similar to the organizations that participated in the program**

To draw more robust conclusions, HSOAC will need a comparison group of employees not enrolled in the Executive MBA STT program but with similar years of experience, roles and responsibilities, and educational backgrounds to assess the program's effect on the desired outcomes. Moreover, HSOAC will need to assemble a sample of DHS organizations similar to those that participated in the program. The organization sample will allow HSOAC to assess the organizational level impact of the Executive MBA STT program. HSOAC will work with DHS to determine those organizations and develop a strategy for outreach, recruitment, and assessment. Outreach and recruitment would include working with primary contact at each organization, using employee data to determine eligible staff, and having the primary contact invite those staff to participate. The assessment tool will be a survey that will compare results across both groups.



## **Task 5: Develop findings and recommendations**

HSOAC will develop findings and recommendations by synthesizing qualitative and quantitative data on the program. Qualitative data collection activities include semi-structured interviews with subject matter experts (e.g., program faculty and staff, management scholars, acquisition professionals) and focus groups with students at multiple points of time. HSOAC will analyze and synthesize qualitative textual data to draw out key themes and critical elements.

Quantitative data collection activities include results from pre- and post-assessments and requests for institutional data (e.g., grades) from George Washington to monitor and assess student progress and achievement. HSOAC will analyze quantitative data using appropriate statistical methods for longitudinal data.

Findings from the process evaluation will inform recommendations for the program and DHS. Specifically, implementation findings will identify effective features of the program and areas for improvement. Impact findings will inform DHS's assessment of their investment in this program and help determine efforts for sustainability. Moreover, the recommendations will include whether DHS should continue to fund the program, if so, whether the program should make changes to improve the return on the investment.

HSOAC will document the results of this assessment in a public report to be posted on the HSOAC website. DHS will be able to use the public report as a reference when justifying future decisions regarding the MBA STT program and similar efforts. The DHS's partners across the Homeland Security Enterprise will also be able to use the report as a model for developing solutions to support training and workforce development goals.

As outlined in this TEP, the sponsor understands that to achieve the desired study outcomes requires sharing some results that may be DHS sensitive. HSOAC will work with the sponsor to develop materials highlighting study results at this level.

The sponsor is interested in distributing non-sensitive results to other stakeholders, now and in the future. The sponsor will work with HSOAC to develop an appropriate dissemination strategy for sharing project results that will support accomplishing the objectives outlined in this TEP. This plan will include developing a peer-reviewed publicly releasable executive summary of the HSOAC report that documents results of this study that are not DHS Sensitive and can be used if needed.

## **6. Key Words**

### Type of Work

Multi-year program evaluation to determine the extent to which participation in the program leads to the desired outcomes; performance analysis, process analysis

### Benefit of Work

Improve understanding of the MBA STT; Improve program effectiveness; Improve risk posture or risk managementa Subject of Interest

Educating the workforce

## 7. Focus Area and Mission Alignment

Table 1 below aligns the percent of the total projected staff years of technical effort (STE) allocations to the IDIQ focus areas and DHS Quadrennial Homeland Security Review (QHSR) missions.

FFRDC proposed total STE: 2.42

DHS Management Directive 143-04, "Establishing or Contracting with FFRDCs and National Laboratories" defines a STE as 1,810 hours of paid effort for technical services.

**Table 1: Focus Areas to the QHSR Mission Areas Relationship Matrix**

*At the intersection of the appropriate Focus Area row and QHSR Mission column, enter a percentage of the total STE.*

HSOAC Focus Areas	Mission 1: Prevent Terrorism and Enhance Security	Mission 2: Secure and Manage Our Borders	Mission 3: Enforce and Administer Our Immigration Laws	Mission 4: Safeguard and Secure Cyberspace	Mission 5: Strengthen National Preparedness and Resilience	Mission 6: Maturing and Strengthening Homeland Security
1: Acquisition Studies	0%	0%	0%	0%	0%	0%
2: Preparedness, Response, and Recovery	0%	0%	0%	0%	0%	0%
3: Innovation and Technology Acceleration	0%	0%	0%	0%	0%	50%
4: Homeland Security Threat and Opportunity Studies	0%	0%	0%	0%	0%	0%
5: Personnel Policy and Management Studies	0%	0%	0%	0%	0%	0%
6: Operational Studies	0%	0%	0%	0%	0%	0%
7: Organizational Studies	0%	0%	0%	0%	0%	0%
8: Regulatory, Doctrine, and Policy Studies	0%	0%	0%	0%	0%	0%
9: Research and Development (R&D) Studies	0%	0%	0%	0%	0%	50%

## 8. Deliverables and Schedule

The FFRDC shall provide the following deliverables (predicated in calendar days) according to Table 2 below, and the most current Project Management Plan (PMP), as approved by the Project Manager and DHS Contracting Officer or COR.

**Table 2: Deliverables**

Scope Ref.	Deliverable Name	Delivery Date
5.0.1	Project Management Plan (PMP) (Draft) <<Note IDIQ Requirement>>	15 days after award
5.0.2	Project Management Plan (PMP) (Final) <<Note IDIQ Requirement>>	30 days after award
5.0.3	Task Order Project Kickoff Briefing <<Note IDIQ Requirement>>	Within 30 days of project award date
N/A	Final Task Completion Memo – Final documentation of deliverables and summary of work performed since final report delivered.	N
5.0.4	Interim progress review briefing on Task 1 (IPR 1)	3 months after award
5.0.5	Interim progress review briefing on Task 2 (IPR 2)	6 months after award
5.0.5	Interim progress review briefing on Task 4 (IPR 3)	6 months after award
5.0.6	Interim progress review briefing on Task 1 & 2 (IPR 4)	9 months after award
5.0.7	Interim progress review briefings, Task 4 & 5 (IPRs 5-12)	12, 15, 18, 21, 24, 27, 30, 33 months after award
5.0.7	Draft final report	36 months after award
5.0.8	Final report	38 months after award

The FFRDC shall provide all deliverables under this task order directly to the S&T FFRDC PMO (via [REDACTED] the Task Order PM, TPOC, and Task Order COR. An unclassified abstract, 100 to 200 words in length, and at least five keywords, or a completed Standard Form 298, "Report Documentation Page," shall accompany each deliverable as indicated in Table 2. deliverable. Note that the Report Documentation Page will identify the approved release distribution level (e.g., distribution is unlimited; distribution authorized to US Government agencies only; etc.).

The FFRDC shall deliver a monthly status report by the 15<sup>th</sup> for HSOAC of the following month containing metrics pertaining to financial, schedule, technical progress, deliverable status, and risk information related to the task. The FFRDC task lead and the task order COR as needed will

discuss relevant issues in evaluating the task priorities for the next period; and update the program plan as necessary.

## 9. Assumptions

HSOAC considers this project to be non-severable. The nature and scope of HSOAC projects makes categorization of them as non-severable most appropriate. A non-severable undertaking constitutes a specific, entire job or single undertaking with a defined end-product (such as a final report of research) that cannot feasibly be subdivided for separate performance.

Staff working on HSOAC FFRDC projects receive Fitness/Suitability, PIV/badges, DHS headquarters IT access, and security clearances under the IDIQ contract rather than having to wait to be cleared under each task order. This helps to ensure that the FFRDC can agilely respond to requirements and apply the full advantages that its open matrix structure provides the Department. It also saves the government valuable resources by leveraging active access and current investigations rather than performing additional investigations. This is keeping with the spirit of DHS Instruction 121-01-007-01, which states in part that "Reciprocity applies to the fullest extent possible" and "investigations and adjudications conducted by other federal agencies should be used whenever practicable to reduce the number of investigation requests, associated costs and unnecessary delays." We assume that the sponsor will offer reciprocity of the Fitness they have through our primary sponsor, as is customary.

## 10. Travel

Travel may be necessary to meet and coordinate interagency exchanges of information and to collect data for this task. The FFRDC shall provide trip reports, if requested, to the task order COR for all non-local travel within 30 days of completion of travel.

### Long Distance Travel

From	To	No. of Trips	No. of Days per Trip
Los Angeles CA	Washington D.C.	6	3
Pittsburgh PA	Washington D.C.	3	3
Total Number of Trips (All Travelers):		9	
Total Number of Travel Days (All Travelers):		27	

The Task Order COR must approve all foreign travel. Foreign travel must be approved at least 30 days (for unclassified visits) or 45 days (for classified visits) in advance of the planned travel event.

Travel, including local non-commuting travel, shall be reimbursed in accordance with the Federal Travel Regulation. Daily commuting costs shall not be reimbursed. Long-distance travel not specified in this Task Order must be pre-approved by the Task Order CO or COR.



## 11. Period of Performance

The period of performance is 38 months from date of task order award.

## 12. Security Requirements.

This Task Order will require access to the following information

- ☒ 1. Unclassified, no markings
- ☒ 2. Sensitive but Unclassified (SBU), For Official Use Only (FOUO)
- ☒ 4. Personally Identifiable Information (PII)

**12.1** Security requirement #2 (SBU, FOUO) – All unclassified "For Official Use Only" (FOUO) work is expected to occur at the "medium" level per the National Institute of Standards and Technology (NIST) 800-60 (Federal Information Processing Standard (FIPS) Security Categorization) and the Federal Information Security Management Act (FISMA). Any work at the "high" FOUO level per the FISMA, or any work at the classified level, shall be performed on a stand-alone computer system accredited in accordance with the FISMA and applicable DHS policies.

**12.2** Security requirement # 5 (PCII) – The FFRDC shall comply with all requirements of the Protected Critical Infrastructure Information (PCII) Program set out in the PCII Act, in the implementing regulations published in the Interim Rule, and in the PCII Procedures Manual as they may be amended from time to time, and shall safeguard PCII in accordance with the procedures contained therein.

**12.3** Security requirement # 5 (PCII) – The FFRDC shall ensure that each of its employees, consultants, and subcontractors who work on the PCII Program have executed non-disclosure agreements (NDAs) in a form prescribed by the PCII Program Manager. The FFRDC shall ensure that each of its employees, consultants and subcontractors has executed a NDA and agrees that none of its employees, consultants or sub-contractors shall be given access to PCII without having previously executed a NDA.

**12.4** Security requirement # 2 (SBU, FOUO) – The FFRDC shall adhere to all applicable government laws, regulations, orders, guides, and directives pertaining to classified, Sensitive But Unclassified (SBU), FOUO, or personally identifiable information. The contractor shall safeguard SBU, FOUO information specifically in accordance with DHS Management Directive 11042.1 and in compliance with HSAR Class Deviation 15-01 Safeguarding of Sensitive Information.

**12.5** The contractor shall use Science & Technology or another DHS Components' accredited General Support System (GSS) to accomplish this work, when applicable, until such time as HSSDI or HSOAC Accredited Enclave solution becomes available. If classified work is required under this Task Order, the Task Order COR shall provide specific guidance to the FFRDC as to which work will be conducted in a classified manner and at which classification level. If such DHS-guidance conflicts with other applicable guidelines (e.g.,



DOE, DOD, etc.), the FFRDC shall adhere to the more stringent guidelines as determined by the Task Order COR and DHS FFRDC PMO. The FFRDC shall also adhere to other applicable government orders, guides, and directives pertaining to classified or confidential work.

## **12.6 Authorized IT Environments**

The FFRDC team will use their FFRDC corporate IT environment for FFRDC contracts management and administrative support for activities including:

- Time reporting
- Financial management
- Contract management
- Monthly status reports
- Non-DHS Sensitive project work

Sensitive FFRDC work described in the TEP will be performed in IT environment(s) authorized by DHS. These may include, a) FFRDC IT Enclave (following ATO by DHS), b) DHS infrastructure (e.g., LAN-A), and/or c) other authorized environment(s)(e.g., classified networks).

## **12.7 DHS Furnished Information**

- a) DHS will provide unique information, materials, and forms to the Contractor as specified under this task order. Such DHS provided information, materials, and forms shall remain the property of DHS, unless otherwise indicated in writing by DHS, and may not be distributed beyond the FFRDC's project performers without DHS's prior written permission.
- b) The DHS COR identified in this task order will be the point of contact (POC) for identifying required information to be supplied by DHS.

## **12.8 FFRDC Furnished Information**

N/A

## **12.9 Privacy Compliance Requirements**

The Government Program Manager will coordinate with the appropriate DHS component's Privacy Office (i.e., CBP, USCIS, S&T, etc.) to determine if a Privacy Threshold Analysis (PTA) is required prior to the start of performance. In those instances, the performer shall support the development of compliance related documentation and meet privacy requirements. Please have your privacy office reach out to S&T Privacy to see what documentation is available.

### **13. Safeguarding/Storage:**

- a. No safeguarding/storage needed at the FFRDC.

### **14. Other Contract Details**

*In accordance with the language in the FFRDC contract, the following sections are repeated here for awareness and should not be changed. If they are changed, the language in the IDIQ takes precedence.*

#### **14.1 FFRDC Personnel**

Personnel provided by the FFRDC will have the skills and technical background necessary to successfully complete the tasks described in this plan. The FFRDC shall implement and manage the technical approach, organizational resources, management, and quality controls to be employed to meet the cost, performance and schedule requirements throughout task order execution.

#### **14.2 Food and Drink**

The FFRDC shall not charge any expense for food, snacks, or drink as part of holding task related meetings, conferences, or gatherings; however, this prohibition does not prevent the contractor from charging meals and incidental expenses as part of authorized travel expenses.

#### **14.3 Meetings and Workshops**

All necessary conference approvals should take place prior to the FFRDC's attendance at any conference in support of the sponsoring component. The component user should follow the conference approval process per the guidance set-forth under DHS Financial Management Policy Manual (FMPM Section 7.10) and any component-specific policies and procedures and provide a copy approval(s) to the FFRDC.

The FFRDC may interview and conduct workshops of recognized subject-matter experts, including non-federal experts, to gather the expert's individual knowledge and experience regarding the current state of the art of the technical issues relating to this task, and to foster the building of a long-term collaboration between the individual subject matter experts and the FFRDC on the issues relating to the experts' areas of expertise. The workshops or other interaction with non-Federal experts will be for the purpose of collecting the views of the individual experts, not to result in a consensus of those experts. The FFRDC shall produce an objective assessment on the technical merits of the data and/or experts' views espoused in these meetings; and include an evaluation of the strengths and weaknesses of the various discussion points provided by individuals.

The FFRDC may organize meetings/workshops related to the task with federal officials on behalf of the user; however, federal government personnel will approve the agenda and will chair any federal intra-agency/inter-agency meetings. The FFRDC shall produce an objective assessment on the technical merits of individual and any consensus findings and

recommendations discussed in these meetings; and include an evaluation of their strengths and weaknesses of the various discussion points.

#### **14.4 Inherently Governmental Functions**

As defined under FAR subpart 7.503 (d) and additionally as described in the Office of Federal Procurement Policy (OFPP) Letter 11- 0 I, Performance of Inherently Governmental and Critical Functions (76 Fed Reg 56227), the FFRDC may perform certain closely associated with inherently Governmental functions. However, in accordance with Federal Acquisition Regulation (FAR) 7.503(c)(20) and Homeland Security Acquisition Manual 3037.103(e), the FFRDC shall not draft Congressional testimony, responses to Congressional correspondence, or agency responses to audit reports from the Inspector General, the Government Accountability Office, or other Federal audit entity. Furthermore, in accordance with FAR 7.503(c)(12)(ii), FFRDC employees, subcontractors, and/or consultants will not be voting members on any DHS source selections. When applicable, FAR clause 52.203-16, "Preventing Personal Conflicts of Interest," as included in the IDIQ contract, will apply to this Task Order.

#### **14.5 Out of Scope Work**

The following types of work are out of scope for the FFRDC to perform. More specific types of work that are out of scope are found in the relevant IDIQ contract:

- Performance of any services and functions as defined under FAR Subpart 7.5 - "Inherently Governmental Functions," specifically subparts 7.503 (a), (b) and (c).
- Performance of any Systems Engineering and Technical Assistance (SETA) type work, particularly where such work is directly for staff augmentation and of a general support nature where the specific type and quantity of deliverables are undefined.
- Preparation of any Independent Government Cost Estimates (IGCEs).
- Participation in any Source Selection Evaluation or any other membership body where voting and/or ranking of proposals will lead to a subsequent monetary or contract award. The FFRDC may provide independent technical evaluation of proposals in support to a Source Selection Evaluation body but may not provide any ranking, voting or other assigned ordering or selection criteria other than commenting on the technical merit of a particular proposal or proposal section(s). Use of the FFRDC in evaluating an offeror's proposal MUST BE DISCLOSED IN THE SOLICITATION OF PROPOSALS and the offeror(s) given the opportunity to affect non-disclosure agreements and/or withdraw their offer(s), otherwise the FFRDC may not participate.
- Delivering recurring compliance training to DHS employees, particularly that which could reasonably be considered staff augmentation services, is not allowed. Training associated with the transfer of skills from the FFRDC to DHS is acceptable, as long as such training is non-recurring (i.e. train the trainer) and is not intended to be part of a

formal established training program. Waivers to this may be requested from the FFRDC COR. Seminars, workshops, and short-courses intended to extend the access and awareness of FFRDC research, research methods, and data sets to practitioners across the Homeland Security Enterprise to assist them in improving mission effectiveness and efficiency is permissible.

- Software and/or hardware development or other manufacturing unless such development is associated with a prototype demonstration or other proof of concept system and not intended to be a permanent solution or in response to formal requirements.

## 15. Publications and Communications Concerning Work Performed

*In accordance with the language in the FFRDC contract, the following statement is repeated here for awareness and should not be changed. If it is changed, the language in the IDIQ takes precedence.*

The FFRDC shall mark all technical data or computer software pursuant to the terms of the IDIQ Contract. This will include, for copyrighted works, an appropriate notice acknowledging DHS's sponsorship of the work, license rights, and the appropriate copyright notice as detailed in the IDIQ Contract.

The DHS desires widespread dissemination of the results of funded non-sensitive research and does not seek to undermine the independence or objectivity of the FFRDC or FFRDC operator in anyway. The FFRDC therefore will generally seek public release approval for the results of non-sensitive research. Thirty (30) days prior to release, the FFRDC will first ask for the task order COR's and CO's agreement that the research product is suitable for release. The FFRDC contract governs the scope of the review. Specifically, this review is strictly a mechanism by which the Department identifies the inclusion of Sensitive Information, as defined in the IDIQ contract, Section I.13(a). The review does not include a determination of the FFRDC's analytical conclusions, final findings, or analytical outcomes.

- Are you interested in releasing information publicly from this research?

*As outlined in this TEP and the IDIQ contract, the sponsor is interested in widespread dissemination of the results of funded non-sensitive research so that the sponsor, other DHS Components, and DHS partners can gain benefit from these results now and in the future. As mentioned in response to the questions that follow, the sponsor will work with HSOAC to develop an appropriate dissemination strategy for sharing project results that will support accomplishment of the objectives outlined in this TEP. This plan will include public release of an HSOAC report that documents results of this study that are not DHS Sensitive.*

*Similarly, to increase the benefits of this study for DHS partners, HSOAC will work with the sponsor to share results that are DHS Sensitive with appropriate audiences using appropriate means that assure need-to-know and authority to access information at the specified sensitivity.*



- If you don't want to release the results, is the FFRDC able to release info about the methodology to the other components or the public?

*As outlined in this TEP, there are variety of audiences for the results of this work and descriptions of the methodologies used. These include the sponsoring office, other DHS officials, DHS partners in accomplishing the missions addressed by the study, DHS oversight organizations, and other research organizations contributing to supporting DHS in these mission areas. The sponsor will work with HSOAC as part of the planning process to develop a dissemination strategy that shares results appropriately for the relevant audiences.*

- What is the desired audience for the release of info? Component only/all of DHS/public release?

*The audience is S&T leadership and OUP management.*

- Do you want an outreach event as part of the release?

*No*

- Would you be interested in having the PMO assist with the release of favorable results?

## **16. DHS Furnished Facilities, Supplies and Services**

If work at S&T is necessary for the services being performed under this Task Order, such facilities will be provided at offices at the appropriate location. Parking facilities are not provided. Basic facilities such as work space and associated operating requirements (e.g., phones, desks, utilities, desktop computers, and consumable and general purpose office supplies) will be provided to FFRDC personnel.

DHS Furnished Property – a quarterly report of all S&T property should be submitted to the COR | FFRDC of all of the equipment purchased on behalf of the government, and Government Furnished equipment being utilized by either FFRDC.

Subsequently a yearly report of all Government Furnished Equipment shall be provided to the COR | FFRDC. The COR | FFRDC will need a property form filled out for all S&T Contractor Acquired Equipment /Property or purchases on behalf of the government for insertion into the S&T property management system (SAMS). This insertion will need to include the property form filled out in its entirety, paid invoice(s) showing the property purchase and a picture of the current state of that property.

- a) Additional DHS property will not be provided to the FFRDC unless otherwise agreed. If DHS property is provided to the FFRDC for task performance, the FFRDC shall maintain property records, sending a yearly report of all items currently attached to the task order to the COR|FFRDC and the Program Manager and a disposition of the property must be completed at the end of the period of performance.
- b) Before purchasing any individual item equal to or exceeding \$5,000 that is required to support technical tasks performed pursuant to this Task Order, that has not already been accepted by the government with the issuance of the Task Order, the FFRDC shall obtain prior written consent from the Program Manager, DHS IDIQ Contracting Officer, and

DHS IDIQ COR. The FFRDC shall maintain any such items according to the IDIQ Contract's property accountability procedures, and FAR Part 45.

- c) All DHS/GFP/GFE (IT equipment, building passes etc.) must be returned at the conclusion of the task order in accordance with component's procedures.
- d) If any GFP/GFE is not returned, a report of survey must be submitted to the COR and Project Manager, referencing the DHS equipment number, pass or card number, name of individual to whom equipment was issued, and the last known location of property. Contractors who lose a badge will be required to fill out an additional lost badge form.

## 17. Invoices

COR: [REDACTED]

CO: [REDACTED]

HSOAC invoices will generally be sent on or soon after the 20<sup>th</sup> of each month.

## 18. Points of Contact

Government POCs	Corresponding FFRDC POCs
<b>Program Manager</b> [REDACTED] Program Manager DHS/S&T/OIC/Office of University Programs [REDACTED]	<b>FFRDC Task Lead</b> [REDACTED] Behavioral/Social Scientist The RAND Corporation [REDACTED]  [REDACTED] Policy Researcher The RAND Corporation [REDACTED]
<b>Contracting Officer's Representative</b> [REDACTED] HSOAC Program Lead and COR FFRDC PMO/S&T [REDACTED]	<b>FFRDC Program Director/Portfolio Manager</b> [REDACTED] Director, Acquisition and Development Program, HSOAC Mathematician The RAND Corporation [REDACTED]
<b>Contract Officer</b> [REDACTED]	<b>FFRDC Operations and Contracts Leads</b> [REDACTED]

<p>Associate Director/Contracting Officer DHS/MGMT/CPO/OPO/S&amp;TAD</p> <p>[REDACTED]</p>	<p>HSOAC Director of Operations The RAND Corporation</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>HSOAC Contract Administrator The RAND Corporation</p> <p>[REDACTED]</p>
<p><b>Suitability/Fitness Point of Contact</b></p> <p>[REDACTED]</p> <p>Security Specialist S&amp;T/ASD/SEC</p> <p>[REDACTED]</p>	<p><b>EERDC Security Staff</b></p> <p>[REDACTED]</p>