



**Transportation
Security
Administration**

Performance Work Statement

SECTION I: Requirement Information

The Transportation Security Administration (TSA) Office of Information Technology (OIT) End User Services Division (EUSD) requires professional and project management support to assist the EUSD staff in meeting TSA operational needs and managing projects in the areas of acquisition planning, evaluation, transition, development, implementation, maintenance and operational activities.

SECTION II: Purpose

Product, Service or Outcome Needed:

The contractor shall provide professional support and services with deliverables as detailed in this PWS, specifically to the Office of Information Technology (OIT) End User Services Division (EUSD) staff and its programs. The contractor shall provide and deliver responsive, high-quality, customer-centric services and support that foster positive relationships throughout the user community. The contractor shall support end-users by effectively managing and supporting IT-based projects in the following areas:

Program and Project Management (PM)
Asset Management
Software Management

Scope of Support and Services:

EUSD requires professional and project management support to assist the EUSD staff in meeting TSA operational needs and managing projects in the areas of acquisition planning, evaluation, transition, development, implementation, maintenance and operational activities. The contractor shall assist EUSD by providing professional advice and guidance, documentation and performance in the following areas:

- Requirements gathering and analysis
- Statement of Work and Performance Work Statement development
- Market surveys and cost analyses
- Technical and cost proposals
- Transition of current projects to future Information Technology contracts
- Acquisition of IT products and services
- Deployment of IT products and services

- Tracking and reconciling of information related to IT products and services
- Budget and resource planning
- Customer Relations

SECTION III: Background

TSA was created to meet the nation's need for safety and security throughout our transportation infrastructure, including all modes of transportation in the United States and several international locations. The TSA Office of Information Technology (OIT) mission is to enable global transportation security by providing world-class information technology and services anywhere, anytime.

The OIT End User Services Division (EUSD) mission is to ensure the productivity of TSA and its employees through the delivery of office automation services, desk side support and customer focused IT project management while achieving the mission-focused business goals of TSA. EUSD provides support to over 3,000 end users located at TSA HQ and the DC Metro Area with responsibilities for the procurement and managing of TSA IT end user products and services, COTS software and desktop hardware. EUSD projects consist of acquisition and deployment of IT products and services, maintenance of an asset management system, and coordinating the replacement and collecting of IT devices and hardware.

SECTION IV: Staffing Requirements

The contractor will provide staffing resources to support the following operational areas of support:

1. Program and Project Management (PM)
2. Asset Management
3. Software Management

Where multiple personnel are required within a specific support area, each person does not have to satisfy the entire list of requirements, activities and staffing criteria; rather, together the staffing plan shall satisfy the entire list. Technical sections are provided as guides to how respective EUSD Program Managers view the complexity of responsibilities and level of expertise required for each support area. The contractor shall provide professional talent to fully satisfy all requirements. Specific staffing requirements are defined in each technical area identified in The Technical Requirements Section V.

This requirement is currently being performed by seven (7) full time equivalent (FTE) contractor employees. The contractor shall identify a Lead Project Manager. This individual shall be designated as ***Key Personnel*** and shall be responsible for the following:

- Provide effective oversight and implementation of efficient processes and procedures to effectively on-board and off-board contractor employees

- Develop and submit a comprehensive retention plan for qualified personnel to help minimize the turnover rate, retain domain knowledge, reduce government costs and ensure contract stability
- Take all steps necessary to streamline efforts in support of the TSA suitability process through:
 - Conducting in-person interviews
 - Provide oversight and review of the E-QIP submittal process
 - Conduct preliminary credit and criminal background checks on all candidates
 - Ensure that contractors proactively complete and maintain all mandatory TSA, DHS, Federal, and industry training and certification requirements
- Provide performance reporting in a timely manner

Key personnel are considered essential for successful accomplishment of the work to be performed under this contract. Key Personnel shall not be replaced until the contractor complies with TSA clause 5200.237.004(I) "Substitution of Key Personnel."

SECTION V: Technical Requirements

1. Program and Project Management (PM) Support Task

The contractor shall provide program and project management support to include acquisition support, subject matter expertise, and satisfy other resource requirements that assist the government in planning, executing, controlling and delivering the support taskings on time and within cost.

1.1. Technical Requirements

The contractor shall research and identify designated industry standards and propose the means for their implementation when such research is required as part of the below described documents and processes. The contractor shall develop and maintain database tracking, and reporting systems to support these efforts.

The contractor shall provide Program and Project Management support that includes but is not limited to:

<ul style="list-style-type: none"> • Planning and Defining Scope • Requirements Gathering and Analysis • Activity Planning and Sequencing • Resource Planning • Developing Schedules • Cost Estimating • Budget Development • Documentation • Creating Charts and Schedules • Risk Management • Creating Progress Reports • Mission Needs Statements • Acquisition Plans • Acquisition Program Baselines • Small Business Goals • Business and Technical Requirements • Market Surveys • Alternative of Analyses 	<ul style="list-style-type: none"> • Independent Government Cost Estimates • Statements of Work (SOW), Statement of Objective (SOO), Performance Work Statement (PWS) and Requests for Proposals • Requirements Traceability Matrixes • Project Management Plans • System Security Plans • Configuration Management Plans • Logistics Support Plans • Stakeholder and Communication Plans • Integrated Program Schedules • Milestone & Deliverable Schedules 	<ul style="list-style-type: none"> • Quality Assurance Plans • Transition Plans • Disaster Recovery Plans • Site and POC Information Maintenance • System Administration of Internal Support Applications • Project Planning, Execution and Closure • Project Status Tracking • Delivery of IT Products and Services • Asset Tracking and Reconciliations • Support and Reconciliations • Independent Verification and Validations • Invoicing
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1.2. Administrative Requirements

The contractor shall provide assistance in the development, implementation and maintenance of databases (MS Access, MS Excel) or reporting systems required by individual program offices that may be necessary for program and/or project management and tracking to support EUSD and its programs that include:

- SharePoint
- iShare
- InfoPath, SQL
- XML
- PM Toolkit

Examples of specific activities may include, but are not limited to, the following areas:

- Develop, implement, and maintain databases or reporting systems required for project management and tracking.
- Propose, develop, implement, and maintain best practices, automated deliverables and proposal response management systems to assist with the management of deliverables

and proposal responses. The tracking systems would provide a detailed listing of requests and proposals, dependencies, milestone dates, due dates, and other details as required.

- Develop and/or maintain a process for tracking expenditures by contractors and provide monthly updates to spending plans.
- Create and maintain a database tracking the on-boarding and off-boarding, clearance level, education, experience, training, and certification information on program or contractor staff.
- Provide support in project activities, such as, but not limited to development, implementation, and maintenance of project documents, plans, operating procedures, and performance measures.
- Capture meeting discussions and maintain action items through the development and submission of meeting minutes or other summary reports as required
- Assist in the development of documents that define the project, project goals, and objectives.
- Develop and/or update detailed project management plans including Work Breakdown Structures (WBS), with required tasks, responsibility, and accomplishment dates.
- Assist in providing project control and analysis to determine if a project is on schedule, within budget, proceeding in conformance with approved plans and specifications, and being implemented efficiently and effectively.
- Develop, implement, and/or maintain databases or reporting systems required for site and POC information tracking.
- Develop, implement, and/or maintain databases or reporting systems required for order tracking.
- Develop, implement, and/or maintain databases or reporting systems required for asset tracking.
- Develop, implement, and/or maintain databases or reporting systems required for tracking and reconciling invoices.

1.3. Staffing Requirements

Each area described below is operations oriented. Activities will primarily involve satisfying user requests, deploying IT products and services, and tracking and reporting status. Activities in these operations-oriented areas that involve contract acquisition, project planning, database/tracking/reporting system development and related documentation will occur much less frequently and be concentrated in time.

The contractor shall identify a Lead Individual for the Program and Project Management support task. This individual shall be designated as a **Key Personnel**. This individual may be the same person identified in SECTION IV of this PWS. This lead individual shall have the following minimum qualifications:

- 3 years minimum of demonstrated experience with TSA processes, products and services, and related applications and tools.
- Knowledge and experience serving as Team Lead or supervisory role with six dedicated employees.

- Project Management Institute (PMI) Project Management Professional (PMP) certification or minimum 5 years of demonstrated project management experience.
- Must possess the qualifications/skills/experience described for “Other contractor personnel” below.

Other contractor personnel supporting this task area shall possess the following qualifications/skills/experience as indicated below:

- Substantial Federal Government management, operations and contract experience
- Familiarity with Federal regulations and directives (DHS /TSA preferred)
- Familiarity with TSA process, products and services, and related applications and tools desired
- Knowledge and experience with telecommunications products and services.
- Significant knowledge and experience with Microsoft Office applications including Word, Excel, Access, SharePoint and Project
- Experience developing internal TSA-DHS documentation submissions consistent with DHS investment review process (MD #1400) desired
- Familiarity with industry best practices and ability to incorporate them into current project planning
- Familiarity with Government-wide, contract vehicles (DHS/TSA preferred) and procedures to help implement IT support capabilities in an efficient and timely manner

2. Asset Management Support Task

The Asset Management team in End User Services Division (EUSD) is the primary interface with the Chief Administrative Office (CAO), Office of Property Management Division (PMD) regarding IT assets. PMD maintains responsibility for all accountable property within TSA. The Asset Management team is the focal point within the Office of Information Technology (OIT) for IT asset data related to new procurements, deployments, replacements, transfers and disposals. The Asset Management team coordinates with distributors, the managed service provider and PMD to reconcile IT asset data and provide reporting.

2.1. Technical Requirements

Inherent in this task is support for routine operational activities related to IT assets. The Contractor is responsible for following TSA-defined asset handling procedures and shall support agency personnel in enforcing agency asset management practices. Refer to Property Management Division’s (PMD) Personal Property Management Manual (PPMM) for further instruction. Contractor support shall include project management and reporting; process and procedure development; cost and schedule maintenance; asset tracking and reconciliation; and internal and external coordination.

The Contractor shall develop, deliver, implement and maintain documents and processes, such as, but not limited to, those listed below:

- Business Requirements
- Operational Requirements
- Logistics Support Plan
- Site and POC Information Maintenance
- Project Planning, Execution and Closure
- Project Status Tracking
- Delivery of IT Products and Services
- Asset Tracking and Reconciliation
- Invoicing Support and Reconciliation

2.2. Administrative Requirements

The Contractor shall develop and/or maintain database, tracking, and reporting systems and perform other program-related activities. These activities may include, but are not limited to the following areas:

- Develop, implement, and/or maintain databases or reporting systems required for asset management, tracking and reconciliation.
- Provide support in project activities, such as, but not limited to development, implementation, and maintenance of project documents, plans, operating procedures, and performance measures.
- Assist in the development of documents that define the project, project goals and objectives.
- Update detailed project management plans including Work Breakdown Structures (WBS), with required tasks, responsibility, and accomplishment dates.
- Assist in providing project control and analysis to determine if a project is on schedule, within budget, proceeding in conformance with approved plans and specifications, and being implemented efficiently and effectively.
- Maintain databases or reporting systems required for site and POC information tracking.
- Maintain databases or reporting systems required for asset tracking and data reconciliation.
- Maintain databases or reporting systems required for tracking and reconciling invoices.

2.3. Staffing Requirements

The contractor shall identify a Lead Individual for the Asset Management support task. This individual shall be designated as a **Key Personnel**. This lead individual shall have the following minimum qualifications:

- 3 years minimum of demonstrated experience with TSA processes, products and services, and related applications and tools.
- Certified Information Technology Asset Management (CITAM) certification or 3 years asset management experience including the use of Inventory Management databases or tracking systems.
- 2 years minimum of knowledge and proficiency with Microsoft Office Word, PowerPoint, Infopath and significant knowledge in:

- Excel – IF Formulas, Macro, Pivoting Data, Dashboards
- Access – Creating Tables, Queries, Upgrade Queries, Forms, and Report Dashboards
- SharePoint – Create Document Library, Create List Library, and WebParts
- Certified Lean Six Sigma Green Belt or 2 years of Process Improvement experience from industry best practices.
- Must possess the qualifications/skills/experience described for “Other contractor personnel” below.

Other contractor personnel supporting this task area shall possess the following qualifications/skills/experience as indicated below:

- Federal Government management, operations and contract experience
- Familiarity with Federal regulations and directives (DHS/TSA experience preferred)
- Significant knowledge and experience with asset management process, procedures and tools
- Familiarity with TSA process, EUSD products and services, and related applications and tools desired. Familiarity with Inventory Management Systems, Software Patching/Update Tools, and Equipment Discovery Tools such as, but limited to, Sunflower Asset Management System (SAMS), Symantec and Altiris.
- Significant knowledge and experience with Microsoft Office applications including Word, Excel, Access, SharePoint and Project
- Significant knowledge and experience with Asset Management industry best practices and ability to incorporate them into project planning

3. Software Management Support Task

The Software Management team is EUSD’s primary interface with the agency and DHS regarding TSA software assets and licensing. The Software Management team is the focal point for IT asset data related to user requests, license tracking, new procurements, deployments, and license recovery. The team coordinates with users, distributors, the Office of Acquisition, and the managed service provider to receive requests, ensure authorization, track availability, reconcile licensing, initiate procurements and provide management reporting.

3.1. Technical Requirements

Inherent in this task is support for routine operational activities related to software requests and licensing. Contractor support shall include project management and reporting; process and procedure development; cost and schedule maintenance; asset/license tracking and reconciliation; and internal and external coordination.

The Contractor shall develop, deliver, implement, and maintain documents and processes, such as, but not limited to, those listed below:

- Business and Technical Requirements
- Market surveys

- Alternative Analysis
- Cost-Benefit Analysis
- Government Cost Estimate
- Life Cycle Cost Estimate
- SOW & Requests for Proposal (RFP)
- Operational Requirements
- Logistics Support Plan
- Stakeholder and Communication Plans
- Site and POC Information Maintenance
- Project planning, execution and closure
- Project Status Tracking
- Delivery of IT Products and Services
- Software Asset/License Tracking and Reconciliation
- Invoicing Support and Reconciliation

3.2. Administrative Requirements

The Contractor shall develop and/or maintain database, tracking, and reporting systems and perform other program-related activities. These activities may include, but are not limited to, the following areas:

- Develop, implement, and/or maintain databases or reporting systems required for project management and tracking.
- Provide support in project activities, such as, but not limited to development, implementation, and maintenance of project documents, plans, operating procedures, and performance measures.
- Assist in the development of documents that define the project, project goals and objectives.
- Develop and/or update detailed project management plans including Work Breakdown Structures (WBS), with required tasks, responsibility, and accomplishment dates.
- Assist in providing project control and analysis to determine if a project is on schedule, within budget, proceeding in conformance with approved plans and specifications, and being implemented efficiently and effectively.
- Develop, implement, and/or maintain databases or reporting systems required for site and POC information tracking.
- Develop, implement, and/or maintain databases or reporting systems required for software asset/license tracking and data reconciliation.
- Develop, implement, and/or maintain databases or reporting systems required for tracking and reconciling invoices.

3.3. Staffing Requirements

The contractor shall identify a Lead Individual for the Software Management support task. This individual shall be designated as a **Key Personnel**. This lead individual shall have the following minimum qualifications:

- 3 years minimum of demonstrated experience with TSA processes, products and services, and related applications and tools.
- Project Management Institute (PMI) Project Management Professional (PMP) certification or 3 years of demonstrated project management experience.
- 2 years of knowledge and proficiency with Microsoft Office Word, PowerPoint, Access and significant knowledge in:
 - Excel – IF Formulas, Macro, Pivoting Data, Dashboards
 - SharePoint – Create Document Library, Create List Library, and WebParts
 - InfoPath – Creating Forms, and Publishing Forms
- Minimum 3 years of demonstrated experience in Federal Acquisition Regulations (FAR)
- Must possess the qualifications/skills/experience described for “Other contractor personnel” below.

Other contractor personnel supporting this task area shall possess the following qualifications/skills/experience as indicated below:

- Federal Government management, operations and contract experience
- Familiarity with Federal regulations and directives (DHS/TSA experience preferred)
- Significant knowledge and experience with software asset/license management process, procedures and tools
- Familiarity with TSA process, EUSD products and services, and related applications and tools desired. Familiarity with Inventory Management Systems, Software Patching/Update Tools, and Equipment Discovery Tools such as, but limited to, Sunflower Asset Management System (SAMS), Symantec and Altiris.
- Significant knowledge and experience with Microsoft Office applications including Word, Excel, Access and SharePoint
- Familiarity with industry best practices and ability to incorporate them into current project planning
- Familiarity with Government-wide, DHS, and TSA (preferred) contract vehicles and procedures to help implement IT support capabilities in an efficient and timely manner

SECTION VI: Government Furnished Resources and Information

Office Space & Equipment

The Government shall provide on-site office space for Contractor personnel to work at the Government location and provide furniture, telephone service, workstations, software tools, and any other required equipment to perform contract tasks.

Expiration of Contract/Data Disposition

At the expiration of the contract, the contractor shall return all TSA information and IT resources provided to the contractor during the contract, and provide a certification that all assets containing or used to process TSA information have been sanitized in accordance with TSA MD 1400.3, related IT Security Policy Handbook and Technical Standards.

Proof of sanitation shall be delivered via electronic transmission (soft copy) to the COTR. In addition, the contractor shall provide a master asset inventory list that reflects all assets, government furnished equipment (GFE) or non-GFE that were used to process TSA information.

SECTION VII: Administrative

Working Hours

Contractor employees shall perform services during the normal duty hours of 8:00 A.M. to 4:30 P.M. (Eastern Time), which includes a 30 minute lunch break. In the event the Government requires urgent after business hours or weekend support, the Contracting Officer or Contracting Officer Representative will coordinate the requirement with the contractor's Lead Project Manager to work out the details. Any contractor employee providing urgent support will receive compensatory time off equivalent to the urgent hours worked. At no time will the Government provide premium pay.

The contractor is exempt from working on established Federal holidays as designated by the Office of Personnel Management (OPM).

Deliverables

Deliverable	Due Date/Phase	Deliverable Recipient (include contact information)	Deliverable Format	Reference (specify CDRL, attachments, etc.)
Kick-Off Meeting	Within 5 days of award	CO, COR	NA	NA
Weekly Status Report	Weekly	CO,COR, PM	MS Office	(1) Hard Copy; (1) Soft Copy
Weekly Status Meeting	Weekly	PM	Meeting Agenda and Meeting Minutes, MS Office format	(1) Hard Copy; (1) Soft Copy
Special Initiative/Project Status Report	Weekly after Initiative/Project Kickoff Meeting	CO,COR, PM	MS Office	(1) Hard Copy; (1) Soft Copy

Place of Performance:

Primary work site will be TSA HQ located in Arlington, VA. Contractor personnel may be required to work from an Alternate Work Site (AWS) such as:

TSA Springfield Warehouse
6810 Loisdale Rd
Building A, Door 19
Springfield, VA 22150

Any other AWS location will be within close proximity to TSA HQ. The CO or COR will provide the contractor as much advance notice as possible when it is necessary to perform services at the AWS.

Travel:

No travel will be required however contractor personnel may be required to work from an AWS as detailed above.

SECTION VIII: Reserved

SECTION IX: Requirements for Handling Sensitive, Classified, and/or Proprietary Information

Prior to the onset of any task order awards, contractor personnel will be required to sign and submit a confidentiality and non-disclosure agreement to be filed in the official contract file. Said agreements must be updated each time staffing changes and for each Task Order.

Security of Systems Handling Personally Identifiable Information and Privacy Incident Response

Definitions

“Breach” (may be used interchangeably with “Privacy Incident”) as used in this clause means the loss of control, compromise, unauthorized disclosure, unauthorized acquisition, unauthorized access, or any similar situation where persons other than authorized users, and for other than authorized purpose, have access or potential access to Personally Identifiable Information, in usable form whether physical or electronic.

“Personally Identifiable Information (PII)” as used in this clause means any information that permits the identity of an individual to be directly or indirectly inferred, including any other information that is linked or linkable to that individual regardless of whether the individual is a citizen of the United States, legal permanent resident, or a visitor to the United States.

Examples of PII include: name, date of birth, mailing address, telephone number, Social Security Number (SSN), email address, zip code, account numbers, certificate/license numbers, vehicle identifiers including license plates, uniform resource locators (URLs), Internet protocol addresses, biometric identifiers (e.g., fingerprints), photographic facial

images, or any other unique identifying number or characteristic, and any information where it is reasonably foreseeable that the information will be linked with other information to identify the individual.

“Sensitive Personally Identifiable Information (Sensitive PII)” as used in this clause is a subset of Personally Identifiable Information, which if lost, compromised or disclosed without authorization, could result in substantial harm, embarrassment, inconvenience, or unfairness to an individual. Complete social security numbers (SSN), alien registration numbers (A-number) and biometric identifiers (such as fingerprint, voiceprint, or iris scan) are considered Sensitive PII even if they are not coupled with additional PII. Additional examples include any groupings of information that contains an individual’s name or other unique identifier plus one or more of the following elements

- i. Driver’s license number, passport number, or truncated SSN (such as last 4 digits)
- ii. Date of birth (month, day, and year)
- iii. Citizenship or immigration status
- iv. Financial information such as account numbers or Electronic Funds Transfer Information
- v. Medical Information
- vi. System authentication information such as mother’s maiden name, account passwords or personal identification numbers (PIN)

Other Personally Identifiable information may be “sensitive” depending on its context, such as a list of employees with less than satisfactory performance ratings or an unlisted home address or phone number. In contrast, a business card or public telephone directory of agency employees contains Personally Identifiable Information but it is not sensitive.

Systems Access

Work to be performed under this contract requires the handling of Sensitive PII. The contractor shall provide the Government access to, and information regarding its systems, when requested by the Government, as part of its responsibility to ensure compliance with security requirements, and shall otherwise cooperate with the Government in assuring compliance with such requirements. Government access shall include independent validation testing of controls, system penetration testing by the Government, Federal Information Security Management Act (FISMA) data reviews, and access by agency Inspectors General for its reviews.

Systems Security

In performing its duties related to management, operation, and/or access of systems containing Sensitive PII under this contract, the contractor, its employees and subcontractors shall comply with applicable security requirements described in DHS Sensitive System Publication 4300A or any replacement publication and rules of conduct as described in TSA MD 3700.4.

In addition, use of contractor-owned laptops or other media storage devices to process or store PII is prohibited under this contract until the contractor provides, and the contracting officer in coordination with CISO approves, written certification by the contractor that the following requirements are met

1. Laptops employ encryption using a NIST Federal Information Processing Standard (FIPS) 140-2 or successor approved product.

2. The contractor has developed and implemented a process to ensure that security and other applications software are kept current.
3. Mobile computing devices utilize anti-viral software and a host-based firewall mechanism.
4. When no longer needed, all removable media and laptop hard drives shall be processed (i.e., sanitized, degaussed, or destroyed) in accordance with DHS security requirements.
5. The contractor shall maintain an accurate inventory of devices used in the performance of this contract.
6. Contractor employee annual training and rules of conduct/behavior shall be developed, conducted/issued, and acknowledged by employees in writing.
7. Training and rules of conduct shall address at minimum
 - a. Authorized and official use
 - b. Prohibition against use of personally-owned equipment to process, access, or store Sensitive PII
 - c. Prohibition against access by unauthorized users and unauthorized use by authorized users
 - d. Protection of Sensitive PII
8. All Sensitive PII obtained under this contract shall be removed from contractor-owned information technology assets upon termination or expiration of contractor work. Removal must be accomplished in accordance with DHS Sensitive System Publication 4300A, which the contracting officer will provide upon request. Certification of data removal will be performed by the contractor's Project Manager and written notification confirming certification will be delivered to the contracting officer within 15 days of termination/expiration of contractor work.

Data Security

Contractor shall limit access to the data covered by this clause to those employees and subcontractors who require the information in order to perform their official duties under this contract. The contractor, contractor employees, and subcontractors must physically secure Sensitive PII when not in use and/or under the control of an authorized individual, and when in transit to prevent unauthorized access or loss. When Sensitive PII is no longer needed or required to be retained under applicable Government records retention policies, it must be destroyed through means that will make the Sensitive PII irretrievable.

The contractor shall only use Sensitive PII obtained under this contract for purposes of the contract, and shall not collect or use such information for any other purpose without the prior written approval of the contracting officer. At expiration or termination of this contract, the contractor shall turn over all Sensitive PII obtained under the contract that is in its possession to the Government.

Breach Response

The contractor agrees that in the event of any actual or suspected breach of Sensitive PII (i.e., loss of control, compromise, unauthorized disclosure, access for an unauthorized purpose, or other unauthorized access, whether physical or electronic), it shall immediately, and in no event later than one hour of discovery, report the breach to the contracting officer, the Contracting Officer's Technical Representative (COR), and the TSA Director of Privacy Policy & Compliance (TSAprivacy@dhs.gov). The contractor is responsible for positively verifying that notification is received and acknowledged by at least one of the foregoing Government parties.

Personally Identifiable Information Notification Requirement

The contractor has in place procedures and the capability to promptly notify any individual whose Sensitive PII was, or is reasonably believed to have been, breached, as determined appropriate. The method and content of any notification by the contractor shall be coordinated with, and subject to the prior approval of the Government, based upon a risk-based analysis conducted by the Government in accordance with DHS Privacy incident Handling Guidance. Notification shall not proceed unless the Government has determined that: (1) notification is appropriate; and (2) would not impede a law enforcement investigation or jeopardize national security.

Subject to Government analysis of the breach and the terms of its instructions to the contractor regarding any resulting breach notification, a method of notification may include letters to affected individuals sent by first class mail, electronic means, or general public notice, as approved by the Government. At minimum, a notification should include: (1) a brief description of how the breach occurred; (2) a description of the types of personal information involved in the breach; (3) a statement as to whether the information was encrypted or protected by other means; (4) steps an individual may take to protect themselves; (5) what the agency is doing, if anything, to investigate the breach, to mitigate losses, and to protect against any further breaches; and (6) point of contact information identifying who affected individuals may contact for further information.

In the event that a Sensitive PII breach occurs as a result of the violation of a term of this contract by the contractor or its employees, the contractor shall, as directed by the contracting officer and at no cost to the Government, take timely action to correct or mitigate the violation, which may include providing notification and/or other identity protection services to affected individuals for a period not to exceed 12 months from discovery of the breach. Should the Government elect to provide and/or procure notification or identity protection services in response to a breach, the contractor will be responsible for reimbursing the Government for those expenses.

Pass-Through of Security Requirements to Subcontractors

The contractor agrees to incorporate the substance of this clause, its terms and requirements, in all subcontracts under this contract, and to require written subcontractor acknowledgement of same. Violation by a subcontractor of any provision set forth in this clause will be attributed to the contractor.

**Statement of Work
For Administrative Support Services
Office of Civil Rights & Liberties, Ombudsman and Traveler Engagement (CRL/OTE)
Transportation Security Administration**

1. REQUIRING ORGANIZATION

Department of Homeland Security
Transportation Security Administration
Office of Civil Rights & Liberties, Ombudsman and Traveler Engagement
601 South 12th Street, TSA-33
Arlington, VA 20598

2. BACKGROUND

The mission of the Transportation Security Administration (TSA) is to protect the Nation's transportation systems to ensure freedom of movement for people and commerce. The CRL/OTE supports TSA in two distinct areas: 1) Managing the timely sharing, coordination, and protection of information related to transportation security and 2) Ensuring that employees and the traveling public are treated in a fair and lawful manner, consistent with Federal laws and regulations prohibiting discrimination and reprisal. In addition, the mission of CRL/OTE is delivering quality information to TSA stakeholders, both internal and external, and ensuring that employees and the traveling public are treated in a fair and lawful manner, consistent with federal laws and regulations protecting privacy, affording redress, and prohibiting discrimination and reprisal.

To support this mission, CRL/OTE provides services and functions through a Business Management Office (BMO) and five (5) Divisions and a Privacy Office, as described below the contract administrative support team shall:

1. Provide an administrative support team that will complete:
 - a. Compile and mailing the request for counseling to initiate the EEO complaint process and upload documents to the CRD database.

2. Contract administrative support team shall provide administrative support that will complete the:
 - a. Handling of incoming mail;
 - b. Uploading documents to the CRD data base;
 - c. Mailing investigative files and election letters to complaints;
 - d. Receiving and filing incoming investigative files from the investigators; and

e. Mailing or otherwise forwarding documents responsive to EEOC hearings orders and appeal notices

3. Contract administrative support team shall provide an administrative support that will complete critical processing functions of:

- a. Receiving and filing incoming investigative files; and
- b. Producing four bound volumes of each investigative file.

4. Contract administrative support team shall provide an administrative support team that will complete:

- a. Records Management disposition for all of CRD, and provide baseline analysis;
- b. Ad hoc search development, managing OACS GFE system of record;
- c. Develops and updates all administrative System Operation Procedures (SOPs);
- d. Develops training publications and materials for analysis and consultants;
- e. Provides user testing and feedback on multiple platforms;
- f. Provides data entry and document upload to iComplaints, EFX;
- g. Trained on EEOC FedSEP portal; and
- h. Processes, tracks and handles all mail from FedEx, UPS and US Postal Service.

5. Contract administrative support team shall provide administrative support that will:

- a. Produce and distribute all training materials and Special Emphasis Materials (SMEs); and
- b. Mail all correspondence.

6. Contract administrative support team shall:

- a. Be staffed to support at least 311 finalized and closed actions per week; and provide all steps in the intake and assignment process in the Redress Process;
- b. Perform all administrative tasks to prepare and maintain detailed records and performance metrics as required by the DHS TRIPS.

7. Contract administrative support team shall provide administrative support team with sufficient resources to:

- a. Comply with FOIA regulations that require a 20-day deadline for an agency response not including FOIA-authorized times extensions;
- b. Removing the backlog of 519 cases;
- c. Answering and handling telephone calls;

- d. Document handling (mailing, faxing, scanning, filing, copying, printing, distributing and archiving);
- e. Preparing files and records for delivery to the Federal Records Center; and
- f. Performing data entry in FOIA case management database.

3. SCOPE

TSA is seeking to procure administrative support services under the Department of Homeland Security Technical, Acquisition and Business Support Services (TABSS) indefinite delivery/indefinite quantity to assist in meeting its mission, goals and objectives for the Office of Civil Rights & Liberties, Ombudsman and Traveler Engagement and its divisions. This task order will be for a term of a Base Year with four one-year option periods.

4. HISTORICAL WORKLOAD

- a. The Business Management Office (BMO) For the administrative and clerical duties identified in **Section 5. TASKS** below, the BMO in FY2011:
 - i. Received 2,200 requests for services.
 - ii. Processed and entered data for 263 supply and miscellaneous orders into vendor-specific websites and routed to appropriate purchase cardholder.
 - iii. Mail picked up twice daily from 3rd floor of West building and 7th floor of East building and distributed accordingly.
 - iv. Prepared required Information Technology (IT) forms for submission on IT-related matters. More than 1000 requests for new user accounts, deactivations, list manager requests, shared drive access requests, and IT help desk requests were processed.

- a. The CRL/ OTE CRD program is the largest program within the CRL/ OTE. The current CRD workload, by branch, is:
 - i. Equal Employment Opportunity (EEO) Management Branch is responsible for the Informal and Formal complainant investigations. For informal complaints, In FY2012, the EEO Management Branch processes an average of 1411 contacts with complainants are received annually of which 50% are actual complaint cases, and the remaining are formal cases. For formal complaints the EEO Management Branch processes an average of 900 open/active cases which includes an average of 350 new formal complaints of discrimination per year, and 600 "current" open cases in process of which 10% are received through requests each month from external parties requiring support services for copying, mailing, and delivery of case file documents. Additionally, the EEO Management Branch processes about 125 complaint settlement agreements per year.

- ii. Consultative Services Section of (OACS) Branch conducts 30 EEO training sessions per year to administer specialized training courses for approximately 7,000 employees.
- b. CRL/ OTE Redress Branch currently receive a weekly average of 981 e-mail inquiries and an average of 470 redress requests.
- c. The TCC quality review is conducted both monthly (on a small scale) and quarterly by government staff. There are approximately 600 records reviewed on a quarterly basis and 50 records on a monthly basis.
- d. The FOIA program received 861 requests in FY2012 (monthly average of 72 requests) The program averages 585 open requests at any given time.
- e. The Disability and Multicultural Division (DMD) receives and processes close to 1,000 complaints from the traveling public every year. In addition, the Disability Branch receives approximately 60 requests for assistance per week through a helpline called *TSA Cares*.

5. TASKS

- a. The CRL/ OTE require administrative support to perform a full array of administrative and clerical duties including:
 - i. Answering telephone calls, responding to customer inquiries and forwarding information to the appropriate staff.
 - ii. Mailing, faxing, scanning, filing, copying, printing, tabbing files, distribution and archiving support of documents.
 - iii. Creating, redacting, compiling, merging and editing documents, reports, spreadsheets, papers, presentations and letters.
 - iv. Performing queries (ad-hoc reports), running reports, importing/exporting data.
 - v. Preparing files and records for delivery to the Federal Records Center
 - vi. Performing data entry
 - vii. Initiating, tracking and coordinating scheduling requests and logistic arrangements to support meetings and conferences.
 - viii. Initiating, tracking and coordinating draft responses for government review through the office for letters, e-mails, and calls received from citizens, government and non-governmental entities.
 - ix. Preparing correspondence, presentations, website content, and reports as required.
 - x. Providing day-to-day clerical and administrative support, as required.

- xi. Prepare and follow-up on requests for action
- xii. Researching topics for briefings and/or speeches.
- xiii. Handling supplies; compiling orders, receiving, and distribution and inventory.
- xiv. Other duties as needed.

b. The CRD is the largest CRL/ OTE program office. In addition to the general administrative/ clerical tasks listed above CRD requires specialized administrative tasks under the following categories;

- 1) Case File Services – These tasks address new case file folder preparation, filing, scanning, uploads, downloads, and training folder preparation.
 - i. Create new hard copy folders for EEO case files with tabs, dividers, etc.
 - ii. File and retrieval of hard copy case files.
 - iii. File and retrieve soft copy (electronic) case files.
 - iv. Scan case files.
 - v. Review and assess previously scanned records for accuracy and reliability.
 - vi. Upload and download case files.
 - vii. Enter new and updated information into the case tracking system.
- 2) Data Base – These tasks are focused on generating and updating various weekly/monthly, and status tracking reports.
 - i. Enter new case file information into inventory management system.
 - ii. Run labeling software to print labels for new case files.
 - iii. Update case file information in the inventory management system (IMS).
 - iv. Enter new and updated data into the report management system (RMS).
- 3) Schedule and Assemble – In support of CRL/ OTE CRD’s training sessions, conferences, and meetings, these tasks address the assembly of materials and scheduling and coordination efforts.
 - i. Per specific tasking provided in writing, assemble training packets in support of CRD divisional requirements.
 - ii. Assist CRD scheduling function to include calendar updates, meetings and conferences, and typing up class rosters and completion certificates.
 - iii. Assist in the preparation of materials for meetings and off-site conferences.
 - iv. Reserve, schedule, and coordinate event locations and monitor event timeliness.
 - v. Per written government training requirements, prepare OACSD’s training materials for 70+ classes involving 7,000 employees.

- 4) Records Management System – These tasks address support activities related to CRL/ OTE CRD’s Electronic High Density Filing Cabinet (EHDFC) system including collecting, organizing, indexing, scanning, and inventorying case file records.
 - i. EHDFC - Maintain quality control through proper case file order, location, and disposition checks.
 - ii. File, classify, label, and preserve records on any medium and pull records as requested.
 - iii. Collect, organize, index, scan, inventory records, and review order in which records are filed.
 - iv. Assist with reviewing records for appropriate disposition.
 - v. Assist with the actual disposition of records to include indexing and boxing of records for shipment.

- 5) Monitor Service Inbox – The Administrative Request Service Inbox is the repository for all incoming administrative support requests. These tasks address the proper monitoring and processing of requests.
 - i. Administrative Team members should actively monitor the Administrative Service Request Inbox for new tasks.
 - ii. The contractor project manager should provide oversight to ensure tasks are accepted and properly prioritized and tracked.
 - iii. Support Administrative Support Pool activities as assigned or as tasked.
 - iv. Track work to be completed, follow up to determine work status and update tracking reports.
 - v. Create documentation as required to further define tasks and work flow.

- 6) Support Internal EEO Investigation Work Unit – CRD is building an internal EEO investigation capability staffed with government employees. This work unit will perform the same functions as CRD’s contractor field investigators. The admin support team will provide the general administrative/ clerical tasks listed in 5.a.above and the specialized administrative tasks listed in 5.b. above.

- c. In addition to the administrative and clerical duties identified in Section 5.Tasks a, the Disability and Multicultural Division (DMD) requires the following administrative duties:
 - 1) Intake coordination – DMD needs all complaints and requests for assistance tracked from receipt through closure. These tasks address the proper monitoring and processing of requests:
 - i. Monitoring of multiple input sources for complaints and requests for assistance;

- ii. Entry of complaints and requests for assistance into various databases.
 - iii. Assignment of complaints and requests for assistance to appropriate staff.
 - iv. Sending acknowledgements of receipt and other correspondence to complainants.
 - v. Follow-up and tracking of progress in processing and closing complaints and requests for assistance.
 - vi. Creating and maintaining hard copy and electronic files related to above activities.
 - vii. Assisting with outreach activities, including the Division's annual conference.
- d. In addition to the administrative and clerical duties identified in *Section 5.Tasks a*, the TED requires the following administrative duties:
- i. Provide analytical support for Division and program(s) performance and quarterly quality evaluation, identify trends and make recommendations to support administration using Advanced MS Excel analytical techniques, including creating reports using pivot tables, graphs, formula and charts;.
 - ii. Complete program-related documentation, including project authorization documents, assisting with business requirements analysis and assisting with project support for information technology system (current and future), documenting processes and process flows;
 - iii. Prepare clear and concise briefings to be provided for all audience levels using MS Office Suite Products; and
 - iv. Assist with critical and complex communications to travelers.
- e. The **TSA Contact Center (TCC)** Branch of **TED** requires administrative support for Division and program(s) performance and quarterly quality evaluations in addition to the administrative and clerical duties identified in *Section 5, Tasks a. and d.* TCC support includes compilation of scores for each record review and data entry.

6. ADDITIONAL CRD REQUIREMENTS

The contractor shall provide qualified administrative support personnel (hereafter called "Administrative Team") that are capable of providing task completion within the designated time period and quantity requirements. Administrative support is an essential element to the successful execution of the CRL/ OTE mission. The administrative tasks of archiving, copying, scanning, faxing, data entry and mailing documents are critical to meeting Federal statutory and regulatory timelines, processes and procedures.

Administrative Support Team Priorities

- a) CRL/ OTE CRD views all division and work group administrative requests as being equally important. The contractor shall make every attempt to complete all requests within the designated due date and time. Statutory requirements drive some of these current tasking requests most notably from the EEO Management Branch. These include:
 - 1) Formal complaint 24-hour turnaround requirement for Election Letters and Hearing & Appeals requests (Note: there will be designated occasions on the service requests when the time is actually longer).
 - 2) Informal complaint 24-hour mail-out requirement for Alternative Resolution Conflict (ARC) packages.
- b) All CRL/ OTE CRD request originators designate the appropriate due date and time.
- c) All “CRDAdministrativeSvsReq” current tasking requests having designated due dates and times are equal and should be handled on a first come; first serve basis. For instances of competing tasks due on or about the same time, the statutory requirements will be the higher priority. The contractor project manager properly assigns and balances the “CRDAdministrativeSvsReq” work responses thus ensuring the timely completion of requests. The contractor project manager shall manage the workload to ensure timely completion of requests and shall also apprise CRL/ OTE CRD oversight staff whenever a situation occurs of possible delay.

7. REPORTS AND PLANS

See Section 11 for the “Deliverables” table that includes the due date for each report.

- a) Cost Report – the report shall have at a minimum the reporting period, a listing of all personnel assigned to the project, all applicable labor categories, all applicable labor rates (fully burdened), and the projected number of hours for each individual to work, the actual hours each individual worked on the project, the burn rate, cumulative dollar and percentage of funds expended, total funds remaining, projected spending for the next month, total projected costs, and funding shortfall date (if applicable). The plan shall be in MS Excel, preferably 2007 electronic format.
- b) Weekly Activity Report – the weekly report shall provide details of the completed tasks for that week.

- c) Monthly Activity Report – this monthly report shall contain, at a minimum, accomplishments for the period, issues and problems, tasks and work completed for the period, lessons learned during the period, and goals and objectives for the next period. The report shall be segregated by CRL/ OTE program office.
- d) Performance Review – the contractor project manager will attend a monthly performance review meeting with program offices designees. The contractor project manager is responsible for the meeting’s agenda and minutes. The agenda will include a summary of the weekly activity reports. The contractor project manager will have three business days after the review session to submit the draft minutes to CRL/ OTE for review and approval.
- e) Administrative Service Request Report – the report shall contain, at a minimum, task data from the *CRDAdminSvsReq* mailbox to track dates (received, requested delivery date, and completion date), CRL/ OTE CRD division/requestor, brief task description, hours worked per task and assigned Contractor staff member.
- f) Start Plan and Briefing – Within two weeks of the award date, the contractor shall prepare, document, schedule, and present a briefing that describes their understanding of the requirements and deliverables, their plan for starting the work, and their staff utilization plan.
- g) Transition Out Plan – The Government defines “Transition” as the effective efficient completion of knowledge transfer (information exchange, document exchange, discussions, training, etc.) to ensure uninterrupted operational capability as one Government contractor assumes responsibilities from another. The Government objective is to minimize, to the maximum extent possible, the adverse impact imposed by the transition process. The contractor shall prepare and submit a Transition Out Plan which shall outline the steps the Contractor will take during transition not less than 30 calendar days before the end of the contract.

The Contractor shall actively participate in all transition activities by providing documents, administrative support, technical support, diagrams, and briefings as required by the Government. This transition process takes place at the end of the contract term or as determined by the Contracting Officer if terminated during a period of performance or at the end of a period of performance or option period.

8. KEY PERSONNEL

The contractor shall provide a project manager (PM) who is expected to contribute to team productivity and to be on-site and involved at a 100% level of effort (40 hours a week). The PM shall serve as the Government's major point-of-contact and provide overall leadership and guidance for all contractor personnel assigned to this contract. The PM is responsible for the quality and efficiency of the contract to include both business process and technical issues. The PM shall assign tasks to contractor personnel, supervise ongoing efforts, and manage contractor staff in response to Government issues, concerns, or problems. This person shall be readily available to respond to Government questions, concerns, and comments, and be proactive in alerting the Government to potential contractual or programmatic issues.

9. RECORDS MANAGEMENT INFORMATION

- a) Contractor shall treat all deliverables under the contract as the property of the U.S. Government for which the Government Agency shall have unlimited rights to use, dispose of, or disclose such data contained therein as it determines to be in the public interest.
- b) Contractor shall not create or maintain any records that are not specifically tied to or authorized by the contract using Government IT equipment and/or Government records.
- c) 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 by the Freedom of Information Act.
- d) Contractor shall not create or maintain any records containing any Government Agency records that are not specifically tied to or authorized by the contract.
- e) The Government Agency owns the rights to all data/records produced as part of this contract.
- f) The Government Agency owns the rights to all electronic information (electronic data, electronic information systems, electronic databases, etc.) and all supporting documentation created as part of this contract. Contractor must deliver sufficient technical documentation with all data deliverables to permit the agency to use the data.
- g) Contractor agrees to comply with Federal and Agency records management policies, including those policies associated with the safeguarding of records covered by the Privacy Act of 1974. These policies include the preservation of all records created or received regardless of format [paper, electronic, etc.] or mode of transmission [e-mail, fax, etc.] or state of completion [draft, final, etc.].

- h) No disposition of documents will be allowed without the prior written consent of the Contracting Officer. The Agency and its contractors are responsible for preventing the alienation or unauthorized destruction of records, including all forms of mutilation. Willful and unlawful destruction, damage or alienation of Federal records is subject to the fines and penalties imposed by 18 U.S.C. 2701. Records may not be removed from the legal custody of the Agency or destroyed without regard to the provisions of the agency records schedules.
- i) 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, this contract. The Contractor (and any sub-contractor) is required to abide by Government and Agency guidance for protecting sensitive and proprietary information.

10. APPLICABLE DOCUMENTS

The following documents are referenced and available to assist the contractor in properly understanding the requirements and scope of the requirements:

Control Number	Document
TSA MD3700.4	Handling Sensitive Personally Identifiable Information
TSA MD200.7	Records Management Program
TSA Instructional Guide	Instructional Guide for Preparing and Transferring Records to the Federal Records Center
5 U.S.C. 552	Freedom of Information Act
6 CFR Part 5	Department of Homeland Security, Freedom of Information Act and Privacy Act Procedures
5 U.S.C. 552a	Privacy Act

11. DELIVERABLES

The following deliverables shall be provided to the COTR with the data contained within separated by the specific Program Office.

No.	REQUIREMENT NO.	NAME	DUE DATE
	.a)	Cost Report	Weekly by 5:00 p.m. Thursday
	.b)	Weekly Activity Report	Each Tuesday, by 9:00 a.m. via e-mail.
	.c)	Activity Report – Team	Monthly, by 5:00 pm on the 3 rd Tuesday
	.d)	Performance Review	Monthly, 4 th Thursday (or more frequently as necessary)
	.e)	Administrative Service Request Report (CRD)	Weekly, due by 9:00 am, Monday
	.f)	Start Plan and Briefing	Within two weeks of the start date
	.g)	Transition Out Plan	Not less than 30 calendar days before the end of the contract

Delivery Instructions

All deliverables shall be submitted to the Contracting Officer and the COR by email. These documents shall be prepared using Microsoft Office suite (e.g., Word, Excel) at a version not more than one version below TSA's current level.

12. GOVERNMENT-FURNISHED RESOURCES

The following Government-furnished property/information will be provided for this effort:

GFP/GFE to be Provided	Description
Personnel Workspace	On-site office space for all Contractor personnel will be provided. All Contractor personnel will be provided desktop computer, network and printer access, office supplies, phone, and access to a copier, scanner, and facsimile.

12.1. GOVERNMENT FURNISHED INFORMATION

The Government will provide all necessary data and information for Contractor tasking(s) conducted under this task order.

12.2 GOVERNMENT FURNISHED PROPERTY

The Government will provide the workspace, equipment and supplies necessary at the TSA location to perform on-site services required in this task order. As space at TSA Headquarters is limited, the total number of contractor staff on-site shall not exceed three (3) individuals on any given day.

12.2.1 No Contractor personnel shall be granted access to DHS systems processing sensitive information who is not a citizen of the United States. Exceptions may be granted at the Component Information Systems Security Manager (ISSM) level and reported to the Chief Information Security Officer (CISO) and Chief Security Officer (CSO).

12.2.2 The Contractor shall use Government-furnished computers only for the performance of work under this task order, and shall be responsible for returning all Government furnished property in good working condition, subject to normal wear and tear. Secure filing or desk cabinets and the associated keys will be provided at the TSA location to ensure proper handling and management of confidential, SSI- containing documents.

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Statement of Work (SOW)

FOR

Transportation Security Administration (TSA)

Office of Training and Workforce Engagement (OTWE)

PROGRAM MANAGEMENT SUPPORT SERVICES

July 2015

Attachment 2

1.0 BACKGROUND

Transportation Security Administration (TSA) protects the Nation's transportation systems to ensure freedom of movement for people and commerce. Office of Training and Workforce Engagement (OTWE) directly supports TSA's mission by providing the full range of training, development and workforce engagement functions to TSA employees, along with international and industry partners. OTWE works to understand the agency's key strategies, priorities and challenges, and then align TSA training, development and employee engagement programs to enable successful execution of the agency's mission. The Business Management Office (BMO) is responsible for providing support services for all business management functions required to execute the OTWE mission. BMO is also responsible for oversight of internal controls and business processes across all OTWE functions.

The Acquisition and Contracting Integration (ACI) Branch within OTWE BMO is providing pre-award and post-award acquisition support, contract management and oversight. Within ACI reside the Program Management Office and the Contracting Officer Representatives for the all contracts supporting OTWE operational divisions: Security Operations Training, Workforce Engagement and Development, Standards & Integration and Law Enforcement & Industry Training.

2.0 SCOPE OF WORK

The Business Management Office (BMO) within the Office of Training and Workforce Engagement (OTWE) is seeking an Offeror to support OTWE programs throughout the Acquisition Lifecycle phases and assure consistent and efficient acquisition and program management support and review processes.

The scope of this contract includes all tasks associated with providing acquisition and program management support services in a manner that ensures compliance and interoperability with the requirements of the DHS, TSA and OTWE. The Contractor shall interface with other Divisions within OTWE and support collaboration and coordination across the Program(s).

The Contractor shall support OTWE in fulfilling DHS AD102-01 lifecycle acquisition process requirements and assisting OTWE program managers and program analysts. Services shall include, but are not limited to: business case development; drafting acquisition program documents; qualitative and quantitative analysis; tracking acquisition performance against metrics; development and maintenance of databases and executive reporting systems; reporting integration; Quality Assurance process development and maintenance.

The Contractor may also be requested to fulfill any requirements as allowed in the overarching Technical, Acquisition, and Business Support Services (TABSS) SOW.

3.0 GENERAL REQUIREMENTS

The Contractor shall provide all labor and supervision to support the acquisition and program management as well as the configuration management for OTWE programs. The Contractor shall analyze plans and programs and participate in acquisition strategic planning activities. The Contractor shall assist the government with program and project management activities as generally described below. The Contractor shall not participate in policy or decision-making which is the direct responsibility of the Federal

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Government. All tasks shall conform to DHS, TSA and OTWE established procedures and project documentation.

The purpose of these activities is to support the efficient and effective execution of the OTWE operational mission.

3.1 Acquisition Support

The Contractor shall:

- (1) Assist in the planning of the acquisition activities, which includes the development of acquisition integrated master schedules (IMS) and tracking of the acquisition activities on the schedule. The Contractor will report all schedule activity status to the PMO.
- (2) Provide input on acquisition related guidelines and requirements, to include the need to understand current acquisition mandated levels of approvals required, required acquisition documents, and the acquisition process.
- (3) Assist in going through the complete acquisition process, from requirements development through contract award. The Contractor shall be well versed on DHS and TSA acquisition guidelines and regulations for many different types of contractual agreements with a wide variety of services providers and stakeholders, including Inter-Agency Agreements (IAAs), Memorandums of Agreements (MOA). This includes familiarity with Acquisition Plans (APs), Acquisition Program Baseline (APB) in accordance with the Federal Acquisition Regulation (FAR) requirements.
- (4) The Contractor shall draft, update, coordinate input, and/or review and provide comments to program documentation for the acquisition process. These documents include but are not limited to the following:
 - Statement of Work/ Statement of Objectives/ Performance Work Statement
 - Acquisition Plan (support)
 - Earned Value Management (support)
 - IT Acquisition Review Support
 - Independent Cost Estimate
- (5) Participate as an advisor on acquisition evaluations. The Contractor shall provide evaluation assistance in the areas of expertise listed in the Performance Work Statement as it relates to review of proposals submitted by sustainment Contractors.
- (6) Draft acquisition documentation to include briefings as required to comply with the acquisition directive in accordance with program management best practices and DHS/TSA policies and procedures. Documentation shall be prepared and updated as dictated by the program needs.
- (7) Assist in Acquisition Planning and Pre-solicitation activities. These documents shall describe the administrative functions, technical approach, organizational resources, management controls, and quality assurance monitoring to be employed for meeting the cost, performance and schedule requirements:
 - Analysis of Alternatives
 - Operational Requirements Document
 - Concept of Operations

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- Life Cycle Cost Estimate
 - Acquisition Program Baseline
 - Mission Needs Statement
 - Capability Development Plan
 - Cost-Benefit Analysis
 - Risk Management Plan
 - Integrated Master Schedule
 - Capital Planning and Investment Control Plan
 - OMB 300
 - SELC related Documents
- 8) Assist in drafting acquisition plans (to include acquisition strategies), source selection plans (including evaluation criteria), government estimates, justification and approvals (J&A's), synopses, requests for quotes and BPA calls and associated documentation.
 - 9) Work with technical personnel in the development of integrated requirements documents.
 - 10) Perform administrative and logistical support for pre-proposal conferences.
 - 11) Assist in developing pre-award technical documentation
 - 12) Maintain effective version control on all documentation developed and maintained.
 - 13) Act as facilitator for workshops and trainings related to acquisition best practices, Standard Operating Procedures, Training Processes, Business Procedures.
 - 14) Be responsible for managing, planning, and executing a comprehensive support program for current and future OTWE acquisition programs, contributing to OTWE program management activities, demonstrating analytical understanding of training and education policies.
 - 15) Draft, update, coordinate input, and/or review and provide comments to associated documentation to reflect OTWE goals and initiatives.
 - 16) Provide SME with training and education business processes to support identified priorities and participate in functional requirement development, technology solutions assessments, integrated product teams (IPTs), and other professional forums.

3.2 Program Management Support

The contractor shall provide day to day support to the Program Managers (PM) and Deputy Program Managers (DPM) in all areas of their responsibility, including financial management, program documentation, project management, scheduling, and test and evaluation.

The Contractor shall:

- 1) Support Program Managers with program management oversight efforts using tools such as Microsoft Project, Access and Excel and follow the policies, and procedures established by OTWE.
- 2) Assist in the planning of organizational and program processes and procedures to include: process maps, standard operating procedures, program Work Breakdown Structures, and reporting requirements that are required by these processes, and use tools like VISIO to document.
- 3) Monitor and provide recommendations to the PM to assist in managing all phases of acquisition lifecycle and execute in accordance with approved TSA/DHS processes, policy, regulation and statute. Assist in developing program/project plans for all training to include project description, short, medium,

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and long-range objectives, schedule, budget, and risk management (risk identification, analysis, mitigation, tracking, and planning).

- 4) Develop and maintain Project Status Reporting consisting of assigned activities and project periodic status report: progress, issues, risks, dependencies, action items and notes that provide more detail and specificity than the Monthly Status Reports and will be used to manage the contractors work and assignments at a granular level.
- 5) Develop draft functional performance metrics and objectives for programs.
- 6) Provide support for milestone and budget alignment.
- 7) Provide program and project level risk management and change management support.
- 8) Coordinate all Procurement Request (PR) packages with the internal and external OTWE stakeholders to ensure completeness and timely submissions.
- 9) Draft, update, coordinate input, and/or review and provide comments to enhance and sustain performance program tracking. Examples of the types of tracking activities anticipated are:
 - Program metrics
 - Activities, Timelines and milestones
 - Action item indexing and tracking including meeting minutes
 - Program status
 - Risk and status reports
 - Schedule Management and Earned Value Management
 - Program/Project Life Cycle plans
 - Return on Investment Reports (ROI)
 - Management of Integrated Master Plans and Integrated Master Schedules
 - Work Breakdown Structures (WBS)
- 10) Provide Program Management Review (PMR) review, support and management by:
 - Conducting scheduled working sessions prior to each PMR with the PMs and key external stakeholders to ensure PMR is an executive level forum that is forward focused and progress OTWE's and TSA senior leadership strategies and objectives.
 - Working with program and/or support managers to develop and identify supporting performance measures and/or indicators for PMR,
 - Reviewing PMR submission to ensure data and information address stakeholder issues and/or concerns and moves the organization forward
 - Coordinating solutions to actions or issued identified
 - Consolidating data and information indicating forward progress, and
 - Consolidating substantive information to determine program risk
- 11) Support performance measurement efforts for OTWE. Typical actions which shall be performed by the Contractor to accomplish this task are:

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- Assist on reporting on the performance of programs/projects in OTWE and provide supporting documentation throughout the life cycle of the program/project.
 - Recommend appropriate metrics and performance measures to be used in evaluating program/project effectiveness, to include developing and evaluating surveys, and analyzing metrics and performance measures over time.
 - Assist in obtaining and developing baselines for performance measurement activities.
 - Participate in reviews, studies, and activities to evaluate, test plans, and recommend improvements to program processes, documentation, and performance.
- 12) Provide Communications support, including:
- Assisting in the preparation of presentation, briefings, speeches and talking points.
 - Serving as TSA Financial and Management Audit Liaison; TSA Audit Policy Liaison – GAO/OIG.
 - Tracking correspondence to ensure timely response.
 - Assist government personnel with responses to inquiries from oversight agencies (Office Management and Budget, Congress, Department of Homeland Security, General Accountability Office (GAO); and the Office of Inspector General (OIG) or other data calls for program review/concurrence based on historically similar questions/data calls
 - Records Management
- 13) Provide project meeting management, including meeting facilitation, and agenda invitation, minutes, and action item management.
- 14) Capture all taskings, activities, and meetings attended in a tracker spreadsheet.

3.3 Budget and Finance Management Support

The Contractor will assist the OTWE budget and finance staff with business planning, budget presentation, and budget analysis and execution. In addition, the Contractor will prepare integrated OTWE budget documents by gathering and consolidating programmatic documents from the budget and finance staff within the various programs and support organizations within OTWE.

The Contractor shall provide support, recommendations, and assist the federal government financial lead in:

- 1) Budget formulation activities and products that comply with statutory requirements and TSA and DHS Investment Management processes.
- 2) OTWE budget activities and products that respond to TSA, DHS, Office of Management and Budget (OMB), and U.S. Government Accountability Office (GAO) requests for information, resulting in timely release of sufficient funding to maintain progress and momentum of all OTWE projects.
- 3) Cost estimating activities, resulting in a proposed life cycle cost model and cost estimates that are consistent with the latest program direction and technical baseline.
- 4) OTWE budget execution and reporting activities and products that execute, track, and report on all available OTWE funding, resulting in sound fiscal management of all available OTWE funding.
- 5) Life Cycle Cost Modeling (LCCM) activities to comprehensively describe the entire modernization effort and quantifies the projects, task orders, and all other programmatic costs in support of financial and programmatic needs.

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3.4 Business Management Operations

The Contractor shall:

- 6) Provide expertise in organizational structure and human capital management in order to ensure alignment with organizational goals.
- 7) Provide expertise in the areas of organizational integration and change efforts, such as budget and human capital consolidation, organizational and mission realignment, and policy and procedures.
- 8) Deliver a comprehensive workforce estimate process that provides the ability to respond and plan for resource allocation challenges in a strategic and timely manner. The plan shall include processes to build and maintain a highly skilled, high performing work structure that is designed to meet OTWE mission.
- 9) The Contractor shall provide a capability baseline and resource allocation that implements the workforce estimate process. The deliverable shall include detailed allocation of work to resources to ensure consideration for skill requirements and availability constraints.
- 10) Create and maintain integrated list of high visibility tasker from the Front Office, provide status reporting and ensure tasking are closed and deadlines are met.
- 11) Draft quick responses to short suspense actions and coordinate responses with appropriate BMO and OTWE stakeholders for review by BMO Director.
- 12) Develop, draft and assist in the implementation of Best Practices, Strategic Division Plans, and Standard Operating Procedures (SOPs) in accordance with Section 4.2.

3.5 Business Process Improvement and Enhancements

The Contractor shall:

- 1) Recommend new processes based on emerging OTWE trends and/or best practices to achieve more efficient results.
- 2) Perform cost-benefit and value-stream analysis to determine efficiency of potential process improvement efforts.
- 3) Create new draft processes to increase organizational efficiency for PMO approval in accordance with Section 4.2.
- 4) Analyze and identify current As-Is processes and recommend To-Be processes.
- 5) Measure processes and/or procedures using the CMMI Maturity Model, as appropriate.
- 6) Assist OTWE develop process maps to document standard OTWE processes and procedures.
- 7) Apply the appropriate benchmarking methodology necessary for determining improvements needed within the OTWE organization.

3.6 Administrative Specialist Support

Provide complex administrative support; ensure confidentiality and compliance of activities under area of responsibility with administrative requirements. The Contractor shall provide administrative support services for OTWE Senior Leadership and applicable management positions.

The Contractor shall:

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- 1) Effectively communicate with OTWE staff, visitors, and others, to efficiently relay information and/or obtain task oriented technical direction.
- 2) Assist in correspondence management, response preparation, and tracking all tasks assigned to OTWE by TSA HQ and/or DHS HQ.
- 3) Maintain electronic and paper files as required by the Executives and Directors, and/or DHS/TSA HQ procedures.
- 4) Prepare and type correspondences, prepare reports, and capture meeting minutes. Organize material and complete writing assignments with order, clarity, style, and consistent terminology. Follow up with the Executives and Directors for tasks with deadlines, identified issues, and action items that were assigned to others.
- 5) Edit, standardize, and recommend changes to material prepared for the Executives, and Directors.
- 6) Assist OTWE to draft and revise procedures and policies for dissemination to OTWE/TSA employees.
- 7) Maintain web sites and other internal and external communications sources and repositories.
- 8) Participate in Integrated Product Teams (IPTs) as required

3.7 Contract Management Support

The contractor shall:

- 1) Interface with internal and external stakeholders
- 2) Assist in management of the projects considering cost, schedule and performance requirements
- 3) Assist management and track ongoing projects and coordination after contract award with PMO, COR and Office of Acquisitions
 - o Assist with Technical review on deliverables
 - o Help ensure Validation is performed on all services as required by contract
 - o Assist with implementation and management of EVM
 - o Provide ongoing support until contract is completed
 - o Ensure all efforts are coordinated to the master scheduling effort
 - o Once process is implemented, provide support for ongoing management, monitoring, coordination and facilitation of the approved process.
- 4) Assist in providing, tracking, and managing planned and awarded project budgets
- 5) Prepare a draft risk register for all related production/service contract activities
- 6) Track and monitor deliverables
- 7) Track and monitor calendars and meetings
- 8) Support the designated representative with COR functions in accordance with the TSA COR handbook and applicable Management and Operational Directives (MDs and ODs)
- 9) Provide a weekly status report which provides all actions required for each contract.
- 10) Provide status of all PRs on a daily and weekly basis
- 11) Assist in the development, maintenance and administration of COR files in accordance with the TSA COR Handbook and applicable MDs and other regulations, and OTWE Operational Directives to include:

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- Assist CORs in the tracking and reporting status funds to include commitments, obligations, and expenditures
 - Assist CORs with CLIN matching on invoices and report discrepancies
 - Track service contract deliverables and report status
 - Draft and maintain a list of all OTWE contracts, MOUs, and Inter-Agency Agreements.
 - Upload files into TSA's web-based e-COR file system
 - Apply correct file naming conventions to allow for organized e-COR file maintenance
- 12) Track and report status of PRs through various TSA databases (e.g. Office of Acquisition Database – *Oracle Based*, Cost Accounting System [CAS]), and others.
- 13) Assist the project team by documenting requirements, taking notes, keeping action items.

3.8 Engineering Support

The Contractor shall:

- 1) Apply systems engineering expertise to transportation security training development processes.
- 2) Assist in requirements definition, documentation, traceability and review.
- 3) Ensure the requirements are satisfied by the contract solutions and deliverables.
- 4) Validate and verify requirements are met with TSA acquisitions to ensure they will meet the operational need.
- 5) Provide technical subject matter expertise for program plan and acquisition strategy.
- 6) Assess technical risk of programs and acquisition activities.
- 7) Provide technical subject matter expertise in support of definition of cost drivers.
- 8) Assist with configuration management of technical baseline.
- 9) Assist with execution of technical reviews.

3.9 Logistics Support

The Contractor shall:

- 1) Provide support in describing the management approach for obtaining highly supportable capability with an affordable and effective support structure.
- 2) Plan, schedule, coordinate and estimate complex tasks associated with products or services, required to ensure that systems and equipment achieve the required readiness and sustainability posture at an affordable life cycle cost.
- 3) Help ensure requirements and implementation strategies comply with logistics directives and supportability parameters.
- 4) Plan/develop effective and affordable support strategies.
- 5) Ensure support strategies meet program goals for operational effectiveness and readiness.
- 6) Ensure supportability requirements consistent with cost, schedule, and performance are addressed.
- 7) Plan and develop performance-based logistics (PBL) for implementation into programs.

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- 8) Ensure integration of all support elements to maximize system deployability, supportability, and mobility.
- 9) Review and report on Configuration Management issues.
- 10) Assist with execution of technical reviews.
- 11) Assist with lifecycle planning (maintenance and decommission).

3.10 Standards and Integration Support

The Contractor shall:

- 1) Assist with gathering, organizing, and maintaining OTWE MDs/Forms, SOPs, Internal Guidance Memoranda, and Business Rules, as well as assisting in the first level review of said policies to ensure each is in compliance with TSA policy and/or OTWE specific internal guidance, i.e., style guides, templates, etc., as well as technically sound as it concerns grammar and punctuation.
- 2) Assist with the continued development of processes, procedures, and business rules/standards associated with policy development and dissemination, conducting analysis and making recommendations for improvement.
- 3) Assist with coordinating/scheduling meetings, to include IPT meetings, for the discussion of policy/procedure development.
- 4) Assist with preparing meeting agendas, as well as recording/memorializing meeting minutes to include list of action items, individuals responsible, and target completion dates.
- 5) Assist with the coordinating the bi-annual review and recertification of OTWE policies.
- 6) Develop process maps to document OTWE processes and procedures, as necessary.
- 7) Maintain (content review and updating) the OTWE policy iShare site.
- 8) Assist government personnel with tasking, tracking, and finalizing non-OTWE specific policies disseminated for OTWE program office review and comment in accordance with IMPD and SIO business rules or standards. This function includes the following with oversight by OTWE MD POCs:
 - o Perform first-level review of incoming policy to make a recommendation to the OTWE MD POCs for potential programmatic impact.
 - o Task the policy for review and comment, with an established deadline, utilizing Microsoft outlook.
 - o Track the review and comment status on a daily/weekly basis.
 - o Send reminders as necessary to ensure comment deadlines are met.
 - o Ensure proper completion of required form, vetting comments submitted on the form for relevancy in conjunction with the policy.
 - o Consolidate all comments received from multiple OTWE entities and submitting to OTWE MD POCs for first level clearance.
 - o Review the OTWE_Policy mailbox for the policy review and comment function.

3.11 SharePoint Support

The Contractor shall:

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- 1) Provide strategic assistance for BMO iShare architecture to balance commonalties preserving OTWE-wide standards and branch customization.
- 2) Work with stakeholders to define requirements, develop, test, and implement collaborative sharepoint solutions that enable and streamline business processes.
- 3) Providing SharePoint site administration and support, records management, and additional non-custom code "out-of-the-box" iShare site configuration.
- 4) Leverage existing MS SharePoint technology to provide and assist the Government in developing and maintaining databases or reporting systems required by individual program offices for program/project management and tracking. The tracking systems shall provide a detailed listing of requests and proposals, dependencies, milestone dates, due dates and other details as required.
- 5) Provide assistance with user group management, maintenance, and administration.

3.12 Transition

The Contractor shall develop a Transition Out Plan that describes a transition out strategy, and identifies transition data and information, systems, components, documentation, functionality, services, service dependencies, services interfaces, risks, transition work activities, schedule, knowledge transfer, and any other information that needs to be considered to ensure a smooth transition.

- 1) The Contractor shall deliver the Transition Out Plan within twenty (20) business days from the TSA request.
- 2) The Contractor shall provide an inventory of all operational, procedural, educational, and any other documentation and presentations produced as part of supporting this Contract upon the TSA request.
- 3) The Contractor shall continue to fulfill the current contractual requirement(s) and continue all current work in progress until the successor contractor assumes full operational responsibility. The Contractor shall not destroy, delete, or otherwise dispose of any files or data upon expiration or termination of the subject contract, without prior permission from the COR.
- 4) The Contractor shall permit the successor contractor (and the successor contractor's employees) to observe and become familiar with any and all operations specified in this contract for a COR specified timeframe, prior to the expiration or termination of the existing contract.
- 5) The Contractor shall fully cooperate with the successor contractor and the Government during transition out so as not to interfere with their work or duties.
- 6) The Contractor shall fully support all TSA requests for information and data required to ensure a seamless transition of services to a new contractor.

4.0 INSPECTION, ACCEPTANCE, DELIVERABLES, AND FACILITY REQUIREMENTS

4.1 PROGRAM MANAGEMENT

The Contractor shall establish and maintain a formal organization to manage the contract and any associated subcontracts. A clear line of project authority shall exist among all organizational elements. The Contractor shall be fully responsible for the integration and coordination of the work described in the SOW.

- A. Provide day-to-day assignment of personnel to functions in this SOW: Manage workload and due dates, SOW requirements, and interface with COR and Government Task leadership.

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- B. The Contractor shall conduct quarterly in-person Contract Management Review (CMR) at a location to be negotiated with TSA. At the CMRs, the Contractor shall present their progress in supporting the Task Order, status on technical requirements, identify any issues requiring TSA intervention or response, identify proposed activities for the next quarter, and programmatic data including, but not limited to scope, and schedule. The Contractor shall provide CMR minutes, including a summary of action items and highlighting any issues requiring resolution.
- C. Provide written Monthly Contract Status Report that highlight major accomplishments, and all issues in each functional area that need resolution/decisions. This report shall be provided on the last business day of each month, for that reporting month. For example, a Contract Status Report that is provided to summarize the month of October, shall be submitted on the last business day of October.
- D. The Contractor shall provide the following Key Personnel: Program Manager and the Project Lead.
- E. The Contractor shall provide resumes for all the labor categories for TSA review and acceptance.

OTWE is providing the staffing model below as stated in Table 1 as an example based on historical data.

Table 1

Labor Category
Program Manager
Program Management Specialist
Senior Acquisition Analyst
Acquisition Analyst
Management Analyst
Cost Analyst
Engineer
Technical Writer/Editor
Logistician

4.2 Deliverable Management

This area includes the publication and management of the deliverables baseline, as well as maintenance of the deliverable and work product repositories and records:

- 1) The Contractor shall be responsible for document maintenance and delivery of all Contractor deliverables.
- 2) The Contractor shall make documents available to appropriate OTWE and Contractor program staff.
- 3) The Contractor shall provide editing, proofreading, and graphics support for Contractor deliverables.
- 4) The Contractor shall, in collaboration with OTWE, maintain and require deliverable and work product documentation standards.
- 5) The Contractor shall submit Final Draft versions of deliverables to the Government 15-30 days prior to delivery of the final product, unless otherwise directed by the Government.

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4.3 Risk and Issue Management

The Contractor shall execute Risk Management for the contract by performing the following activities:

- 1) The Contractor shall identify and coordinate the collection of risk and issue assessments, responses, and status updates from affected stakeholders, as part of their risk management and mitigation activities and verify that proper recording and status updates are applied in the OTWE risk management tool.
- 2) The Contractor shall develop the mitigation plans in collaboration with TSA and other organizations as appropriate.
- 3) The Contractor shall consider and inform the Government of the cost and schedule impact if risks/issues are realized.

4.4 Scope Management

OTWE retains final disposition authority for all configuration items associated with the contract and the delivered technical solution.

4.5 Communication Management

The Contractor shall communicate regular status items for the project to the CO and COR.

- 1) The Contractor shall consolidate, within the Directorate(s) being supported, Team Lead Monthly Status Reports to include the following:
 1. Updated task Work Breakdown Structures (as required)
 2. Updated project schedule
 3. List of current tasks and their status, including dependencies
 4. Activities completed
 5. Accomplishments for the prior month
 6. Planned activities for the next month
 7. Summary-level status of outstanding risks/issues/concerns
- 2) The Contractor shall support the Government's reporting requirements.

The schedule of deliverables and work products are attached in Appendix A.

The Contractor shall provide a monthly progress report and invoice to the COR. All deliverables and work products shall meet the following requirements:

- 1) File editing – All text and diagrammatic files shall be editable by TSA.
- 2) Format – Deliverables and work products shall conform to TSA and Government standards for correspondence and written products. The Contractor shall submit these deliverables and work products in both hard copy and soft copy. Soft copies shall be submitted in Microsoft Professional Office Suite, Visio, or as needed on a case-by-case basis using versions currently supported by OTWE.

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- 3) Timeliness – Deliverables shall be submitted in accordance with the Integrated Master Schedule baselines as established by mutual agreement between the Contractor and the COR, or as directed by the OTWE Executive Director.
- 4) Deliverables shall be at a level of accuracy that does not require “return for correction” by the Director for typographical and grammatical errors.

5.0 QUALITY

The Contractor shall display a thorough understanding of OTWE and TSA current and future needs to ensure the support across all areas of responsibility will meet customer requirements. Deliverables and work products are to be delivered in such a manner that they may be sent forward to any organization without correction in grammar and format.

6.0 PERIOD OF PERFORMANCE

The period of performance consists of one year base and two one year options.

7.0 PLACE OF PERFORMANCE

The principal place of performance will be at Contractor Provided Site. Meetings and presentations will be held at TSA Headquarters in Arlington, Virginia.

8.0 GOVERNMENT-FURNISHED EQUIPMENT

The contractor will be required to access TSA information technology systems. The government will provide computer system packages as needed that will provide access to these systems. The contractor shall store the equipment in a secured area to ensure the security of the equipment and that unauthorized personnel are not provided access to the TSA IT systems. The contractor shall maintain accountability of all GFE.

9.0 GOVERNMENT-FURNISHED FACILITIES

If available, the government will provide work space for Contractor employees, however no work under this contract, other than presentations, briefings, and meetings is required to be conducted on-site at TSA Headquarters. As such, the Contractor shall propose an offsite solution.

10.0 SECURITY

No Government data will be processed by non-cleared Contractor personnel on Contractor equipment (laptop, desktop, etc.) or at the Contractor's facility. All services provided under this contract must be compliant with DHS Information Security Policy, identified in MD4300.1, *Information Technology Systems Security Program* and *4300A Sensitive Systems Handbook*.

Interconnections between DHS and non-DHS IT systems shall be established through controlled interfaces and via approved service providers. The controlled interfaces shall be accredited at the highest security level of information on the network. Connections with other Federal agencies shall be documented based

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on interagency agreements, memoranda of understanding, service level agreements or interconnect service agreements. Components shall document interconnections with other external networks with an Interconnection Security Agreement (ISA). Interconnections between DHS Components shall require an ISA when there is a difference in the security categorizations for confidentiality, integrity, and availability for the two networks. ISAs shall be signed by both DAAs or by the official designated by the DAA to have signatory authority.

Security Review and Reporting

The Contractor shall include security as an integral element in the management of this contract. The Contractor shall conduct reviews and report the status of the implementation and enforcement of the security requirements contained in this contract and identified references.

The Government may elect to conduct periodic reviews to ensure that the security requirements contained in this contract are being implemented and enforced. The Contractor shall afford DHS including the organization of the DHS Office of the Chief Information Officer, Office of Inspector General, the TSA Chief Information Security Officer, authorized Contracting Officer's Technical Representative (COR), and other Government oversight organizations, access to the Contractor's and subcontractors' facilities, installations, operations, documentation, databases, and personnel used in the performance of this contract. The Contractor will contact the DHS Chief Information Security Officer to coordinate and participate in the review and inspection activity of Government oversight organizations external to the DHS. Access shall be provided to the extent necessary for the Government to carry out a program of inspection, investigation, and audit to safeguard against threats and hazards to the integrity, availability, and confidentiality of DHS/TSA data or the function of computer systems operated on behalf of DHS/TSA, and to preserve evidence of computer crime.

Security Requirements for Unclassified Information Technology Resources

The Contractor shall be responsible for Information Technology security for all systems connected to a DHS network or operated by the Contractor for DHS, regardless of location. This applies to all or any part of the contract that includes information technology resources or services for which the Contractor must have physical or electronic access to sensitive information contained in DHS unclassified systems that directly support the agency's mission.

The Contractor shall provide, implement, and maintain an IT Security Plan. This plan shall describe the processes and procedures that will be followed to ensure appropriate security of IT resources that are developed, processed, or used under this contract.

(1) Within 60 days after contract award, the Contractor shall submit for approval its IT Security Plan, which shall be consistent with and further detail the approach contained in the offeror's proposal. The plan, as approved by the Contracting Officer, shall be incorporated into the contract as a compliance document.

(2) The Contractor's IT Security Plan shall comply with Federal Laws such as, the Computer Security Act of 1987 (40 U.S.C. 1441 et seq.); the Government Information Security Reform Act of 2000; and the Federal Information Security Management Act of 2002; and with Federal policies and procedures such as, OMB Circular A-130.

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(3) The security plan shall specifically include instructions regarding handling and protecting sensitive information at the Contractor's site (including any information stored, processed, or transmitted using the Contractor's computer systems), and the secure management, operation, maintenance, programming, and system administration of computer systems, networks, and telecommunications systems.

Examples of tasks that require security provisions include—

(1) Acquisition, transmission, or analysis of data owned by DHS with significant replacement cost should the Contractor's copy be corrupted; and

(2) Access to DHS networks or computers at a level beyond that granted the general public (e.g., such as bypassing a firewall).

At the expiration of the contract, the Contractor shall return all sensitive DHS information and IT resources provided to the Contractor during the contract, and certify that all non-public DHS information has been purged from any Contractor-owned system. Components shall conduct reviews to ensure that the security requirements in the contract are implemented and enforced.

Contractor Employee Access

Sensitive Information means any information, the loss, misuse, disclosure, or unauthorized access to or modification of which could adversely affect the national or homeland security interest, or the conduct of Federal programs, or the privacy to which individuals are entitled under section 552a of title 5, United States Code (the Privacy Act), but which has not been specifically authorized under criteria established by an Executive Order or an Act of Congress to be kept secret in the interest of national defense, homeland security or foreign policy. This definition includes the following categories of information:

(1) Protected Critical Infrastructure Information (PCII) as set out in the Critical Infrastructure Information Act of 2002 (Title II, Subtitle B, of the Homeland Security Act, Public Law 107-296, 196 Stat. 2135), as amended, the implementing regulations thereto (Title 6, Code of Federal Regulations, Part 29) as amended, the applicable PCII Procedures Manual, as amended, and any supplementary guidance officially communicated by an authorized official of the Department of Homeland Security (including the PCII Program Manager or his/her designee);

(2) Sensitive Security Information (SSI), as defined in Title 49, Code of Federal Regulations, Part 1520, as amended, "Policies and Procedures of Safeguarding and Control of SSI," as amended, and any supplementary guidance officially communicated by an authorized official of the Department of Homeland Security (including the Assistant Secretary for the Transportation Security Administration or his/her designee);

(3) Information designated as "For Official Use Only," which is unclassified information of a sensitive nature and the unauthorized disclosure of which could adversely impact a person's privacy or welfare, the conduct of Federal programs, or other programs or operations essential to the national or homeland security interest; and

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(4) Any information that is designated "sensitive" or subject to other controls, safeguards or protections in accordance with subsequently adopted homeland security information handling procedures.

Information Technology Resources include computer equipment, networking equipment, telecommunications equipment, cabling, network drives, computer drives, network software, computer software, software programs, intranet sites, and internet sites.

Contractor employees working on this contract must complete such forms as may be necessary for security or other reasons, including the conduct of background investigations to determine suitability. Completed forms shall be submitted as directed by the Contracting Officer. Upon the Contracting Officer's request, the Contractor's employees shall be fingerprinted, or subject to other investigations as required. All Contractor employees requiring recurring access to Government facilities or access to sensitive information or IT resources are required to have a favorably adjudicated background investigation prior to commencing work on this contract unless this requirement is waived under Departmental procedures.

The Contractor shall have access only to those areas of DHS information technology resources explicitly stated in this contract or approved by the COR in writing as necessary for performance of the work under this contract. Any attempts by Contractor personnel to gain access to any information technology resources not expressly authorized by the statement of work, other terms and conditions in this contract, or as approved in writing by the COR, is strictly prohibited. In the event of violation of this provision, DHS will take appropriate actions with regard to the contract and the individual(s) involved.

Contractor access to DHS networks from a remote location is a temporary privilege for mutual convenience while the Contractor performs business for the DHS Component. It is not a right, a guarantee of access, a condition of the contract, or Government Furnished Equipment (GFE).

Contractor access will be terminated for unauthorized use. The Contractor agrees to hold and save DHS harmless from any unauthorized use and agrees not to request additional time or money under the contract for any delays resulting from unauthorized use or access.

Non-U.S. citizens shall not be authorized to access or assist in the development, operation, management or maintenance of Department IT systems under the contract, unless a waiver has been granted by the Head of the Component or designee, with the concurrence of both the Department's Chief Security Officer (CSO) and the Chief Information Officer (CIO) or their designees. Within DHS Headquarters, the waiver may be granted only with the approval of both the CSO and the CIO or their designees. In order for a waiver to be granted:

- (1) The individual must be a legal permanent resident of the U.S. or a citizen of Ireland, Israel, the Republic of the Philippines, or any nation on the Allied Nations List maintained by the Department of State;
- (2) There must be a compelling reason for using this individual as opposed to a U. S. citizen; and
- (3) The waiver must be in the best interest of the Government.

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Contractors shall identify in their proposals the names and citizenship of all non-U.S. citizens proposed to work under the contract. Any additions or deletions of non-U.S. citizens after contract award shall also be reported to the contracting officer.

Upon award, the Contractor shall provide to the COR a signed DHS 11000-6 Standard Non-Disclosure Agreement Form for each employee working under the contract. The Contractor shall also provide this signed form each time a new employee is assigned to the contract.

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 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 by the COR.

Security Certification/Accreditation

TSA Program Offices shall provide personnel (System Owner and Information System Security Officers) with the appropriate clearance levels to support the security certification/accreditation processes under this Agreement in accordance with the current version of the DHS MD 4300A, DHS Sensitive Systems Policy and Handbook, TSA Information Systems Security Policies and Procedures Handbook HB-1400-05, and all applicable National Institute of Standards and Technology (NIST) Special Publications (800 Series). During all life cycle phases of TSA systems, TSA personnel shall develop documentation and provide any required information for all levels of classification in support of the certification/accreditation process. In addition, all security certification/accreditation will be performed using the DHS certification/accreditation process, methodology and tools. An Information System Security Officer (ISSO) performs security actions for an information system. There is only one ISSO designated to a system, but multiple Alternate ISSOs may be designated to assist the ISSO. While the ISSO performs security functions, the System Owner is always responsible for information system security (4300A). System owners shall include information security requirements in their capital planning and investment control (CPIC) business cases for the current budget year and for the Future Years Homeland Security Program (FYHSP) for each DHS information system. System owners shall ensure that information security requirements and Plan of Action and Milestones (POA&Ms) are adequately funded, resourced and documented in accordance with current OMB budgetary guidance.

All services provided under this contract must be compliant with DHS Information Security Policy, identified in MD4300.1, *Information Technology Systems Security Program* and *4300A Sensitive Systems Handbook*.

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10.0 Key Personnel

The Contractor shall provide the Contracting Officer (CO) with the name and qualifications of any individual placed in a role that the Government designates as Key. Prior to replacing any individual designated as Key by the Government, the Contractor shall notify the Contracting Officer, submit written justification for replacement, and provide the name and qualifications of all proposed substitute(s). All proposed substitutes shall possess qualifications equal to or superior to those of the Key person being replaced. The Contractor shall not replace Key Contractor personnel until the Contracting Officer approves the change. Individuals placed in a role that the Government designates as Key, shall have decision making authority within their subject area for Contractor resources.

The Contractor personnel designated as Key personnel for this task order are the Project Manager and the Project Lead.

The Program Manager assigned to this contract shall hold an active Project Management Institute (PMI) Project Management Professional (PMP) or equivalent. Both, the Program Manager and the Project Lead shall have experience in managing a large scale program equivalent to the United States Department of Defense (DoD) Acquisition Category I (ACAT I) and/or experience with a Level 1 DHS program

DELEGATED AUTHORITY

The Contractor shall provide a Program Manager who shall have full decision making authority over Contractor staff and be responsible for all Contractor work performed in accordance with the contract. The Program Manager shall be the single point of contact for the COR matters. The name of the Program Manager and the name(s) of any alternate(s) who shall act for the Contractor in the absence of the Program Manager shall be provided to the Government as part of the Contractor's proposal. The Program Manager is designated as Key personnel by the Government. During any absence of the Program Manager, only one alternate shall have full authority to act for the Contractor on all matters relating to work performed under this contract.

For all staff, industry or government certifications are strongly preferred, such as those from Project Management Institute, PMP or Defense Acquisition University. In addition, all personnel on this contract shall:

- 1) Have knowledge of and be familiar with DHS AD102, Congressional mandates, DHS and TSA Management Directives, Office of Budget circulars and their application to TSA
- 2) Have knowledge and be familiar with TSA organizational structure and functions
- 3) Have strong technical writing and editing experience.

AVAILABILITY

The Program Manager shall be available to the COR during normal working hours. Normal working hours are defined as from 8:00 A.M. to 5:00 P.M.

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Appendix A. Schedule of Deliverables

Deliverable Title	Delivery Schedule	Role Primary/Support
Acquisition Documentation	As required	Support
Process Maps, SOPs	As required	Primary
Task Tracker	Weekly	Primary
Contractor Monthly Performance Report	Monthly	Primary
Close-out Report	30 days before contract expires	Primary

* All days refer to calendar days.

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Appendix B. Acronym List

CAE	Component Acquisition Executive
TSA	Transportation Security Administration
CIO	Chief Information Officer
CO	Contracting Officer
COR	Contracting Officer's Representative
CPIC	Capital Planning and Investment Control
CR	Change Request
OTWE	Office of Training and Workforce Engagement
DAA	Designated Approving Authority
DHS	Department of Homeland Security
DID	Data Item Description
DSRD	Development Support Reference Document
FISMA	Federal Information Security Management Act
FOUO	For Official Use Only
FYHSP	Future Years Homeland Security Program
GFE	Government Furnished Equipment
IGCE	Independent Government Cost Estimate
IMS	Integrated Master Schedule
LCCE	Life Cycle Cost Estimate
MD	Management Directive
NDA	Non-Disclosure Agreement
OIT	Office of Information and Technology
OMB	Office of Management and Budget
PMR	Program/Project Management Review
SBU	Sensitive But Unclassified
SELC	Systems Engineering Life Cycle
SOW	Statement of Work
SSI	Sensitive Security Information

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Appendix C. Points of Contact

Name	Title	Office	Telephone	Email Address
Kirsten O'Brien	Contracting Officer	OA	571.227.(b)(6)	(b)(6)
James Gilkeson	Contracting Officer Representative	OTWE	571.227.(b)(6)	(b)(6)