

AWARD/CONTRACT

1. THIS CONTRACT IS A RATED ORDER UNDER DPAS (15 CFR 350)

RATING

PAGE OF PAGES

A1

2. CONTRACT (Proc. Inst. Ident.) NO.
COW-8-C-0049

3. EFFECTIVE DATE
See Block 20C.

4. REQUISITION/PURCHASE REQUEST/PROJECT NO.
DSD-8-00235 & SID-8-00452

5. ISSUED BY
Immigration & Naturalization Service
Contracting & Procurement Branch
425 I Street, N.W., Room 2208
Washington, D.C. 20536

6. ADMINISTERED BY (If other than Item 5)

CODE

7. NAME AND ADDRESS OF CONTRACTOR (No., street, city, county, State and ZIP Code)

Lockheed Martin Services, Inc.
2339 Route 70 West, Floor 3W
Cherry Hill, NJ 08358-0001

8. DELIVERY

FOB ORIGIN

OTHER (See below)

9. DISCOUNT FOR PROMPT PAYMENT

Net 30

10. SUBMIT INVOICES (4 copies unless otherwise specified) TO THE ADDRESS SHOWN IN:

ITEM

G.2

CODE

FACILITY CODE

11. SHIP TO/MARK FOR

Office of Information Resources Mgt.
801 I Street, N.W., Suite 700
Washington, D.C. 20536

12. PAYMENT WILL BE MADE BY

Finance Office
425 I Street, N.W., Room 6034
Washington, D.C. 20536

13. AUTHORITY FOR USING OTHER THAN FULL AND OPEN COMPETITION:

10 U.S.C. 2304(c)(1)

41 U.S.C. 253(c)(1)

14. ACCOUNTING AND APPROPRIATION DATA

See Page Ala

15A. ITEM NO.	15B. SUPPLIES/SERVICES	15C. QUANTITY	15D. UNIT	15E. UNIT PRICE	15F. AMOUNT
	CONTRACT AWARD FOR PERFORMANCE SERVICES UNDER THE STARS PROCUREMENT. CONTRACT CLIN's 2000-2401AC ARE HEREBY AWARDED. THE GUARANTEED MINIMUM AMOUNT OF THIS CONTRACT IS \$3,000,000.00. THE CUMULATIVE VALUE OF ALL ORDERS PLACED UNDER THIS CONTRACT SHALL NOT EXCEED \$734,069,977, WHICH INCLUDES THE MAXIMUM FEE AND ALLIANCE PERFORMANCE INCENTIVE. ALL PROPOSAL DOCUMENTATION TO BE INCLUDED AND MADE A PART OF THIS AWARD ARE LISTED IN SECTION J.				
15G. TOTAL AMOUNT OF CONTRACT					\$3,000,000.00

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CONTRACTING OFFICER WILL COMPLETE ITEM 17 OR 18 AS APPLICABLE

17. CONTRACTOR'S NEGOTIATED AGREEMENT (Contractor is required to sign this document and return 3 copies to issuing office.) Contractor agrees to furnish and deliver all items or perform all the services set forth or otherwise identified above and on any continuation sheets for the consideration stated herein. The rights and obligations of the parties to this contract shall be subject to and governed by the following documents: (a) this award/contract, (b) the solicitation, if any, and (c) such provisions, representations, certifications, and specifications, as are attached or incorporated by reference herein. (Attachments are listed herein.)

18. AWARD (Contractor is not required to sign this document.) Your offer on Solicitation Number _____ including the additions or changes made by you which additions or changes are set forth in full above, is hereby accepted as to the items listed above and on any continuation sheets. This award consummates the contract which consists of the following documents: (a) the Government's solicitation and your offer, and (b) this award/contract. No further contractual document is necessary.

19A. NAME AND TITLE OF SIGNER (Type or print)

20A. NAME OF CONTRACTING OFFICER

LINDA R. KENTRO

JOHN A. RUSSO

19B. NAME OF CONTRACTOR

19C. DATE SIGNED

20B. UNITED STATES OF AMERICA

20C. DATE SIGNED

BY *[Signature]*
(Signature of person authorized to sign) 6/26/98

BY *[Signature]*
(Signature of Contracting Officer) 6/26/98

Contract Number COW-8-C-0049		
Requisition Number	Appropriation	Amount
DSD-8-00235	G104 NO: 1581217/81DS.321B.870.00	\$46,800.00
DSD-8-00235	G104 NO: 15X8598/81DS.321S.04S.00	\$813,700.00
DSD-8-00235	G104 NO: 15X8598/81DS.321S.13S.00	\$202,000.00
DSD-8-00235	G104 NO: 15X8598/81DS.321S.32S.00	\$24,700.00
DSD-8-00235	G104 NO: 15X8598/81DS.321S.63S.00	\$57,200.00
DSD-8-00235	G104 NO: 15X8598/81DS.321S.64S.00	\$153,470.00
DSD-8-00235	G104 NO: 15X8598/81DS.321S.65S.00	\$79,330.00
DSD-8-00235	G104 NO: 1581217/81DS.321X.22X.00	\$17,000.00
DSD-8-00235	G104 NO: 1581217/81DS.321X.34X.00	\$397,800.00
DSD-8-00235	G104 NO: 1581217/81DS.321X.58X.00	\$120,900.00
DSD-8-00235	G104 NO: 1581217/81DS.321X.81X.00	\$87,100.00
SID-8-00452	G104 NO: 15X8598/81SD.321S.67S.00	\$820,000.00
SID-8-00452	G104 NO: 1581217/81SD.321X.67X.00	\$180,000.00

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B.1. CONTRACT COST/PRICING STRUCTURE

The contract cost/pricing tables provided in Section B.6 provide a line item structure that is unique to the services expected to be provided by the Performance Contractor. The Performance Contract will provide a line item structure that enables the award of task orders under the following bases of compensation described in FAR Part 16.

- ✦ Cost-plus-award-fee (CPAF)
- ✦ Cost-plus-fixed-fee (CPFF)
- ✦ Cost-plus-incentive-fee (CPIF)
- ✦ Fixed-price incentive (FPI) with firm or successive targets
- ✦ Time and Materials (T&M)
- ✦ Firm-fixed-price (FFP)

Work issued under the contract will be through written task orders developed by the Contracting Officer's Technical Representative (COTR) and issued by the Contracting Officer. Specific written procedures for the development, issuance, and negotiation of task orders are provided in Section H.

B.2. HARDWARE AND SOFTWARE

The primary purpose of this contract is to provide services. However, in the performance of these services it is expected that it will be necessary for the Contractor to provide hardware and software. The Performance Contractors may be required to lease or acquire hardware and software to support the development, implementation, operations, and maintenance of INS applications. Such hardware and software will be used for the development of prototype and pilot systems for testing system functionality or for the purposes of establishing applications-unique testing facilities (i.e., user-simulation laboratories). In some instances, the acquisition of portable computers and workstations may be required to support "remote" monitoring of INS applications. Task orders issued under the Performance Contracts will specify all hardware and software requirements.

Unless other arrangements are specifically negotiated with the Contracting Officer under a specific task order, all property purchased by each of the Contractors shall become the property of the INS upon completion of the work assigned by the task order. INS reserves the right to transfer the hardware and software purchased to another contract for further use should such action be in the best interests of the Government.

B.3. FACILITIES

Facilities requirements are limited to those facilities necessary for the performance of work under the contract as specified by the INS. The Performance Contractor has

proposed and the INS has accepted their proposal to locate their Performance team, including all proposed subcontractors, at TechWorld Plaza in Washington, D. C.

The INS reserves the right to inspect the facilities to ensure their suitability throughout the life of the awarded contracts.

B.4. OTHER DIRECT COSTS (ODCs)

The Government-specified ODC's amount include items such as travel, training, and supplies (including non-consumable/expendable computer supplies) that the contractor requires to accomplish the work assigned and which cannot be anticipated prior to issuance of a specific task order.

- (a) *Training.* Training costs are limited to only those training costs associated with the training of Contractor personnel to support INS-unique applications/requirements. INS expects that all Contractor personnel will be properly trained and maintained proficient in their field of expertise at no additional cost to the Government. Therefore, INS will not pay for training courses or seminars that Contractor personnel would normally attend to remain proficient or current in their field of expertise. Costs associated with such training shall be the sole responsibility of the Performance Contractor.
- (b) *Travel.* INS expects the Performance Contractor to conduct travel in the execution of their responsibilities. Travel requirements will be specified in the task orders issued under the contract. The Performance Contractor shall use the most economical and efficient means available to accomplish travel under the contract.
- (c) *Supplies.* Supplies are limited to those materials or items that are not considered hardware or software and that are NOT normally charged as "indirect" costs based on the Contractor's approved cost accounting system. Examples of such supplies include: CD-ROMs, media tapes, unique printing supplies for large-scale graphical presentations, and publication materials.

B.5. EXERCISE OF OPTIONS

The STARS Performance Contract contains two (2) types of options: options to extend the period of performance of the contract and options to increase the quantity of labor hours and value of the ODCs available for each year of contract performance.

In accordance with the provisions of the applicable FAR clauses contained in this contract regarding the exercise of options, all options will be exercised in writing through the issuance of modifications to the contract signed by the Contracting Officer. The increase quantity options (IQOs) are provided to allow the Government to account for unforeseen increases in requirements above the basic requirements of any contract year. The specific IQO may be exercised during any particular year to increase the

quantity for that period; however, the IQO does not affect the period of performance of the contract or the period in which the option was exercised.

The Government will exercise the IQOs in increments of not less than 5,000 hours per contract modification and increments of not greater than 60,000 hours per contract modification.

B.6. TOTAL VALUE OF THE STARS PROGRAM

The Contract value established for each of the STARS Performance Contracts is based on the Total Proposed Costs and Fee contained in each winning Offeror's Best and Final Offer (BAFO), as corrected by the Business Evaluation Committee (BEC) during the final evaluation. The corrected BAFO amount, which is referred to as the "Corrected Proposed Costs" were then multiplied by three as specified in Section L of the RFP to arrive at the total potential maximum value of each STARS Performance Contract. This computation of the total potential maximum value is based on the (remote) possibility that only one Performance Contractor receives award of ***all*** Performance delivery orders issued by the INS during the five-year life of the STARS Program.

Notwithstanding the computation of the total potential maximum value, the total value of the STARS Program as anticipated by the INS in developing its plans and obtaining the Automated Information Systems (AIS) approval is \$1.25 billion over the five-year life of the program. Of the \$1.25 billion, the INS estimates that the total aggregate value of the STARS Performance Contracts will be approximately \$750 million over the five-year life of the STARS Program.

B.7. CONTRACT COST/PRICING TABLES

The STARS Performance Contract cost tables are provided on the following pages. The contract pricing tables were developed using the Performance Contractor's BAFO Corrected Proposed Costs.

A separate subline item is established within each contract period of performance to account for the potential award of the semi-annual Alliance Performance Incentive discussed in Section H.3.

The cumulative value of all orders placed under this contract by the INS shall not exceed \$734,069,977; this amount includes the Contractor's total evaluated cost plus award fee of \$732,839,977 and \$1,250,000 established for payment of the Alliance Performance Incentive as described in Section H.3.

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Part II - Performance: Systems Development, Implementation, Operations, and Maintenance Services

Reference Section C - Paragraphs C.1, C.2, and C.4.

CLIN	Description	Unit	Quantity	Price	Total Price
2000	Base Period: Provide services to support the design, development, implementation, operations, and maintenance of INS automation initiatives and systems for a period of 12 months.				
2000AA	Systems Development, Implementation, and O&M Services	Lot	1	\$59,963,040	\$59,963,040
2000AB	Other Direct Costs (including Hardware, Software, Training, Travel, and Supplies)	Lot	1	\$10,528,307	\$10,528,307
	Total Cost for CLIN 2000:				\$70,491,347
2000AC	Proposed Maximum Fee	Lot	1	\$5,639,308	\$5,639,308
2000AD	Alliance Performance Incentive	Lot	2	\$125,000	\$250,000
	Total Maximum Value for CLIN 2000:				\$76,380,654
2001	Base Period - IQO: Provide services to support the design, development, implementation, operations, and maintenance of INS automation initiatives and systems.				
2001AA	Systems Development, Implementation, and O&M Services	Lot	1	\$19,987,680	\$19,987,680
2001AB	Other Direct Costs (including Hardware, Software, Training, Travel, and Supplies)	Lot	1	\$3,509,436	\$3,509,436
	Total Cost for CLIN 2001:				\$23,497,116
2001AC	Proposed Maximum Fee	Lot	1	\$1,879,769	\$1,879,769
	Total Maximum Value for CLIN 2001:				\$25,376,885
2100	OPTION I: Provide services to support the design, development, implementation, operations, and maintenance of INS automation initiatives and systems for a period of 12 months.				
2100AA	Systems Development, Implementation, and O&M Services	Lot	1	\$71,001,614	\$71,001,614
2100AB	Other Direct Costs (including Hardware, Software, Training, Travel, and Supplies)	Lot	1	\$12,584,885	\$12,584,885
	Total Cost for CLIN 2100:				\$83,586,500
2100AC	Proposed Maximum Fee	Lot	1	\$6,686,920	\$6,686,920
2100AD	Alliance Performance Incentive	Lot	2	\$125,000	\$250,000
	Total Maximum Value for CLIN 2100:				\$90,523,420
2101	OPTION I - IQO: Provide services to support the design, development, implementation, operations, and maintenance of INS automation initiatives and systems.				
2101AA	Systems Development, Implementation, and O&M Services	Lot	1	\$23,667,205	\$23,667,205
2101AB	Other Direct Costs (including Hardware, Software, Training, Travel, and Supplies)	Lot	1	\$4,194,962	\$4,194,962
	Total Cost for CLIN 2101:				\$27,862,167
2101AC	Proposed Maximum Fee	Lot	1	\$2,228,973	\$2,228,973
	Total Maximum Value for CLIN 2101:				\$30,091,140
2200	OPTION II: Provide services to support the design, development, implementation, operations, and maintenance of INS automation initiatives and systems for a period of 12 months.				
2200AA	Systems Development, Implementation, and O&M Services	Lot	1	\$84,112,229	\$84,112,229
2200AB	Other Direct Costs (including Hardware, Software, Training, Travel, and Supplies)	Lot	1	\$14,765,420	\$14,765,420
	Total Cost for CLIN 2200:				\$98,877,649
2200AC	Proposed Maximum Fee	Lot	1	\$6,921,435	\$6,921,435
2200AD	Alliance Performance Incentive	Lot	2	\$125,000	\$250,000
	Total Maximum Value for CLIN 2200:				\$106,049,084

Part II - Performance: Systems Development, Implementation, Operations, and Maintenance Services

Reference Section C - Paragraphs C.1, C.2, and C.4.

CLIN	Description	Unit	Quantity	Price	Total Price
2201	OPTION II - IQQ: Provide services to support the design, development, implementation, operations, and maintenance of INS automation initiatives and systems.				
2201AA	Systems Development, Implementation, and O&M Services	Lot	1	\$28,037,410	\$28,037,410
2201AB	Other Direct Costs (including Hardware, Software, Training, Travel, and Supplies)	Lot	1	\$4,921,807	\$4,921,807
	Total Cost for CLIN 2201:				\$32,959,216
2201AC	Proposed Maximum Fee	Lot	1	\$2,307,145	\$2,307,145
	Total Maximum Value for CLIN 2201:				\$35,266,361
2300	OPTION III: Provide services to support the design, development, implementation, operations, and maintenance of INS automation initiatives and systems for a period of 12 months.				
2300AA	Systems Development, Implementation, and O&M Services	Lot	1	\$100,994,299	\$100,994,299
2300AB	Other Direct Costs (including Hardware, Software, Training, Travel, and Supplies)	Lot	1	\$17,163,325	\$17,163,325
	Total Cost for CLIN 2300:				\$118,157,624
2300AC	Proposed Maximum Fee	Lot	1	\$8,271,034	\$8,271,034
2300AD	Alliance Performance Incentive	Lot	2	\$125,000	\$250,000
	Total Maximum Value for CLIN 2300:				\$126,678,657
2301	OPTION III - IQQ: Provide services to support the design, development, implementation, operations, and maintenance of INS automation initiatives and systems.				
2301AA	Systems Development, Implementation, and O&M Services	Lot	1	\$33,664,766	\$33,664,766
2301AB	Other Direct Costs (including Hardware, Software, Training, Travel, and Supplies)	Lot	1	\$5,721,108	\$5,721,108
	Total Cost for CLIN 2301:				\$39,385,875
2301AC	Proposed Maximum Fee	Lot	1	\$2,757,011	\$2,757,011
	Total Maximum Value for CLIN 2301:				\$42,142,886
2400	OPTION IV: Provide services to support the design, development, implementation, operations, and maintenance of INS automation initiatives and systems for a period of 12 months.				
2400AA	Systems Development, Implementation, and O&M Services	Lot	1	\$121,062,434	\$121,062,434
2400AB	Other Direct Costs (including Hardware, Software, Training, Travel, and Supplies)	Lot	1	\$20,043,330	\$20,043,330
	Total Cost for CLIN 2400:				\$141,105,764
2400AC	Proposed Maximum Fee	Lot	1	\$9,877,403	\$9,877,403
2400AD	Alliance Performance Incentive	Lot	2	\$125,000	\$250,000
	Total Maximum Value for CLIN 2400:				\$151,233,167
2401	OPTION IV - IQQ: Provide services to support the design, development, implementation, operations, and maintenance of INS automation initiatives and systems.				
2401AA	Systems Development, Implementation, and O&M Services	Lot	1	\$40,354,145	\$40,354,145
2401AB	Other Direct Costs (including Hardware, Software, Training, Travel, and Supplies)	Lot	1	\$6,681,110	\$6,681,110
	Total Cost for CLIN 2401:				\$47,035,255
2401AC	Proposed Maximum Fee	Lot	1	\$3,292,468	\$3,292,468
	Total Maximum Value for CLIN 2401:				\$50,327,722
Total Costs					\$682,958,510
Total Maximum Fee					\$49,861,467
Total Alliance Performance Incentive					\$1,250,000
TOTAL POTENTIAL MAXIMUM VALUE - PERFORMANCE:					\$734,069,977

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C.1. SERVICE TECHNOLOGY ALLIANCE RESOURCES (STARS) CONTRACTS

The Service Technology Alliance Resources (STARS) Statement of Work (SOW) is divided into five sections. In the RFP for the STARS Contracts, Section C.1 discusses the scope of work to be accomplished under the STARS Program and the STARS Contracts strategy and approach to accomplishing the work; Section C.2 presents the requirements common to all STARS Contracts; and Sections C.3 provides the SOW for the Performance Contracts. *(Note: In the STARS RFP, the SOW for the Performance Contracts was presented in Section C.4.)*

C.1.1 Scope of Work

The Immigration and Naturalization Service (INS), Office of Information Resources Management (OIRM) seeks to form an alliance with information technology Contractors for the purpose of providing a full range of technological solutions to support the INS in achieving its mission objectives. These Contractors will be collectively referred to as the Service Technology Alliance Resources (STARS). Under the STARS Program, the STARS Contractors will, in alliance with OIRM, provide visionary, leading edge support in developing strategic, and tactical plans to meet the INS information technology needs into the 21st Century. Together with OIRM, the STARS Contractors will conceptualize, plan, develop, implement, and maintain cost-effective, state-of-the-art technological solutions to support the business processes of the INS. They will provide technical and management excellence in support of existing systems and business processes, implementation of current initiatives, and development and implementation of new initiatives. To accomplish the STARS Program goals and objectives, the INS requires a working relationship of mutual cooperation and trust, in which the STARS Contractors and OIRM work together, sharing information and ideas to develop solutions for improving the management and operation of INS information technology.

Collectively, the STARS Contractors shall be responsible for enterprise-wide systems management and integration services, all stages of the Systems Development Life Cycle (SDLC) and Independent Verification and Validation (IV&V) services to support the assessment and evaluation of INS systems. The STARS scope of work is divided into the following major functional areas:

- ✧ Information Technology Program Management and Integration Support
- ✧ STARS Program Management and Administration Support
- ✧ Systems Management
- ✧ Systems Engineering and Integration
- ✧ Systems Maintenance and Sustaining Engineering
- ✧ Communications and Electronics
- ✧ End User Services
- ✧ Independent Verification & Validation (IV&V)

SECTION C - STATEMENT OF WORK

Background information on the INS mission and organization, the OIRM mission and information technology programs, and the INS technology environment are provided in Attachment J.

C.1.2 Contract Strategy and Approach

The success of the alliance is largely dependent on the willingness and ability of the STARS Contractors to cooperate fully with one another and the INS, share information, openly discuss issues and concerns, and work towards the common vision. The INS intends to award the following types of contracts as set forth below:

- One (1) Cost-Plus-Award Fee (CPAF) contract will be awarded for Systems Management and Integration (SM/I) services, including information technology program management and integration support, STARS Program management and administration support, and enterprise-wide systems management support.
- Three (3) hybrid, Indefinite Delivery "Performance" contracts will be awarded to three other Contractors for systems development, implementation, operations, and maintenance services. *[Note: While the INS intends to award three (3) Performance Contracts, the INS reserves the right to award more or fewer performance contracts based on evaluation of the proposals received.]*
- One (1) hybrid, Indefinite Delivery contract will be awarded to a fifth Contractor for IV&V services.

All work to be performed under the STARS Contracts will be assigned by written task orders issued by the Contracting Officer. The ordering procedures for each of the STARS contracts are contained in Section H. The SM/I, Performance, and IV&V contracts will each include a CPAF Management and Administration Task Order¹ that will provide funding for key personnel and associated infrastructure costs (e.g., facilities and administrative costs).

The SOW describes the work to be performed and the deliverables to be provided by each of the STARS Contractors. To facilitate the understanding of the management and technical functions to be performed by each Contractor, the SOW is divided into three parts to correspond with the functional areas of the STARS contracts. Both the SM/I and the Performance Contractors will be required to address systems management and integration activities. The Performance Contractors will address systems management and integration at the "project" level, whereas the SM/I Contractor will be responsible for enterprise-wide systems management integration. Notwithstanding this distinction, the INS expects that with a program of this size and complexity there will be some degree of overlap of activities that will require collaboration and corroboration between the Contractors to enable the alliance to achieve STARS Program goals. All issues or concerns and recommended solutions are to be brought to the attention of OIRM senior management for final disposition.

¹ Note: The CPAF Management and Administration Task Order is intended to incentivize STARS Contractor management personnel in managing the STARS contracts efficiently and effectively and in complying with all contract requirements.

SECTION C - STATEMENT OF WORK

C.1.2.1 STARS Technology Advisory Council (STARTAC)

The senior management representatives of the STARS Contractors together with senior management officials of OIRM and representatives of the INS Procurement Division, will form the STARS Technology Advisory Council (STARTAC). The STARTAC will serve as the forum for coordinating issues and concerns that are common to systems management and integration as well as development and implementation activities, especially where multiple Contractors are involved. The SM/I and Performance Contractor shall participate on the STARTAC on a regular basis; the IV&V Contractor will participate in the STARTAC at the invitation of the Chairman.

C.1.2.2 Critical Review Board

OIRM decision-making functions will remain the sole responsibility of OIRM senior management and the Critical Review Board (CRB). The CRB is a decision-making body that fosters a Service-wide view of INS information technology programs, creating benefit through implementation of systems that apply common tools, methods, procedures, and policies. The CRB balances OIRM's need for rapid response to operational imperatives and the long-term benefit of developing systems that function across organizational structures. The CRB provides a formal structure to achieve consensus of the senior OIRM management team on the initiation and progress of analytical, prototypical, or developmental activities related to the INS automated systems under the purview of OIRM management. One non-voting, advisory member (the Senior Program Manager) from each of the STARS Contractors will be added to the CRB once the STARS contracts are awarded. All meetings of the CRB will be held at INS facilities.

C.1.2.3 Information Technology Partnership (ITP) Predecessor Contract

The Information Technology Partnership (ITP) Contract is the predecessor to the STARS Program contracts. The ITP contracting strategy called for the use of one (1) Contractor to provide the services required by the STARS Contractors. Today the ITP Contract has approximately 1,000 individuals and over 20 major task orders providing the full scope of services described above. The success of the ITP Contract and the success of the "partnership" should not be underestimated; the new contracting strategy and approach developed for STARS is reflective of the technological successes the INS has achieved with the use of the ITP contract. The ITP Contractor, Electronic Data Systems (EDS) Corporation, is primarily located at TechWorld Plaza, 800 K Street, Northwest, Washington, D.C. EDS also has a small group of personnel housed at a facility on 18th and M Streets, Northwest, Washington, D.C.

C.2. OVERALL STARS PROGRAM CONTRACTS REQUIREMENTS

Section C.2 presents requirements applicable to all STARS Contracts, including the STARS Productivity requirement, security, Government Furnished Property (GFP), Contractor location and response times, phase-in, and contract management requirements.

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C.2.1 STARS Productivity Requirement

The INS requires a STARS operating environment that embodies a combination of quality, cost-effectiveness, industry best practices, efficiency, and flexibility. The SM/I Contractor shall develop an operating framework customized to the INS environment, building on existing processes, to optimize STARS productivity. All prime Contractors performing under the SM/I and Performance Contracts shall have a documented Software Engineering Institute (SEI) Capability Maturity Model (CMM) level 2 or higher.

C.2.2 Security Requirements for Classified Contract

C.2.2.1 Access to Classified Information

The INS has determined that the performance of this contract requires that the Contractor, subcontractor(s), vendor(s), etc., (herein known as Contractor) require(s) access to classified National Security Information (herein known as classified information). Classified information is Government information, which requires protection in accordance with Executive Order 12958, Classified National Security Information, and supplementing directives.

The Contractor shall abide by the requirements set forth in the DD Form 254, Contract Security Classification Specification, provided in Section J of the contract, and the National Industrial Security Program Operating Manual (NISPO) for the protection of classified information at its cleared facility, if applicable, as directed by the Defense Investigative Service. If the Contractor has access to classified information at an INS or other Government facility, it shall abide by the requirements set by that agency.

C.2.2.2 Suitability Determination for Sensitive Facility Access

The INS shall have and exercise full control over granting, denying, withholding, or terminating unescorted access to a Government facility and or sensitive Government information access for Contractor employees, based upon the results of a background investigation. The INS may, as it deems appropriate, authorize and grant temporary waivers for access to commence work to employees of the Contractor, subcontractor, and vendor. The granting of a waiver to commence work shall not be considered as assurance that a full employment suitability authorization will follow as a result thereof, and the granting of either a waiver or a full employment suitability determination shall in no way prevent, preclude, or bar the withdrawal or termination of any such access by the INS, at any time during the term of the contract. No employee of the Contractor, subcontractor, or vendor shall be allowed access to a Government facility without an employment waiver or suitability determination by the INS Security Office.

C.2.2.3 Background Investigations

All Contractor employees (to include applicants, subcontractors, temporary, part-time, and replacement employees) shall undergo position sensitivity analysis based on the duties each individual will perform on this contract. The results of the position sensitivity analysis shall identify the appropriate background investigation to be conducted. These

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background investigations will be processed through the INS Security Office. All prospective Contractor employees shall submit the following completed forms to the Security Office, through the Contracting Officer's Technical Representative (COTR), no less than 30 days before the starting date of the contract or 30 days prior to entry on duty of any employees, whether a replacement, addition, subcontractor employee, or vendor.²

1. Standard Form 85P, "Questionnaire for Public Trust Positions" (original plus a copy)
2. FD Form 258, "Fingerprint Card" (2 copies)
3. Foreign Born Relatives Form (original plus a copy)
4. Form I-9, "Employment Eligibility Verification"
5. Pre-screening checks conducted

The Contractor shall conduct and provide the results of pre-screening checks, which consist of verification, and documentation of employment activity, character reference checks and a current credit check.

The INS will provide required forms and pre-screening instructions at the time of award of the contract. Only complete packages containing the required forms, pre-screening checks, and supporting documentation will be accepted by the Security Office. Specific instructions on submission of packages and specific instructions on prescreening checks will be provided upon award of the contract².

The Contractor is advised to only submit security packages on suitable prospective employees whose integrity, credit, and character will sustain the security suitability process of the INS. The INS will likely consider as being unsuitable prospective employees who fail to truthfully represent their credit history; who make no attempt to pay debts; and whose character could be questionable because of serious arrests, current illegal drug use, or abuse of alcohol.

Unless an applicant/employee has resided in the U.S. for three of the past five years, the Government may not be able to complete a satisfactory background investigation. In such cases, the INS retains the right to deem an applicant/employee as ineligible due to insufficient background information.

² Note: To facilitate the security clearance process, the INS will initiate security clearance procedures for the Senior Program Manager, Deputy Program Manager, and Business/Contract Manager proposed by each Offeror determined to be in the competitive range within one week after submission of Best and Final Offers (BAFOs).

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In the interest of limiting access to potentially sensitive information and systems, the INS will consider only U.S. Citizens and Legal Permanent Residents for employment on this contract. Only U.S. Citizens are authorized access to classified information.

C.2.2.4 Continued Eligibility

If a prospective employee is found to be ineligible for access to Government facilities or information, the COTR will advise the Contractor that the employee shall not continue to work or to be assigned to work under the contract.

The Security Office may require drug screening for probable cause at any time and/or when the Contractor independently identifies circumstances where probable cause exists.

The INS reserves the right and prerogative to deny and/or restrict the facility and information access of any Contractor employee whose actions are in conflict with the DOJ standards of conduct, 28 CFR 45.735.1 through 45.735.26, or whom the INS determines to present a risk of compromising sensitive Government information to which he or she would have access under this contract.

The Security Office must be notified of all terminations/resignations within five days of occurrence.

C.2.2.5 Employment Eligibility

The Contractor is responsible for ensuring that each employee working on this contract shall have a Social Security Card issued and approved by the Social Security Administration.

Each employee of the Contractor, and of any subcontractor(s), shall complete and sign a Form I-9, "Employment Eligibility Verification," before commencing work. The Contractor shall retain the original Form I-9 and will furnish the COTR a copy of the I-9 before the employee commences work. The Contractor shall be responsible to the Government for acts and omissions of its own employees and of any subcontractor(s) and their employees.

Subject to existing law, regulations and/or other provisions of this contract, illegal or undocumented aliens will not be employed by the Contractor. The Contractor will ensure that this provision is expressly incorporated into any and all Subcontracts or subordinate agreements issued in support of this contract.

C.2.2.6 Security Management

The Contractor shall appoint a senior official to act as the Corporate Security Officer. The individual will interface with the Security Office through the COTR on all security matters, to include physical, personnel, and protection of all Government information and data accessed by the Contractor.

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The COTR and the Security Office will have the right to inspect the procedures, methods, and facilities utilized by the Contractor in complying with the security requirements under this contract. Should the COTR determine that the Contractor is not complying with the security requirements of this contract, the Contractor will be informed in writing by the Contracting Officer of the proper action to be taken in order to effect compliance with such requirements.

C.2.2.7 TAIS Clearance

The Contractor agrees to provide for the administrative control of sensitive Government data being processed and to adhere to the procedures governing such data as outlined in DOJ Order 2640.2C, Telecommunications and Automated Information Systems (TAIS) Security.

C.2.2.8 TAIS Security

All Contractor employees using automated systems will be required to receive Security Awareness Training as outlined in the Computer Security Act of 1987. This training shall be provided by the Information Resource Management (IRM) Security Representative. All personnel who access INS information systems will be continually evaluated while performing these duties. Supervisors should be aware of any unusual or inappropriate behavior by personnel accessing systems. Any unauthorized access, sharing of passwords, or other questionable TAIS procedures should be reported to the Security Office.

C.2.2.9 Sensitive Government Information Security Standards

Due to the nature of the work to be performed under the contract, the INS requires that the Contractor develop, implement, and maintain a comprehensive security program to address the collection, capture, storage, transmittal, and disposal/destruction of data (in all media) from both a facilities and personnel perspective. The Contractor's security program shall adhere to the requirements of the Privacy Act of 1974, The Computer Security Act of 1987, the Office of Management and Budget (OMB) Circular A-130, and DOJ guidelines and directives regarding security requirements.

Performance of work under this contract requires that the Contractor establish and maintain a facility for the receipt, processing, and storage of sensitive Government information. The Contractor shall ensure that all facilities established in support of this contract are secure inasmuch as access is limited to authorized Contractor and the INS personnel only. The Contractor further agrees that appropriate security procedures are in place to ensure the safeguarding of Government-furnished materials including data.

C.2.3 Government Furnished Property (GFP)

The Government will provide only that property described in specific task orders. Notwithstanding the Government's decision to furnish property, the STARS Contractors shall have the capability to furnish all materials and equipment necessary for the performance of the work required hereunder, including prototype development for the

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test, evaluation, and demonstration of the products developed under this contract (including proof-of-concept-prototypes, products for pilot testing, products for initial operating capability testing, etc).

All GFP shall be managed and maintained in accordance with the GFP clauses specified elsewhere in this contract and in specific task orders.

C.2.4 Contractor Location and Response Times

The INS may require STARS Contractors to locate personnel at INS Headquarters to support OIRM activities. Any need for personnel to be located at INS facilities will be specified in the particular task order. The task orders will specify the location of these individuals within the INS facilities. Day-to-day supervision and direct control over the work performed by these individuals shall be the sole responsibility of the STARS Contractor. All other STARS Contractor personnel shall be located at the Contractor's facilities.

The INS requires ready access to STARS Contractor personnel during normal business hours (8:00 a.m. to 5:00 p.m.). STARS Contractor personnel shall be available at INS Headquarters in no more than one hour after placement of a call from an INS authorized employee—the Contracting Officer, the Contracting Officer's Technical Representative (COTR), or the INS Task Managers. Further, STARS Contractor personnel shall be punctual for all scheduled meetings with Government personnel.

The INS currently has plans to relocate the entire OIRM staff to available office space within TechWorld Plaza. This move is expected to take place in calendar year 1997. Therefore, all references to INS Headquarters are intended to identify the INS Headquarters Building (commonly referred to as the Chester A. Arthur [CAAB] Building) located at 425 "I" Street, Northwest, Washington, D. C., and the TechWorld facilities. In addition, the INS currently has offices located at the Union Labor Life Insurance Company (ULLICO) Building located on the corner of 3rd and Massachusetts Avenue, Northwest, Washington, D.C.

C.2.5 Contract Management

The Contractor shall be responsible for the effective management and administration of all efforts undertaken under the STARS Contracts. Each STARS Contract will include a CPAF Management and Administration task order that will provide funding for key personnel and associated infrastructure costs (e.g., facilities and administrative costs).

The Contractor shall institute and maintain an effective, efficient, and responsive contract management organization that shall be responsible for the management and oversight of all personnel and financial resources utilized in the performance of the STARS Contract. The STARS Contractor's management organization shall be responsible for ensuring that all work activities are performed in a timely and cost effective manner while maintaining the highest quality of performance. To this end, the Contractor shall furnish and maintain a detailed Contract Management Plan that describes the resources and the company's policies and procedures for the effective

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management of this contract and all work performed. The plan shall address the following areas and shall be consistent with the methodologies and approaches proposed for overall program/project management contained in the Contractor's proposal.

C.2.5.1 Management Structure and Organization

The Contractor shall identify and maintain a management structure and organization with overall project control and authority for the performance of work under the contract. The Contractor's management structure and organization shall ensure that the following functional requirements, at a minimum, are satisfied throughout the life of the contract:

- a) A technically proficient and professionally capable staff is established and maintained throughout the life of the contract.
- b) Personnel turnover is minimized and individuals are motivated to achieve excellent and timely performance.
- c) Problems are avoided and unavoidable problems are resolved with little or no disruption to the activities performed under the contract.
- d) Continuous feedback on performance is obtained from INS personnel and provided to Contractor personnel on all areas of contract performance.
- e) The quality and timeliness of the products and services provided under this contract are continually monitored to ensure improvement throughout the life of the contract.
- f) All resources used for the performance of work under the contract are identified, their roles clearly defined, and their relationship to the remainder of the organization established and identified.
- g) A base of resources is maintained that can be called upon to fulfill urgent and unusual requirements of the contract. This base of resources must be identified and available to assume responsibilities, on a temporary basis, within 48 hours of a request for services.

C.2.5.2 Contractor Security Program

The Contractor shall establish and maintain a security program that addresses all aspects of contract performance as outlined by the NISPOM including personnel, facilities, software, and equipment security and subcontractor security and surveillance plans.

C.2.5.3 Contractor Quality Assurance/Control Program

The Contractor shall establish, implement, and maintain an effective quality assurance/control program to ensure consistent technical quality for all deliverables,

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work products, and services performed under this contract. The quality assurance/control program shall include management and technical reviews and audits to validate the quality of the work performed by the Contractor's personnel and of the work performed by its subcontractors.

C.2.5.4 Contractor Performance Measurement Program

The STARS Contractors shall implement a metrics program to evaluate task and organizational progress and efficiency in performing the activities of this contract. The Performance Contractors shall coordinate with the SM/I Contractor to implement a metrics program to evaluate task and organizational progress and efficiency in performing the activities of this contract and to help improve system performance, system effectiveness and end user productivity as well as decrease costs associated with the maintenance of systems. The Contractor's performance measurement program shall focus not only on measuring the organization's performance against the performance measures established by the Government for this contract, but on the performance measures established by the Contractor in their winning proposal and best and final offer (BAFO). Performance measurement and reporting shall be consistent with the Government Performance and Results Act (GPRA) of 1993. The program shall include measurements of productivity and quality as well as task management measurements (e.g., earned value). These metrics shall be incorporated in the periodic progress, financial, and contract management reports that are to be submitted under this contract (see Section F for information regarding reporting requirements).

The Contractor shall develop, implement, and maintain a continuous improvement program that is focused on continual productivity improvement, quality enhancement, and resource savings, and is designed to promote excellence, innovation, and efficiencies, both in Contractor performance and in the performance of the INS mission. The Contractor shall also evaluate, install, validate, and implement vendor software productivity tools. The Contractor shall report on quantitative and qualitative improvements resulting from the continuous improvement program.

C.2.5.5 Contractor Phase-In

Because of the structure of the STARS Program contracts, the INS does not require task-order specific phase-in plans as part of the STARS proposal process. As described in Section L, the INS requires that Offerors responding to the SM/I and Performance portions of the STARS SOW provide a generic description of the Offeror's proposed phase-in process, including procedures and methodologies established by the Offerors.

The INS will manage the phase-in of the SM/I Contractor, which is expected to take no longer than 90 days. Upon contract award, the INS will issue a Phase-In Task Order to the SM/I Contractor for the gradual assumption of applicable functions from the ITP Contractor. The ITP Contractor's phase-out plans for these functions will be provided to the SM/I Contractor as a part of the task order. The SM/I Contractor shall provide a task order proposal that includes a phase-in plan which is consistent with the

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Contractor's management approach for integrating new work activities into the overall Contract performance structure and task implementation strategies as described in the Contractor's proposal.

The SM/I Contractors' phase-in activities will focus on the gradual assumption of "enterprise-wide" activities such as quality assurance; computer security; configuration management; standards and procedures development and implementation; project status assessments; and the transfer of existing libraries. During phase-in activities, the Contractor shall maintain a log of activities and record all lessons learned during the process. The diary and a summary of lessons learned report shall be submitted to the COTR and Contracting Officer upon completion of all phase-in activities.

In assuming STARS Program Management support responsibilities, the SM/I Contractor shall assist the INS in developing SOWs for task orders to be competed among the Performance Contractors. Each task order for the transition of *existing* work will require that the Performance Contractors provide a phase-in plan that describes how work will be transferred from the ITP Contractor (or other INS contracts) while minimizing disruption to INS activities. The INS will evaluate phase-in activities as part of the evaluation of task order proposals.

As further discussed in Section H, OIRM will use competitive procedures for the award of task orders for systems development, implementation, operations, and maintenance efforts. The resulting task orders will provide the necessary transition information for the Performance Contractor to accomplish a successful phase-in.

IV&V work efforts shall not involve the transition of existing work from the ITP or other Contractors. Therefore, the IV&V Contractor shall not be required to provide phase-in plans as part of the task order proposal process. As part of the Management and Administration Task Order under the IV&V contract, the IV&V Contractor shall be required to provide plans for staffing the IV&V work efforts.

C.2.5.6 Contractor Documentation and Other Deliverables

Due to the nature of the work to be performed under the STARS contracts, the documents to be delivered include written reports, specifications, test documentation, and in some instances, drawings or sketches. The Contractors shall establish and maintain a contract reporting and documentation preparation process that provides the highest quality products in a timely and cost effective manner. All documents produced under the contract shall comply with Government guidelines, directives, and standards, if applicable, or with industry standard reporting forms and formats, as specified in task orders. Performance Contractors shall coordinate with the SM/I Contractor in developing and implementing reporting processes and procedures unique to the STARS Program.

In addition to providing the services specified by task orders under the Performance and IV& V contracts, the Contractors shall be required to submit prototype hardware and software products, test and evaluation equipment, and other development products.

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The Contractors shall ensure that all products are delivered with all associated components necessary to render the product operational and with complete sets of documentation, instructions, or other literature that may be specified in task orders for INS use and in conformance to the INS Information Systems Architecture (ISA).

C.2.5.7 Post-Award Conferences and Program Management Reviews (PMRs)

Upon award of the contract, the Government will conduct a series of post-award conferences to initiate contract performance and the transition of work activities. The first series of post-award conferences will consist of individual meetings between each of the STARS Contractors, OIRM Management (including the COTR) and the Contracting Officer. The purpose of these meetings will be to make the necessary introductions of personnel and address questions concerning administrative processes and procedures and any specific questions Contractors may have regarding their particular contracts. The second series of post-award conferences will be with those individuals on the SM/I and Performance Contracts who will be involved with phasing in work efforts to discuss the actual phase-in activities and the final phase-in schedule.

As a part of the overall management of the contract, the Government intends to conduct Program Management Reviews (PMRs) with each Contractor. While it is expected that PMRs will be conducted on a monthly basis, specific projects or work efforts may require weekly or bi-weekly status reviews that are similar in nature to the PMR. Whether the review is a PMR or a project status review, all such presentations shall provide a realistic status of the program/project and shall address all potential problem areas and actions being taken to mitigate such problems.

C.2.5.8 Task Order Processing System

The Contractor shall establish and maintain a clearly defined system for the processing, tracking, and monitoring of task orders and proposals (technical, financial, and schedule) issued in response to the task orders. The system shall provide for the timely and accurate processing of task orders to ensure full compliance with the task order procedures set forth in Section H and effective response to INS requirements.

C.2.5.9 Participation in the STARTAC, CRB, and Other OIRM Boards and Committees

The SM/I Contractor and the Performance Contractors shall participate in the STARTAC on a regular basis; the IV&V Contractor shall participate in the STARTAC at the invitation of the Chairman. All STARS Contractors Senior Program Managers shall participate in the CRB as non-voting advisors. The SM/I Contractor shall also provide coordination, scheduling, and other support to the CRB.

In addition, IRM reserves the right to call upon the STARS Contractors to participate on other boards and committees established by IRM in support of INS automation initiatives. The participation of the STARS Contractors on these boards and committees will be limited to advisory support.

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C.2.6 STARS Key Personnel Qualification Requirements

Key personnel under the STARS Program contracts are defined as personnel assigned to the labor categories that the Government has designated as being essential or "key" to the work performed.

C.2.6.1 Substitution or Diversion of Key Personnel

Substitution or diversion of key personnel shall be handled in accordance with the Section H clause entitled, Key Personnel, with the exception that during the first 180 days of this contract, no key personnel substitutions will be permitted unless such substitutions are necessitated by an individual's sudden illness, death, or termination of employment. In any of these events, the Contractor shall promptly notify the Contracting Officer and provide the information required by the Key Personnel clause.

C.2.6.2 Designation of Key Personnel by Task Order

The Government reserves the right to identify or require the designation of key personnel on a task order basis during contract performance.

C.2.6.3 Employment of Key Personnel

The Senior Program Manager (SPM), Deputy Program Manager (DPM), and the Business/Contract Manager (B/CM) shall be full-time employees of the prime Contractor at the time of contract award. All other key personnel shall be full-time employees of the Contractor team, either the prime Contractor or subcontractors, at the time of contract award. If the Offeror is proposing any individuals to fulfill key positions who are not currently employees of the Offeror's team, then the Offeror shall furnish a letter of commitment signed by the individual as described in Section L.

C.2.6.4 Security Clearances for Key Personnel

The SPM and the DPM for the STARS Contracts shall have Top Secret clearance. The B/CM and other key personnel positions are considered to be T-1 and will require full field background investigations. The INS will provide security forms when the Government initiates discussions (if any) with Offerors determined to be in the competitive range. Offerors shall submit completed security forms within one week of submission of BAFOs. To facilitate the security clearance process, the INS will initiate security clearance procedures for the SPM, DPM, and B/CM proposed by each Offeror determined to be in the competitive range, upon receipt of completed security packages. The INS reserves the right to request submission of security packages for all key personnel within one week of submission of BAFOs if it is deemed to be in the Government's best interest.

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C.2.7 Key Personnel Labor

The following table identifies the labor categories and the minimum number of positions within each category designated as key personnel for each of the STARS Contracts.

<i>Key Personnel Labor Categories for Performance Contracts</i>	
Chief Corporate Information Officer (CIO)/(Senior Program Manager)	1
Corporate Information Systems Executive/(Deputy Program Manager)	1
Assistant Corporate Information Systems Executive/(Business/Contract Manager)	1
Corporate Technical Planning Manager	2
Systems Analysis and Programming Director	4
Applications Systems Analysis and Programming Director	2
Database Manager/Administrator	2
Quality Assurance Manager	1
Data Security Administration Manager	1
Financial Analyst - Senior	1
Total Key Personnel	16

The labor categories listed use titles that are consistent with the commercial industry surveys used by INS to develop the Independent Government Cost Estimate (IGCE) as described in M.4.4.1. Where the INS key personnel title is different, it is shown in brackets for an estimated equivalent level. Key Personnel labor category job descriptions tailored to meet INS requirements are provided in Section C.2.7.1.2.

C.2.7.1.1 Personnel Labor Category Descriptions/Minimum Qualification Requirements for the SPM, DPM, and B/CM

The SPM, DPM, and B/CM shall be designated as key personnel for each of the STARS contracts. The following position descriptions define the duties of the SPM, DPM, and B/CM and provide the minimum requirements for these positions in terms of experience and education. "Recent experience" refers to experience gained within the last 10 years. If the Contractor believes there is an individual who possesses the skills necessary to satisfy the general requirements of the Government but who may not meet the skill category description, the Contractor may submit to the Government for consideration a resume that expressly states the individual's unique qualifications. However, the Government reserves the right to reject the resume if it feels that the individual's qualifications will not satisfy the Government's requirements. Rejections of such resumes shall be at the sole discretion of the Government and will not be subject to discussions with the Contractor.

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Unless indicated otherwise for a specific skill category:

- An undergraduate college-level degree may be substituted for one (1) year of experience.
- A Master's Degree may be substituted for two (2) years of experience.

C.2.7.1.1.1 Senior Program Manager (SPM) and Deputy Program Manager (DPM)

The INS has intentionally required that the experience, education, and skills of the SPM and DPM be at the same levels. This will enable the DPM to substitute for the SPM in the event of his/her absence. However, the substitution of the Deputy for the Senior Program Manager will only be allowed in emergency cases. Both individuals are required to be dedicated and available to support the contract on a full-time basis. The division of the duties and responsibilities between the two individuals is at the sole discretion of the company. The following table describes the responsibilities and qualifications of the SPM and DPM for each of the STARS Contracts.

<i>Senior Program Manager (SPM) and Deputy Program Manager (DPM) Responsibilities and Qualifications</i>
<p><i>Responsibilities</i></p> <p>The SPM and the DPM manage all contract operations involving multiple projects (tasks) and personnel at diverse locations. The SPM and DPM are authorized to negotiate on behalf of the company and contractually commit company resources to the contract. The SPM and DPM organize, direct, and coordinate the planning and execution of all contract support activities. The SPM and DPM assemble and recruit the personnel and other resources necessary for the performance of assigned projects.</p> <p>The SPM serves as the senior official of the contract organizational structure and as such interfaces with the Contracting Officer, COTR, and other senior INS Officials, as appropriate. The DPM shall serve as the alternate senior official of the contract organizational structure and shall also interface with INS officials as appropriate. The SPM and DPM establish and alter (as necessary) the management structure to effectively direct contract support activities, and assign, schedule, and review the work of subordinates.</p> <p>The SPM and DPM ensure conformance to task order SOWs and compliance with contract terms and conditions. The SPM and DPM interpret policies, procedures, and goals of the organization for subordinates.</p>
<p><i>Education/Skills</i></p> <p>The SPM and DPM shall each possess a Bachelor's degree from an accredited four-year institution. The Bachelor's degree shall be in Business Management/Administration, Information Systems, Computer Science, Engineering, or another related technical field. The SPM and DPM shall have excellent oral and written communications.</p>

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*Senior Program Manager (SPM) and Deputy Program Manager (DPM)
Responsibilities and Qualifications (continued)*

Experience (All STARS Contracts)

For all STARS Contracts, the SPM and DPM shall each have a minimum of fifteen (15) years of progressive IRM technical or managerial experience. The SPM and DPM shall have demonstrated work-related experience in the following areas:

- successful management of projects involving ADP software development, maintenance, and other related support services; and
- management and supervision of technical personnel at the skill levels indicated in Section C.2.

Recent Experience (Performance Contracts)

The SPM and DPM for the Performance Contracts shall have a minimum of five (5) years of recent experience in managing at least one large (commercial or Government³) information technology contract with a total cost exceeding \$100,000,000 and involving the supervision of a minimum of 250 individuals in subordinate groups and diverse locations.

C.2.7.1.1.2 Business/Contract Manager (B/CM)

The following table describes the responsibilities and qualifications of the B/CM for each of the STARS contracts.

*Business/Contract Manager (B/CM)
Responsibilities and Qualifications*

Responsibilities

The B/CM manages all business operations of the contract, including the selection and management of subcontractor and vendor resources; facilities; Government-furnished property (GFP); development of proposals in response to task orders; and the financial, progress, and other reporting requirements of the contract. The B/CM ensures full compliance with contract terms and conditions and assures that the business operations of the contract are conducted in a timely and cost-efficient manner.

Education

The B/CM shall possess a Bachelor's degree from an accredited four-year institution in Business Management/Administration or a related field.

³ Note: Government contracts include contracts with Federal, state, and local Government.

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*Business/Contract Manager (B/CM)
Responsibilities and Qualifications (continued)*

Experience (All STARS Contracts)

For all STARS Contracts, the B/CM shall possess a minimum of fifteen (15) years of progressive business management or managerial experience in the implementation and management of commercial or Government information technology contracts, including multiple task orders. The B/CM shall have demonstrated work-related experience in the management and supervision of financial and contractual personnel and successful management of subcontracts and vendor resources for diverse contracts, including cost reimbursement contracts, as set forth in FAR Part 16, involving multiple task orders.

Recent Experience Performance Contract

The B/CM for the Performance Contracts shall have five (5) years of recent experience in managing at least one large information technology contract with a total cost exceeding \$100,000,000, with multiple task orders, involving the supervision of 20 or more business management professionals.

C.2.7.1.2 Labor Category Descriptions for Other Key Personnel

Labor category descriptions for all other key personnel are provided in the following paragraphs. These labor category descriptions correlate to the labor category descriptions in the commercial industry surveys used by the INS to develop its estimates.

C.2.7.1.2.1 Corporate Technical Planning Manager

Responsible for technical advice and recommendations for tactical and strategic planning of enterprise-wide information technology.

Duties include but are not limited to:

- ✧ reviewing and assessing, and making recommendations related to IT architectures, IT platforms, enterprise-wide capacities, emerging technologies, and other aspects of OIRM strategic planning;
- ✧ directing the preparation, review, and consolidation of corporate, regional, subsidiary, and/or divisional information systems and plans;
- ✧ disseminating information and coordinating policies and strategies for systems integration planning with peers and subordinate managers; and
- ✧ managing, reviewing, and evaluating work of subordinate staff.

Must have the ability to effectively communicate visions and concepts to executive level as well as translating the vision implementation to technical staff.

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C.2.7.1.2.2 Systems Analysis and Programming Director

Responsible for all systems analysis and programming activities across mainframe, LAN, and micro-computer environments.

Duties include but are not limited to:

- ✧ managing, directing, or coordinating applications systems analysis and programming, operating systems analysis and programming, information systems training, and database management;
- ✧ reviewing all systems development project requests and coordinating schedules and related activity;
- ✧ providing technical and functional systems analysis and programming direction across mainframe, LAN, and micro-computing environments and activities;
- ✧ providing inter-task negotiation and problem resolution;
- ✧ preparing activity and progress reporting regarding all systems analysis and programming sections;
- ✧ providing overall direction and guidance to assigned project managers; and
- ✧ managing, reviewing, and evaluating work of subordinate staff.

Must have the ability to effectively communicate vision and concepts to executive level as well as translating the vision implementation to technical staff.

C.2.7.1.2.3 Applications Systems Analysis and Programming Director

Responsible for applications systems analysis and programming activities.

Duties include but are not limited to:

- ✧ reviewing systems development project requests and coordinating schedules and related departmental activities;
- ✧ providing overall direction and guidance to assigned project managers;
- ✧ reviewing and evaluating the work of subordinate staff and preparing performance reports; and
- ✧ preparing activity and progress reports regarding applications systems analysis and programming sections.

C.2.7.1.2.4 Operations Scheduler/Coordinator

Responsible for effective coordination and utilization of enterprise-wide computing and support resources.

Duties include but are not limited to:

- ✧ reviewing and evaluating agency computer resources;

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- ✧ coordinating and directing research for resource estimation;
- ✧ scheduling operating time of information systems operations to ensure effective utilization;
- ✧ coordinating extensively with managers, planners, and others to determine project requirements and plan and budget resources;
- ✧ recommending standard policies and procedures for providing routine service; and
- ✧ coordinating preventive maintenance requirements with operating requirements.

Must have the ability to communicate effectively and efficiently with many levels of executive and technical staff.

C.2.7.1.2.5 Librarian

Responsible for maintaining the library of computer generated files, which may be on tape, disk or mass storage.

Duties include but are not limited to:

- ✧ implementing or recommending, policies, procedures, and standards, across the library maintenance function;
- ✧ classifying and cataloging files in accordance with such factors as content of data and type of routing;
- ✧ ensuring reliable and efficient use of agency resources for computer generated files;
- ✧ assigning codes conforming with standardized system;
- ✧ preparing records for file reference; and
- ✧ issuing files on charge-out system and inspecting returned files to determine need for replacement due to wear or damage.

C.2.7.1.2.6 Database Manager/Administrator

Responsible for all repositories of mission-critical information used by the INS, and all activities related to the administration of these agency databases.

Duties include but are not limited to:

- ✧ reviewing and evaluating agency enterprise-wide databases;
- ✧ consulting and advising extensively with the various database user groups;
- ✧ coordinating and directing documentation of agency requirements related to databases;
- ✧ recommending standard policies and procedures for providing routine service;

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- ✧ conferring with and advising subordinates on administrative policies and procedures;
- ✧ planning scheduling, and coordinating database administration activities;
- ✧ assigning resources to projects;
- ✧ coordinating preventive maintenance requirements with operating requirements; and
- ✧ managing, reviewing, and evaluating work of subordinate staff.

Must have the ability to communicate effectively and efficiently with many levels of executive and technical staff.

C.2.7.1.2.7 Quality Assurance Manager

Responsible for the effective development and implementation of programs to ensure that all information systems products and services meet minimum industry and INS standards and end-user requirements.

Duties include but are not limited to:

- ✧ making recommendations regarding policies, procedures, and standards for systems development life cycle (SDLC) products and deliverables;
- ✧ directing and ensuring adequate product testing prior to implementation of new information systems;
- ✧ administering problem management process, including monitoring and reporting on problem resolution process;
- ✧ making recommendations regarding acquisition and/or implementation of new software to increase information systems efficiency; and
- ✧ managing, reviewing, and evaluating work of subordinate staff.

C.2.7.1.2.8 Data Security Administration Manager

Responsible for cost-effectively protecting information system assets and information from intentional or inadvertent modification, disclosure, or destruction.

Duties include but are not limited to:

- ✧ making recommendations regarding policies, procedures, and standards for data security;
- ✧ administering the security program to ensure a proper balance between operational effectiveness and data confidentiality, integrity, and availability;
- ✧ identifying risks and vulnerabilities within the automated environment;
- ✧ proposing and implementing cost-effective risk management solutions consistent with established federal and agency requirements;

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- ✧ directing and ensuring adequate overall strategic direction of the agency's Computer and Telecommunications Security Program; and
- ✧ managing, reviewing, and evaluating work of subordinate staff.

C.2.7.1.2.9 PC Support Manager

Responsible for advising agency and implementing policy regarding enterprise-wide micro-computing resources, activities, and support.

Duties include but are not limited to:

- ✧ making recommendations regarding establishment and implementation of PC policies, procedures, and standards;
- ✧ studying and projecting INS PC resource requirements;
- ✧ coordinating micro-computing life cycle management and technology refreshment;
- ✧ directing setup and maintenance of library and materials for end user reference;
- ✧ maintaining currency in new developments and technology; and
- ✧ managing, reviewing, and evaluating work of subordinate staff.

C.2.7.1.2.10 Director of Telecommunications

Responsible for all telecommunications activities for agency-wide support.

Duties include:

- ✧ directing the strategic planning, design, implementation, and operations and maintenance of voice, data, and video telecommunications systems and associated activities, including quality assurance;
- ✧ planning and recommending short- and long-term strategies to support applications systems, prepare, present, and defend plans and cost estimates for current and proposed telecommunications activities;
- ✧ directing staffing recruiting, and budgeting for these activities;
- ✧ maintaining currency with changing industry trends, and technologies;
- ✧ developing effective and innovative plans for incorporating these new technologies; and
- ✧ making presentations of these plans for solving agency mission objectives.

Must have the ability to communicate vision and concepts to a variety of technical and executive level audiences.

C.2.7.1.2.11 Telecommunications Manager (Multiple Incumbents) - Voice Systems

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Responsible for design, development, and implementation of engineering solutions to meet voice system applications requirements.

Duties include but are not limited to:

- ✦ recruiting and managing senior telecommunications analyst and senior communication analysts with voice system development expertise;
- ✦ reviewing and coordinating voice systems engineering activities; and
- ✦ disseminating voice systems engineering status and issues.

C.2.7.1.2.12 Telecommunications Manager (Multiple Incumbents) - Video Systems

Responsible for design, development, and implementation of engineering solutions to meet video system applications requirements.

Duties include but are not limited to:

- ✦ recruiting and managing senior telecommunications analyst and senior communication analysts with video system development expertise;
- ✦ reviewing and coordinating video systems engineering activities; and
- ✦ disseminating video systems engineering status and issues.

C.2.7.1.2.13 Telecommunications Manager (Multiple Incumbents) - Data Systems

Responsible for design, development, and implementation of engineering solutions to meet data system applications requirements.

Duties include but are not limited to:

- ✦ recruiting and managing senior telecommunications analyst and senior communication analysts with data system development expertise,
- ✦ reviewing and coordinating data systems engineering activities, and
- ✦ disseminating data systems engineering status and issues.

C.2.7.1.2.14 Telecommunications Manager (Single Incumbent) - Quality Assurance

Responsible for design and implementation of engineering solutions to measure and track the quality of telecommunication services delivery to meet user requirements.

Duties include but are not limited to:

- ✦ recruiting and managing senior telecommunications analyst and senior communication analysts with QA expertise;
- ✦ reviewing and coordinating QA activities; and
- ✦ disseminating QA status and issues.

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C.2.7.1.2.15 Network Planning Manager

Responsible for long-term strategic planning to ensure network capacity meets current and future network requirements. Evaluate feasibility of emerging telecommunications standards and technologies.

Duties include but are not limited to:

- ✦ conducting cost benefit analysis of emerging telecommunications technologies;
- ✦ being actively involved in telecommunications industry and research/development forums;
- ✦ being actively involved in commercial and federal telecommunications standards and policies; and
- ✦ disseminating information and analyses from these forums to agency executive and technical staff.

C.2.7.1.2.16 Network Control Manager

Responsible for managing the activities of a group of Network Control Supervisors to monitor all network operations and maintenance activities.

Duties include but are not limited to:

- ✦ managing the network operations staff (24 hours);
- ✦ coordinating repair and service restoration activities;
- ✦ disseminating problems to systems engineering staff; and
- ✦ directing trouble shooting and problem resolution.

C.2.7.1.2.17 Configuration Management Analyst - Senior

Responsible for administering, implementing, and monitoring the change control process for zero defect software development.

Duties include but are not limited to:

- ✦ recommending policies and procedures to ensure efficient configuration management of agency products and deliverables within industry and agency standards;
- ✦ identifying requirements and coordinating the development and implementation of computer-based configuration management systems;
- ✦ providing planning support in the areas of configuration documentation and control, status accounting, statement of work, and design cost estimates;
- ✦ at contract award, participating in design reviews;
- ✦ participating in configuration control board meetings and audits;

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- ✦ preparing schedules, budgets, manpower spreads and miscellaneous organizational documents consistent with requirements for updating product design changes; and
- ✦ recommending policies and procedures for financial management and reporting.

C.2.7.1.2.18 *Financial Analyst – Senior*

Responsible for providing financial guidance, analysis, and key recommendations to management.

Duties include but are not limited to:

- ✦ conducting financial studies to review operating budgets for cost experience against budgeted funds;
- ✦ identifying trends and developing measures to ensure budgets are not exceeded;
- ✦ preparing recommendations to counter projected overruns and adjust expense schedules;
- ✦ evaluating controls on labor, overhead, and general expenditures;
- ✦ developing financial performance measures and standards;
- ✦ recommending policies and procedures for financial management and reporting;
- ✦ preparing analysis of reports to project financial performance of new projects;
- ✦ coordinating submissions into consolidated budget, narrative justifications;
- ✦ assisting in negotiations and management reviews; and
- ✦ supervising, training, or evaluating lower level analysts.

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C.3. SOW FOR SYSTEMS DEVELOPMENT, IMPLEMENTATION, AND OPERATIONS, AND MAINTENANCE SERVICES (PERFORMANCE CONTRACTS)

The Performance Contractors shall perform the full range of systems development, implementation, operations, and maintenance services. The Performance Contractors shall provide systems management and integration services at the project or systems level. Paragraph C.4 describes the work to be performed by the Performance Contractors and corresponds with CLIN Series 2000, 2100, 2200, 2300, and 2400 as presented in Section B, Supplies, Services, and Prices/Costs.

C.3.1 Systems Engineering and Integration

The Contractor shall be responsible for the ongoing systems engineering and integration required to support the implementation of a comprehensive information systems architecture that will support INS mission objectives and facilitate and continually improve the way in which the INS fulfills these objectives. The Contractor shall adhere to and promote standards and policies developed by OIRM for the INS Enterprise Model, ISA, ASA, and database management.

The Performance Contractors shall provide support to OIRM that includes but shall not be limited to the following services:

- a) Use cooperative/distributive/client-server and parallel processing architecture to support the collection of pertinent information at the source and enable an integrated approach for data retrieval from corporate databases.
- b) Develop user friendly, consistent interfaces through the use of Graphical/Common User Interfaces (GUI/CUI).
- c) Minimize redundant applications and data. Use standardized data element definitions to ensure reliability and facilitate the use and interpretation of data. Use standardized data element definitions in the INS Enterprise Model to ensure reliability and facilitate the use and interpretation of data. Address and resolve issues surrounding the security, integrity and backup of INS data in a distributed environment.
- d) Develop expert systems using artificial intelligence tools. The Contractor shall develop computer-assisted support to complement applications dealing with intelligence data, trend analysis, informational relationships, and applications requiring experienced judgment and the need to consider several decision possibilities. Examples of expert systems planned or under development by the INS include: the INS "Ask Immigration" expert system which will provide information on immigration law to the public via the Internet; an expert system to support the Regional Service Centers in responding to information sought by the public; and a generic scheduling component that

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will be used to support a variety of applications (e.g., applications related to management of jail space, coordination of legal schedules, including hearings, etc.). Expert systems shall be developed using a commercial off-the-shelf (COTS) Expert System Development Shell.

- e) Use electronic filing to enhance workflow processing, reduce paperwork, errors, and cost.
- f) Use optical technology to store and retrieve data, and facsimile (FAX) technology integrated with electronic and scanning devices for processing paper products gathered during examinations, enforcement, and administrative processes. This technology is intended to move the INS to a paperless processing environment that in turn will promote the efficiency of the agency.
- g) Integrate imaging technology with distributive and large-scale transaction processing.
- h) Use automated processing activities, where possible, as an alternative to traditional face-to-face interaction with INS representatives.
- i) Apply advanced technologies such as video conferencing, Internet/intranet, and multimedia.
- j) Use biometrics for positive identification, and use external information such as advanced passenger information and manifest, visa information, etc., to automate inspections of travelers and enforcement activities.
- k) Use sophisticated enforcement-type deterrent systems such as intrusion detection sensors, cameras, and night vision equipment.
- l) Deploy workstations, portable terminals, LANs, and wide-area communications backbone gateways to provide an environment comprised of modern information processing and communications tools, compliant with prevailing international standards (e.g., X.400 and X.500) to directly communicate with other workstations and systems for on-line sharing of information in a variety of forms.
- m) Exploit communications media such as Frame Relay, SONET, ATM, and wireless communications.
- n) Ensure compliance with INS and industry standards.
- o) Apply business re-engineering and development methodologies and tools to identify financial operating business rules, and develop functional and business models of INS budget, financial management, work measurement, and cost allocation processes for establishing user fees to be charged to the public for INS services.

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Through the implementation of modern systems development environments, tools and methodologies as approved by OIRM, such as Information Engineering, I-Case Tools, object-oriented tools, RAD, workflow technologies, etc., the objectives of the Systems Engineering and Integration phase are as follows:

- Faster delivery of applications and systems and enhancements through component sharing and reusability.
- Enable the implementation and use of more complex applications by supporting collaborative development and enhancing the management of application components that are part of distributed computing.
- Lower life cycle costs through the elimination of duplication of effort, automated change analysis and audit trails.
- Ensure delivered systems meet user requirements and minimize start-up surprises by providing tools for user participation in the modeling of business rules and processes.

For each systems development project, the Contractor shall develop and obtain approval of a checklist summarizing compliance and/or waiver of the SDLC steps. The checklist shall identify the SDLC steps, deliverable documents that will be produced or waived, and the formal review process. The extent of the SDLC phases and documentation may be dictated by the development method chosen from the SDLC work patterns.

C.3.1.1 Systems Planning and Definition

The Contractor shall support OIRM in the identification, evaluation, and recommendation of solutions and opportunities including the modification and process re-engineering of existing systems to encourage and facilitate the development of integrated systems, provide added functionality and improve productivity.

C.3.1.1.1 Preliminary Investigations

The Contractor shall conduct preliminary investigations to obtain information on the addition of new capabilities, systems expansion, upgrades, systems migration, conversions to new architectures, impact on business processes, and implementation of standards. Provide information for use by OIRM Managers in making a preliminary determination to proceed with a systems development task. The preliminary investigation shall identify the existing process, describe the problem(s) and their impact, set forth possible solutions, and make recommendations to OIRM on the best way to proceed.

C.3.1.1.2 Feasibility and Cost Benefit Analysis

Based on the preliminary investigations, the Contractor shall develop feasibility and cost-benefit analysis studies that identify objectives, requirements, and system

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concepts; identify candidate approaches; research possible solutions; and analyze commercial off-the-shelf (COTS) products available for achieving the objectives. As specified in task orders, the Contractor shall make recommendations on the approach that may be taken. The feasibility and cost benefit assessments will be used by OIRM Managers to determine whether or not OIRM will proceed with the task.

C.3.1.1.3 Functional Requirements Definition

The Contractor shall develop business process analyses, workplans, and functional requirements documentation to identify and validate information needs, information flow, functionality, and constraints. This documentation will state and refine users' needs and identify resources, funding, and schedules necessary to respond to user requirements. Travel to INS sites may be specified in the task orders in order to conduct the necessary analyses.

C.3.1.1.4 Project Plan

The Contractor shall develop a project plan that presents all tasks and subtasks to be performed and all applicable schedules. The plan shall clearly identify all resources allocated to the effort and shall specify all dependencies and interfaces that might exist with other tasks.

C.3.1.1.5 Systems Design

The Contractor shall, at a minimum, develop the design approach, alternatives design and analysis, and impact analysis; map and maintain traceability of the design to requirements; develop user interfaces; identify the major components and interfaces of the system; determine impact on work flow processes; and develop testing strategies, test cases, and test plans. The Contractor shall conduct design reviews to clarify design drivers, selection of platform, architecture (e.g., distributed versus centralized), portability considerations, potential capacity and performance ramifications, identification of existing systems that may be reused, and other pertinent design information. As part of the system design, the Contractor shall, at a minimum, identify and review:

- a) System design constraints, restrictions and assumptions
- b) Design requirements
- c) Disaster recovery requirements and constraints
- d) Data, component, and physical security requirements
- e) System interfaces
- f) Consistency with the Application System Architecture (ASA)
- g) System security and privacy requirements

h) User interfaces

C.3.1.1.6 Systems Specifications and Detailed Design

The Contractor shall develop and conduct critical design reviews of systems and detailed design specifications. The specifications shall identify software components, objects, relationships, procedures, hardware, services, facilities, staffing, and supply requirements for the development and implementation of a system.

C.3.1.2 Systems Development

During the systems development phase, the Contractor shall translate the system specifications and detailed design documentation into system components, code, or both.

C.3.1.2.1.1 Coding/Assembly of Components

The Contractor shall develop code, conduct peer reviews and provide regular summary progress of the development effort. The Contractor shall conduct code walk-through, as required by the task orders.

C.3.1.2.1.2 Baseline Configuration

The Contractor shall establish, control, and maintain integrity of baseline configuration, software version descriptions, and related documentation.

C.3.1.2.1.3 Test and Verification

The Contractor shall develop test and verification procedures to ensure system integrity and that the system meets the functional requirements established during the system planning, definition, and design phases. Unit, system, and integration testing shall also be conducted to validate the system's capabilities. The Contractor shall test the system in a simulated operational environment. Test and verification services shall include, at a minimum:

- a) Analyses of current testing environments and tools with recommendations for improvements to current processes.
- b) Automated systems and methodologies to generate or select a proper set of records and test scenarios to test new systems and changes.
- c) Market research and evaluation of automated tools and techniques for the automatic generation of test data. Currently the INS is using Win Runner (Mercury Interactive) and Load Runner (Mercury Interactive).
- d) Customizing and testing tools.

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C.3.1.2.1.4 Documentation

The Contractor shall develop all SDLC documentation including manuals (e.g., operations, system maintenance, user, and training) and plans (e.g., system integration and site implementation) in accordance with the INS SDLC. The SDLC is a dynamic document that is periodically updated/modified to take advantage of new methodologies, tools, and techniques. The Contractor shall ensure all SDLC documentation, as appropriate, is included in the SDLC library, CM library, or Policy and Planning technical library.

C.3.1.3 Systems Implementation

Systems Implementation includes activities associated with the installation and operation of a system. During systems implementation, the Contractor shall support OIRM with the development of prototype installation test plans, installation test reports and the preparation of systems manuals including operations, maintenance, and user manuals customized by site.

During this phase, the INS may require that the system be turned over to the INS or another Contractor for implementation. When directed to do so, the Contractor shall submit to the INS or its Contractor the system and all documentation and products associated with the system. As specified in task orders, the Contractor may be required to assist another Contractor with the installation and implementation of the system.

C.3.1.3.1 Surveys

If specified in a task order, prior to system installation, the Contractor shall conduct site surveys and conduct requirements studies to determine the needs of an organization or field office to install software or expand technology products, systems, or solutions. All surveys shall include identification of existing hardware and software resources and existing communications resources (including system interfaces).

C.3.1.3.1.1 Site Survey Standards

The INS has developed Site Survey Standards, a copy of which is provided in Section J, Attachments. The Contractor shall adhere to the site survey standards provided by the INS and shall ensure that at the conclusion of each site survey, detailed reports containing the results of the survey and providing system installation plans are provided to the INS. The site survey report shall include detailed descriptions of tasks and subtasks required (such as LAN configuration) for the successful accomplishment of system installation.

All site surveys shall be accomplished in a timely and effective manner with little or no disruption to the INS operations and activities conducted at the particular site.

In some instances, the INS will provide the Contractor with site survey reports prepared by either the INS or another Contractor. The Performance Contractor shall utilize the site survey report as directed by the INS to prepare the site and install the system.

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C.3.1.3.2 Site Preparation and Installation

Upon written approval of the site survey report by the OIRM official designated in the task order, the Contractor shall proceed with site preparation and installation, exclusive of construction, renovation, or alteration. All site installations shall be accomplished with minimal disruption to the INS personnel at the site. The Contractor shall provide detailed site installation reports including site drawings and workflow charts identifying the location and/or utilization of installed systems (i.e., how the system interfaces with business processes or user work groups).

C.3.1.3.3 Systems Installation

Once the site is prepared and installation procedures are established, the Contractor shall proceed with the system installation phase. During this phase, the Contractor shall install, integrate, test, and implement the systems developed. The systems implementation phase shall include all activities associated with data conversion; data collection, capture, verification and validation, user training; and system turnover.

C.3.1.3.3.1 Data Conversion

The Contractor shall support system conversion to provide for the movement of data from the current system to the new system. This may involve moving automated data files to other automated data file formats or database structures, or transition from a manual system to an automated system. All data conversion activities shall be performed with minimal disruption to the day-to-day activities of the site.

The Contractor shall provide detailed data conversion plans and implementation plans that describe how the Contractor will accomplish system conversion activities with minimal disruption to the INS operational activities. The conversion plans shall provide a narrative description and graphic representation of tasks and subtasks identifying dependencies. All resources required for system conversion activities shall be identified for each task and subtask, and an estimate of the time required to complete each task and subtask shall be provided. All work shall be performed in accordance with INS policies, procedures, and guidelines.

C.3.1.3.3.2 Training Products

The Contractor shall provide customized training products for all systems developed, installed, implemented, or maintained under this contract. Each system shall also include a training plan addressing the specific audiences to be trained and an analysis of delivery strategies. The computer operator technical training documents shall address operation and control of production systems. The programmers/analysts technical training documents shall address maintenance of the system, software, and databases. End user training documents shall be functionally oriented and address use of the systems within INS office operations. Training products shall also be provided via a variety of media, including computer-based training (CBT) on disk, CD-ROM, video, and Intranet/Internet.

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C.3.1.3.3.3 *Data Collection, Capture, Verification and Validation*

The Contractor shall implement new systems requiring initialization of data collection processes to capture existing unstructured data.⁴ The Contractor shall:

- a) verify the data being captured.
- b) validate the integrity of the data collected.
- c) assure that all data captured complies with INS data management standards.

The Contractor shall provide system data dictionaries and documentation in conformance with the INS Enterprise Data Model. Data captured shall be validated against the INS corporate data repository.

C.3.1.3.3.4 *Systems Turnover*

The Contractor shall perform all tasks associated with implementing new systems or major enhancements of existing systems, including system conversion, parallel operations, and initial start-up operations. The Contractor shall provide execution reports documenting proper installation and parallel processing activities.

C.3.1.3.3.5 *Operations*

The INS may require that the Contractor support system operations activities for a specified period in order to ensure user acceptance of the system. Several activities may occur during this phase including re-training, system troubleshooting, and other activities typically associated with system maintenance activities. The Contractor may be required to support particular systems throughout the period of performance of the contract.

C.3.1.4 *Prototype and Pilot Systems*

The Contractor shall have access to and make available, as specified in a task order, a single research and development (R&D) facility comprising of normal office space in a location that is acceptable to both the Government and the Contractor. This R&D facility shall contain emerging hardware and software technology products for use in conducting feasibility studies and prototyping requirements. All hardware and software technology products provided in the R&D facility should be coordinated with the SM/I Contractor. R&D facilities, if required by a task order, shall be subject to the 1-hour response time requirement described in Section C.2.4.

The Contractor shall use prototyping when specified in task orders or when appropriate to reduce design, development, and implementation risks and to validate system

⁴ *Unstructured data refers to information that may currently be stored in various media such as forms, documents, etc. Data capture may include scanning as well as traditional keyboard data entry. Where appropriate, data to be entered in formatted records will be validated against business rules and allowable values as defined in the Enterprise Model.*

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requirements and design concepts; validate technology, product selections, or strategies for utilization; refine performance and cost estimates; and reveal system performance strengths and weaknesses. The Contractor shall develop and assist in the definition of hardware and software requirements and specifications for prototype systems. The Contractor shall acquire, install, test, modify, demonstrate, and document prototypes or pilot systems. The documentation shall include SDLC documentation and all lessons learned as a result of the prototyping effort. Unless otherwise specified on a task order, the INS requires that prototypes be developed and tested in the Contractor's R&D Laboratory, an INS laboratory, or other controlled environment. The Contractor shall provide prototypes, pilot systems, and new releases to the INS for installation in INS development labs to allow for development of training products, testing, and demonstrations. Any other requirements for labs or testing facilities will be specified and agreed to in task orders issued.

C.3.1.5 Systems Evaluation

The Contractor shall provide technical support for evaluating INS information systems and databases. Systems evaluation will include conducting a thorough evaluation of targeted systems to assess the functionality of the software and databases, evaluation of the benefits of redesign over new development, or validation of the system functions. The Contractor shall provide systems evaluation reports that include evaluations and recommendations as to the most suitable products available to accommodate INS needs.

C.3.1.6 Systems Integration Studies

The Contractor shall perform studies to identify potential systems integration activities within the INS, with other Department of Justice information systems, and with other Government agencies to streamline data collection, data entry, data exchange, and query processes. The Contractor shall develop impact and decision papers concerning new information processes.

C.3.1.7 Systems Conversion and Reverse/Re-Engineering

The Contractor shall convert systems from current environments to new ones, for example from assembler language to 4GL. Tasks will include, but not be limited to, the development of specifications, programming, testing, and documentation. Legacy systems may also be selected for the development of new front-end user interfaces and for reverse/re-engineering.

C.3.2 Systems Maintenance and Sustaining Engineering

The maintenance life cycle applies to work done on operational systems. The Contractor shall fully maintain INS-approved applications systems and software developed under this contract and applications software currently in use at INS facilities. Systems maintenance and sustaining engineering activities shall follow the same methodology as described under Systems Engineering and Integration in Part II of the SOW, and tailored as necessary to meet priorities, constraints, and cost considerations.

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The Contractor shall provide system planning, analysis, design, programming, and testing as necessary to maintain and improve existing and redesigned or enhanced systems. The Contractor shall also provide "trouble-shooting" services for operational systems hardware problems. These services shall be limited to providing assistance with the analysis and determination of problems related specifically to hardware but will NOT involve repair of any hardware-related problems. The Contractor shall provide the necessary resources (including tool kits and software analyzers) to perform the work required. The Contractor shall also develop and report software metrics.

C.3.2.1 Corrective Maintenance

The Contractor shall perform corrective maintenance to identify and correct software failures, performance failures, and implementation failures. Activities associated with corrective maintenance shall include, but shall not be limited to emergency repairs performed when immediate correction is necessary to continue user service and corrective coding performed to reflect the specifications or to correctly utilize system resources.

C.3.2.2 Adaptive Maintenance

The Contractor shall perform adaptive maintenance to upgrade, convert or enhance the system to adapt to changes in the system requirements or the processing environment. Activities associated with adaptive maintenance shall include, but shall not be limited to, upgrades or conversions performed to adapt to changes in the hardware, software, or both environments; and enhancements made to the system to provide additional or changed functionality to adapt to changes in the business processes or to extend the software to new users.

C.3.2.3 Perfective Maintenance

The Contractor shall perform perfective maintenance to enhance system performance and improve maintainability, processing efficiency, and cost effectiveness. The Contractor shall fully utilize SQL optimization techniques and analysis to improve application performance and limit network traffic and use automated tools to analyze load impact on production systems. The Contractor shall also leverage an enterprise approach to software reuse to improve system maintainability and cost effectiveness.

C.3.2.4 Sustaining Engineering

In addition to the maintenance activities described above, at a minimum, the Contractor shall perform the following system design and engineering activities throughout the system's life:

- a) Establish and maintain systems and software configuration baseline and documentation.
- b) Redesign activities that modify functionality and/or produce technical improvements to enhance software and security.

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- c) Monitor system execution and performance as further described under Systems Management.
- d) Track and report system change requests (SCRs) .
- e) Perform problem analysis and resolution.
- f) Provide technical assistance to the end users.
- g) Perform system and software conversion activities that include the transition of existing applications from one environment to another.
- h) Perform production control activities such as the support of cyclical changes to operational workloads, data compression, data restores, reorganization of files, recovery of systems, production of reports, download/upload of information, and setup and verification of files and programs for the execution of production runs.
- i) Perform minor modifications to the systems to support changes to reporting requirements, data edits, etc.
- j) Prepare and execute disaster recovery procedures for selected systems and execution of emergency backups.
- k) Analyze, compile and aggregate data gathered from disparate databases and application platforms and required to feed information systems to produce statistical, workload, and trend analysis reports.
- l) Develop user-friendly interfaces, navigational paths between different automation functions, and upload/download capabilities to mainframe, mini, file servers, workstations platforms, and client/server type of applications.
- m) Maintain an audit strategy to ensure the integrity, availability, and confidentiality of INS data.

C.3.3 Systems Management

The Contractor shall be responsible for the operation and maintenance of existing INS systems and new systems as they are introduced into the INS information processing infrastructure. The Contractor shall establish processes and quality metrics for developing system architectures and sound systems engineering frameworks for each of the systems assigned.

The Contractor shall review the consistency, completeness, and correctness of systems at each stage and between each stage of the SDLC and update required system documentation. The Contractor shall assist OIRM in planning for the integration of systems into the cooperative processing architecture as well as establishing a baseline and controlling changes within each system.

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C.3.3.1 Configuration Management (CM)

The Contractor shall provide configuration management CM support for all systems assigned. Performance Contractor configuration management activities shall be closely integrated with the INS and the SM/I Contractor to ensure consistency and integration with enterprise-wide configuration management activities. At a minimum, the Contractor shall implement and maintain a CM plan that:

- a) Provides a formal method and procedure for initiating, controlling, tracking and auditing changes, deviations, and waivers to the systems configuration baseline.
- b) Provides the current status, configuration baseline, and configuration items of OIRM-supported systems and applications, identifying systems software, hardware, and documentation components.
- c) Validates that system requirements are fulfilled through the configuration item.
- d) Supports administration of Change Control Boards and other configuration management entities.
- e) Conducts configuration audits and reviews to verify and validate that newly developed system releases conform with approved functional and physical specifications, and provides methods for releasing and archiving system releases (including support of other Contractors and INS employees developing and maintaining systems supported by OIRM).
- f) Estimates the resources required to perform development or maintenance activities, insuring that all tasks are completed in a timely manner and within the allocated resources. The Contractor shall provide forecasts and report actual deviations from schedules and deliverables.
- g) Develops and maintains a technical library for each system with up-to-date documentation concerning procedures, policies, operating manuals, and guidelines; application system documentation; system interface documentation; and application system flow charts and libraries, run books, training manuals, user guides and any other documentation required for sustaining the maintenance of systems. The Performance Contractor shall provide the SM/I Contractor, who has responsibility for maintaining a master set of all system documentation in OIRM's technical library, with an up-to-date copy of all documentation.
- h) Perform technical analyses of configuration items for impact on the programmatic system configuration and other systems under development.

C.3.3.2 System Testing

Performance Contractors shall conduct verification and validation testing of the systems they develop. Testing activities performed by the Performance Contractors shall include preparing of test plans, creating test data, predicting test results, conducting unit and integration testing, and reporting on test results. The INS may require the IV&V Contractor to review a Performance Contractor's test plans, oversee testing, and evaluate test results. The Performance Contractor may also conduct system tests and monitor testing activities conducted by other contractors or INS personnel.

C.3.3.3 System Standards and Procedures

The SM/I Contractor shall be responsible for providing support and assistance to the INS in maintaining enterprise-wide standards and procedures to guide the management and engineering of INS systems. The Performance Contractors shall adhere to the INS standards and procedures and shall actively participate in and advise OIRM on the development of revised standards and procedures.

C.3.3.3.1 Quality Assurance

The Contractor shall ensure that systems conform to the system specifications. The Contractor shall perform quality control functions when placing new or modified systems into production mode, ensuring that production schedules are met and that accurate results are produced by the new system version. The Contractor shall coordinate quality assurance standards and testing with the SM/I Contractor. Quality assurance/control activities shall ensure:

- a) Adherence to all applicable physical/data security laws and regulations.
- b) Conformance of deliverables to requirements, standards, and guidelines.
- c) Accuracy of system documentation and identification of all changes, upgrades, and system enhancements.

C.3.3.3.2 Project Status and Systems Development Assessments

Working with OIRM and the SM/I Contractor, the Performance Contractor shall conduct project status assessments to ensure adherence to pre-defined schedules and to identify and mitigate potential delays during the SDLC. The system development assessment shall analyze/assess the task, the administration techniques, the SDLC, and the task organization's capabilities to fulfill the SDLC.

C.3.3.3.3 SDLC Product Review

Working with OIRM and the SM/I Contractor, the Contractor shall conduct reviews of SDLC products. Activities that shall be performed include verifying adherence to standards and guidelines and verifying consistency with INS objectives and the ISA.

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Based on these reviews, the Contractor shall prepare recommendations on system enhancements.

C.3.3.3.4 Systems Certification

The Contractor shall certify that all systems delivered under this contract meet or exceed the Government-approved standards and specifications, including, but not limited to, functional capability, system design, performance throughput, system security, construction quality, delivery, quantity, implementation schedule, and pricing.

C.3.3.4 Risk Assessments

The Contractor shall assess risks in the areas of security, privacy, fraud, and abuse, and shall assess the adequacy of internal controls to eliminate and/or mitigate risks to systems being built consistent with guidance from the INS Computer and Telecommunications Security Program Manager.

C.3.3.5 Contingency Planning

The Contractor shall develop and implement system contingency plans covering system failure and recovery procedures. The Contractor shall develop procedures to be followed in case of disaster or other conditions that may severely affect the provision of timely and efficient system services. In addition, the Contractor shall analyze and maintain an inventory of critical INS systems and determine, for each system, the time available to transfer to an alternative processing site without significant programmatic impact.

C.3.3.6 Performance Monitoring, Analysis, and Tuning

The Contractor shall conduct systems performance monitoring activities that, at a minimum, include the following:

- a) Monitor system performance and utilization.
- b) Utilize monitoring information to recommend software changes and implement OIRM-approved changes.
- c) Perform problem analysis and resolution.
- d) Implement and use techniques to increase the efficiency, effectiveness, and integrity of the system and associated software.
- e) Perform such tasks as forecasting future workloads and assessing system performance impacts of such additional workloads; reviewing INS plans and advising OIRM of the impact on INS resources; assessing the effect of any planned or proposed hardware expansion or enhancements; and recommending changes or enhancements that are expected to increase the efficiency of INS resources.

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- f) Evaluate and format data for daily and monthly reports to reflect deviations or attainment of service level objectives.

C.3.4 Communications and Electronics

The Contractor shall design, develop, install, operate, and maintain existing and planned communications and electronic systems, including custom-developed or commercial solutions.

C.3.4.1 Voice Communications

The voice communication systems and services shall include all prototype hardware, firmware, software, proof-of-concept capability (in an R&D Facility), and prototype engineering maintenance and support to initiate and complete the end-to-end transmission of voice information. Systems provided and services performed shall include the following, at a minimum:

- a) Technical coordination and assistance with designated local, regional, national, or foreign telephone service providers to furnish end-to-end local and long-distance telephone services. Such coordination and assistance shall include, but not be limited to intra-latta and inter-latta (local and long distance) connectivity, troubleshooting, performance monitoring, network management, inventory, billing validation, and order entry.
- b) Analog, digital, and/or optical voice transmission and messaging.
- c) Point-to-point or point-to-multipoint broadcast connectivity among all INS worldwide offices using circuit-switched, line of sight, beyond line of sight, and/or satellite transmissions.
- d) User-selectable voice encryption for all or a part of the end-to-end connection.
- e) Voice recognition, voice commanding, and/or voice data entry.
- f) Frequency management and inter-system coordination.
- g) Repeater, Fixed Frequency, or Frequency Agile.
- h) Oversight of design and construction (exclusive of A&E) of relay tower infrastructure.
- i) Frequency spectrum, signal strength, and link status monitoring, troubleshooting, and repair.
- j) Mobile and/or non-mobile voice communications devices and/or networks.
- k) Site survey, selection, preparation, and voice-related facility build-out.

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C.3.4.2 Video Communications

The video communication systems or services shall include all prototype hardware, firmware, software, proof-of-concept capability (in an R&D Facility), and prototype engineering maintenance and support to initiate and complete the end-to-end transmission of video information. Systems provided and services performed shall include the following:

- a) User-selectable video encryption for all or part of the end-to-end connection.
- b) Frequency management and inter-system coordination.
- c) Repeater and/or relay tower infrastructure deployment (exclusive of A&E).
- d) Frequency spectrum, signal strength, and link status monitoring, troubleshooting, and repair.
- e) Video communications devices (mobile and/or non-mobile) and/or network. A current example is the existing Low Light Level Television (LLLTV) system (border surveillance) and the microwave transmission capability to support the LLLTV.
- f) Site survey, selection, preparation, and video-related facility build-out. This includes various types of video-teleconferencing and satellite broadcast/downlink capabilities.

C.3.4.3 Data Communications

The data communication systems or services shall include all prototype hardware, firmware, software, proof-of-concept capability (in an R&D Facility), and prototype engineering maintenance and support to initiate and complete the end-to-end transmission of data. Systems provided and services performed shall include the following:

- a) LAN, including IEEE 802.3/Ethernet, IEEE 802.5/Token Ring, Novell NetWare, Banyan VINES, Appletalk, and other IEEE/ANSI/ CCITT/NIST standardized implementation.
- b) Wide Area Network (WAN), including router-to-router (IS-to-IS, IS-to-ES, and ES-to-ES), LAN-to-LAN, and workstation-to-remote server/host connections.
- c) Design and implementation of and/or documentation for network cable plant, including broadband/ CATV, 10Base2, 10Base5, 10BaseT, 10BaseFL (FOIRL), single or multi-mode fiber optic, EIA Category 3/4/5 or higher grade copper, IBM Type 1/3/9 or higher grade copper, wireless, optical, and/or other special secured networks.

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- d) Baseband or broadband packet-switching networks, including X.25, T3/T1 (or fractions thereof), frame relay, SMDS, ATM, and SONET using circuit-switched, line of sight, beyond line of sight, and/or satellite transmissions.
- e) Data communications gateways, including asynchronous modems/CSU/DSU, synchronous modems/CSU/DSU, SNA/SDLC, and other interfaces to remote hosts.
- f) Traffic routing, bridging, and/or store-and-forward strategy planning and implementation.
- g) Disaster recovery, anti-virus, and network security strategy and implementation.
- h) Internet/intranet and/or other WAN connectivity.
- i) Protocol processing, packet throughput, and link status monitoring, troubleshooting, and repair.
- j) User-selectable, non-proprietary data encryption for all or part of the end-to-end connection.
- k) Mobile and/or non-mobile data communications devices and/or networks.
- l) Site survey, selection, preparation, and data-related facility build-out.

C.3.4.4 Network Management

Network management systems or services shall include all prototype hardware, firmware, software, network management facilities, and prototype engineering maintenance and support to monitor and/or manage the end-to-end transmission of voice, video, and data traffic. Systems provided and services performed shall include:

- a) Performance and operation threshold monitoring, tuning, and overall network management of LAN, WAN, and remote host connectivity.
- b) SNMP and/or compliant with prevailing international standards (e.g., X.400 and X.500); in-band and/or out-of-band; as well as local, on-line, and/or remote network management.
- c) Automated network management procedures that can rapidly respond to network fault conditions.
- d) Management query and reporting of current and historic network performance.
- e) Simulation of network operations, fault conditions, and proposed changes.

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- F) Design, implementation, operation, and maintenance of an INS Network Management Center (NMC) equipped with appropriate diagnostic tools and equipment and staffed with trained personnel to monitor, troubleshoot, and repair the end-to-end transmission of voice, video, and data traffic. This center shall be capable of operating on normal business hours or on special 24-hour-a-day, 7-day-a-week operations. The INS has developed limited preliminary plans regarding this facility. Presently, the INS plans to locate the NMC and all related hardware and software in the INS HQ building. The INS also maintains a disaster recovery site in Largo, MD. The Contractor may be required, under a task order, to locate personnel at either site. It is also possible that the INS may require the Contractor, under a task order, to provide a facility to house the NMC.

C.3.4.5 Electronics

C.3.4.5.1 Intrusion-Detection Sensors

The intrusion detection sensor systems and services shall include all prototype hardware, firmware, software, proof-of-concept capability (in an R&D Facility), and engineering support to design, test, implement, operate, and maintain various prototype intrusion detection sensor systems and services. Systems provided and services performed shall include the following:

- a) Intrusion detection sensor data transmission and relay systems using one or many frequencies.
- b) Artificial intelligence and/or expert-based trigger condition analysis/processing.
- c) Analog, digital, or electro-optic intrusion detection sensor systems.
- d) User-selectable, non-proprietary intrusion detection sensor data encryption.
- e) Power supplies.
- f) Simulation and prototyping of intrusion detection sensor performance.
- g) Central or distributed intrusion detection sensor event dispatching and reporting systems.
- h) Intrusion detection sensor placement, servicing, and replacement tools and techniques.

C.3.4.5.2 Electro-Optic Systems

The electro-optic systems and services shall include all prototype hardware, firmware, software, proof-of-concept capability (in an R&D Facility), and engineering support to design, test, implement, operate, and maintain various prototype image capture,

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analysis, processing, and enhancement systems and services. Systems provided and services performed shall include the following:

- a) Visible and non-visible electromagnetic spectrum sensing electro-optics.
- b) Intensified light electro-optics.
- c) User-selectable, non-proprietary image encryption.
- d) Analog, digital, and/or optical image capture, storage, retrieval, analysis and reporting.
- e) Simulation and prototyping of electro-optic image processing systems or services.

C.3.5 End-User Services

The Contractor shall assist the INS with system definition and subsequently provide development, installation, operation, maintenance of existing and planned end user ADP support systems or services, user training, and video services as described below. These systems and/or services can be custom-developed or commercially-obtained solutions.

C.3.5.1 Office Automation

The office automation systems or services provided shall include all prototype and production hardware, firmware, software, facilities, and engineering support to maximize the INS end user's productivity and effectiveness in utilizing information system technology. Systems provided and services performed shall include the following:

- a) Microcomputer workstations and servers specification, selection, installation, and maintenance
- b) Word processing, text editors, and/or text search
- c) Spreadsheet and/or financial analysis
- d) Graphics and/or multi-media manipulation
- e) Task management and/or work breakdown structure analysis
- f) Flow charting and/or data flow diagrams
- g) Calendar and/or scheduling
- h) Virus detection and eradication
- i) Decision support

C.3.5.2 Electronic Mail/Messaging

The electronic mail/messaging systems or services shall include all prototype hardware, firmware, software, proof-of-concept capability (in an R&D Facility), and engineering support to develop, identify, and implement user-to-user electronic mail/messaging systems. Systems provided and services performed shall include the following:

- a) Point-to-point or broadcast delivery of messaging.
- b) Attachment of user documents in binary, ASCII, bit map, space delimited flat file, spreadsheet, word processing, graphics, or other formats native to specific end user applications.
- c) Automatic content translation.
- d) Interface to other electronic mail/messaging systems, including but not limited to, X.400, SMTP, X.500, and other non-proprietary standards.
- e) Grouping of user mail boxes by organization, hierarchy, or functional relationships.
- f) Full correspondence functions including, but not limited to, forward, reply, courtesy copy, store, delete, append, and date and time stamp.

C.3.5.3 Information Technology Center (ITC) Support

The INS is planning to expand information technology support capabilities for users. The INS intends that the future Information Technology Center shall include all prototype hardware, firmware, software, information management facilities, and engineering support needed to design, configure, operate, and maintain an INS information technology center to maximize the INS end user's productivity and effectiveness in utilizing information system technology. These systems and services shall include the following requirements, at a minimum, for both INS-specific and COTS products:

- a) Hardware, software, or ADP services evaluation.
- b) Hardware and software troubleshooting.
- c) Help Desks and Hotline support for special systems and INS applications software.
- d) Hardware and software proof-of-concept simulation and testing.
- e) Systems briefings and demonstrations.
- f) Systems training references and products, where applicable.

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The INS is planning to consolidate its development lab facilities, as appropriate, and provide ITC services to users at Headquarters.

C.3.5.4 Training

The Contractor shall develop and administer a comprehensive end user system training curriculum. The INS' primary goal is to achieve the optimum level of user expertise while maximizing the return on investment for training costs. The Contractor shall be responsible for both commercial and custom system/software applications training.

Training shall be at INS Headquarters, INS field installations, and at Contractor-provided sites. Class size will be limited to a maximum of 12 students. The Contractor shall train all levels of users, beginner through expert.

The Contractor shall provide all instructors, training materials (including manuals, certificates, quick reference cards, and templates), products, equipment, and software necessary to conduct training sessions. As specified in a task order, the Contractor shall also provide training facilities and/or conduct classes via distance learning methods to field sites.

At a minimum, the Contractor shall:

- a) Provide video training and production services in the following areas:
 1. Point-to-point or point-to-multipoint broadcast connectivity among all INS worldwide offices using circuit-switched, line of sight, beyond line of sight, and/or satellite transmissions.
 2. View-only broadcast or multi-party interactive CATV, closed-circuit, or video teleconference networks.
 3. Video production service to generate video-based documentary, instructional lessons, and public relation messages.
- b) Develop technology (e.g. Web)-based training programs to include multimedia.
- c) Develop video-based training programs.
- d) Develop Internet/intranet capabilities.
- e) Perform training needs assessment and gap analyses.
- f) Conduct training classes.
- g) Perform training evaluations.
- h) Develop and maintain a centralized library of training resource materials.

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- i) Support training facilities, such as the LAN Academy
- j) Develop instructor-led training programs

C.3.5.5 Miscellaneous Support

The Contractor shall provide additional support services to provide all prototype hardware, firmware, software, proof-of-concept facilities, and engineering support to identify and resolve issues or problems affecting the INS end user's productivity and effectiveness in utilizing information system technology. Systems provided and services performed shall include the following:

- a) Conduct user surveys to sample and/or tally user feedback, time motion studies, and ADP inventories.
- b) Provide presentation and/or multi-media support to design, develop, produce, and assist in the presentation of graphical and/or multi-media briefing materials.
- c) Plan, arrange, conduct, facilitate, record, and document end user process re-engineering forums.
- d) Conduct ADP text and/or subject matter searches.
- e) Provide technical information systems technology consulting.
- f) Develop technical specifications.
- g) Develop and customize information systems task management tools for the INS.
- h) Provide ADP relocation assistance, including logistical planning, move coordination, and equipment de-installation and re-installation.
- i) Provide troubleshooting assistance to assist with recovery from emergency or disasters affecting mission-critical systems.

(End of Performance Contract SOW)