

ORD OR SUPPLIES OR SERVICES

PAGE OF PAGES

1 4

IMPORTANT: Mark all packages and papers with contract and/or order numbers.


1. DATE OF ORDER 02/28/2011		2. CONTRACT NO. (If any) HSHQDC-11-D-00001		6. SHIP TO: a. NAME OF CONSIGNEE TASC	
3. ORDER NO. HSHQDC-11-J-00072		4. REQUISITION/REFERENCE NO. RUFO-11-00015		b. STREET ADDRESS 245 Murray Drive Bldg 410 CFO/TASC 5th Floor Room 5607	
5. ISSUING OFFICE (Address correspondence to) U.S. Dept. of Homeland Security Office of Procurement Operations Enterprise Information Technology Acquisition Division 245 Murray Lane SW, #0115 Washington DC 20528-0115				c. CITY Washington	e. ZIP CODE 20528
7. TO: a. NAME OF CONTRACTOR CACI INC FEDERAL				f. SHIP VIA	
b. COMPANY NAME				8. TYPE OF ORDER	
c. STREET ADDRESS M CROSSMAN 02147 CCR CORRESPONDENCE ONLY 1100 N GLEBE RD				<input type="checkbox"/> a. PURCHASE <input checked="" type="checkbox"/> b. DELIVERY REFERENCE YOUR: Please furnish the following on the terms and conditions specified on both sides of this order and on the attached sheet, if any, including delivery as indicated.	
d. CITY ARLINGTON		e. STATE VA	f. ZIP CODE 222014797	Except for billing instructions on the reverse, this delivery order is subject to instructions contained on this side only of this form and is issued subject to the terms and conditions of the above-numbered contract.	
9. ACCOUNTING AND APPROPRIATION DATA See Schedule				10. REQUISITIONING OFFICE	

11. BUSINESS CLASSIFICATION (Check appropriate box(es))				12. F.O.B. POINT Destination	
<input type="checkbox"/> a. SMALL	<input type="checkbox"/> b. OTHER THAN SMALL	<input type="checkbox"/> c. DISADVANTAGED	<input type="checkbox"/> g. SERVICE-DISABLED VETERAN-OWNED		
<input type="checkbox"/> d. WOMEN-OWNED	<input type="checkbox"/> e. HUBZone	<input type="checkbox"/> f. EMERGING SMALL BUSINESS			
13. PLACE OF		14. GOVERNMENT B/L NO.		15. DELIVER TO F.O.B. POINT ON OR BEFORE (Date) Multiple	
a. INSPECTION Destination	b. ACCEPTANCE Destination			16. DISCOUNT TERMS Various	

17. SCHEDULE (See reverse for Rejections)

ITEM NO. (a)	SUPPLIES OR SERVICES (b)	QUANTITY ORDERED (c)	UNIT (d)	UNIT PRICE (e)	AMOUNT (f)	QUANTITY ACCEPTED (g)
	DUNS Number: 114896066+0000 TASC Task Order 1 for Program Planning, Management and Support Services. AAP Number: 29626 DO/DPAS Rating: NONE Continued ...					

18. SHIPPING POINT		19. GROSS SHIPPING WEIGHT		20. INVOICE NO.		17(h) TOTAL (Cont. pages)
21. MAIL INVOICE TO:						
a. NAME U.S. Dept. of Homeland Security				\$3,499,323.00		17(i) GRAND TOTAL
b. STREET ADDRESS (or P.O. Box) CFO-DOB, Room 4726 245 Murray Lane, SW, BLDG 410 OFO-Invoice@hq.dhs.gov				\$3,499,323.00		
c. CITY Washington		d. STATE DC	e. ZIP CODE 20528			

22. UNITED STATES OF AMERICA BY (Signature) 		23. NAME (Typed) Michael B. Scott TITLE: CONTRACTING/ORDERING OFFICER	
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**ORDER FOR SUPPLIES OR SERVICES
SCHEDULE - CONTINUATION**

PAGE NO

2

IMPORTANT: Mark all packages and papers with contract and/or order numbers.

DATE OF ORDER 02/28/2011	CONTRACT NO. HSHQDC-11-D-00001	ORDER NO. HSHQDC-11-J-00072
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ITEM NO. (a)	SUPPLIES/SERVICES (b)	QUANTITY ORDERED (c)	UNIT (d)	UNIT PRICE (e)	AMOUNT (f)	QUANTITY ACCEPTED (g)
0001	<p>Admin Office: U.S. Dept. of Homeland Security Office of Procurement Operations Enterprise Information Technology Acquisition Division 245 Murray Lane SW, #0115 Washington DC 20528-0115</p> <p>Accounting Info: FSTC00X-000-FX-24-00-00-000-02-04-0000-00-00-00-00-GE-OE-25-76-000000 Period of Performance: 11/19/2010 to 11/18/2020</p> <p>Firm Fixed Price (FFP) Program Planning, Management and Support in accordance with PWS dated February 18, 2011 and QASP dated February 23, 2011.</p> <p>First Month Deliverables: - TASC Solution Overview [REDACTED] - Integrated Master Schedule [REDACTED]</p> <p>First Month Total Payment [REDACTED]</p> <p>Second Month Deliverables: - Program Management Plan (b) (4) - Risk Management Plan (b) (4) - Earned VALUE Management Plan (b) (4) - Configuration Management Plan (b) (4) - Requirements Management Plan (b) (4) - Transformational Change Management Plan (b) (4) - Concept of Operations (b) (4) - Quality Assurance Plan (b) (4) - Data Management Plan (b) (4) - Training Plan (b) (4) - Description of Tools (b) (4) - Program and System Documentation (b) (4) 6</p> <p>Second Month Total Payment \$(b) (4)</p> <p>Product/Service Code: R408 Product/Service Description: PROGRAM MANAGEMENT/SUPPORT SERVICES</p> <p>Continued ...</p>				[REDACTED]	

TOTAL CARRIED FORWARD TO 1ST PAGE (ITEM 17(H))

ORDER FOR SUPPLIES OR SERVICES
SC. ULE - CONTINUATION

PAGE NO

3

IMPORTANT: Mark all packages and papers with contract and/or order numbers.

DATE OF ORDER 02/28/2011	CONTRACT NO. HSHQDC-11-D-00001	ORDER NO. HSHQDC-11-J-00072
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ITEM NO. (a)	SUPPLIES/SERVICES (b)	QUANTITY ORDERED (c)	UNIT (d)	UNIT PRICE (e)	AMOUNT (f)	QUANTITY ACCEPTED (g)
	Delivery: 02/27/2012 Discount Terms: Net 30					
0002	Firm Fixed Price (FFP) Program Planning, Management and Support in accordance with PWS dated February 18, 2011 and QASP dated February 23, 2011. 4 monthly payments of [REDACTED] = [REDACTED] 8 monthly payments of [REDACTED] = [REDACTED] Total payment = [REDACTED] Product/Service Code: R408 Product/Service Description: PROGRAM MANAGEMENT/SUPPORT SERVICES Delivery: 02/27/2012 Discount Terms: Net 30				[REDACTED]	
0003	Time and Materials ODC not-to-exceed amount of [REDACTED] Delivery: 02/27/2012				[REDACTED]	
0004	Time and Materials Travel not-to-exceed amount of (b) (4) Product/Service Code: R408 Product/Service Description: PROGRAM MANAGEMENT/SUPPORT SERVICES Delivery: 02/27/2012 Amendment 1 to add (b) (4) to TASC Task Order 1 for a revised ceiling of (b) (4)				[REDACTED]	
0005	Option Period 1 Firm Fixed Price (FFP) Program Planning, Management and Support in accordance with PWS dated February 18, 2011 and QASP dated February 23, 2011. Continued ...				0.00	

TOTAL CARRIED FORWARD TO 1ST PAGE (ITEM 17(H))

ORDER FOR SUPPLIES OR SERVICES
SCU - CONTINUATION

PAGE NO

4

IMPORTANT: Mark all packages and papers with contract and/or order numbers.

DATE OF ORDER 02/28/2011	CONTRACT NO. HSHQDC-11-D-00001	ORDER NO. HSHQDC-11-J-00072
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ITEM NO. (a)	SUPPLIES/SERVICES (b)	QUANTITY ORDERED (c)	UNIT (d)	UNIT PRICE (e)	AMOUNT (f)	QUANTITY ACCEPTED (g)
	1 monthly payment of [REDACTED] 11 monthly payments of [REDACTED] Total payment = [REDACTED] Amount: [REDACTED] (Option Line Item) Product/Service Code: R408 Product/Service Description: PROGRAM MANAGEMENT/SUPPORT SERVICES Delivery: 02/27/2013 Discount Terms: Net 30 Amendment 1 to add [REDACTED] to TASC Task Order 1 for a revised ceiling of [REDACTED]					
0006	Option Period 1 Time and Materials ODC not-to-exceed amount of \$67,081 Amount: [REDACTED] (Option Line Item) Delivery: 02/27/2013 Amendment 1 to add [REDACTED] to TASC Task Order 1 for a revised ceiling of [REDACTED]				0.00	
0007	Option Period 1 Time and Materials Travel not-to-exceed amount of \$80,000 Amount: \$80,000.00 (Option Line Item) Product/Service Code: R408 Product/Service Description: PROGRAM MANAGEMENT/SUPPORT SERVICES Delivery: 02/27/2013 The total amount of award: \$6,954,443.00. The obligation for this award is shown in box 17(i).				0.00	

TOTAL CARRIED FORWARD TO 1ST PAGE (ITEM 17(H))

\$0.00



Office of the Chief Financial Officer
Transformation and Systems Consolidation
Program Management Office

Performance Work Statement
Program Planning, Management and Support

Version 1.1

February 18, 2011

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1 Introduction

1.1 Background

To gain the capability to produce an unqualified audit and accurately report the use of resources, the Department of Homeland Security (DHS) shall acquire a currently-operational federal financial, acquisition, and asset management capability to consolidate current systems and meet the needs of the Department. This capability shall increase financial transparency, standardize business processes, establish a single line of accounting, strengthen internal controls, provide a means for timely, accurate and comprehensive financial reports, and eliminate financial, acquisition, and asset system redundancies. As a consequence, the Department started the Transformation and Systems Consolidation (TASC) modernization initiative.

Under the aegis of the Department's Office of the Chief Financial Officer (OCFO), TASC shall consolidate multiple disparate financial systems, acquisition systems, asset management systems, and interfaces and implement the solution across the DHS Components. The TASC Solution shall be developed in accordance with certain laws and executive orders. A subset of key laws and executive orders governing the development of TASC include, but are not limited to, the Chief Financial Officers Act of 1990, Federal Financial Management Improvement Act of 1996 (FFMIA), Office of Management and Budget (OMB) Circular No. A-123, OMB Circular No. A-127, Federal Acquisition Regulation (FAR) and Federal Management Regulation (FMR). In addition, The TASC technical solution shall be built in compliance with the Federal Enterprise Architecture (FEA) for financial management. While FEA has been adopted by HLS EA, any difference between the two will be minor.

The TASC Solution shall meet general DHS goals including improve data quality and timeliness; provide useful and reliable information; provide accurate and timely information to OMB, Congress, Government Accountability Office (GAO), Office of Inspector General (OIG) , and the public; support unqualified audit opinions on DHS financial statements; enable better performance based on assessments of expected outcomes; ensure better control over resources used and accountability for results by program managers; standardize and integrate budget, performance and accounting information systems; and standardize the department on a single line of accounting and financial business processes.

1.2 Scope

The scope of this Performance Work Statement (PWS) is to obtain a full range of program planning, management and support services to integrate, test, deploy, manage, operate and maintain the standardized business processes and services of an integrated financial, acquisition, and asset management solution for the Department. Under this PWS, the Vendor shall provide program management and support of its internal TASC project, processes, deliverables, and communications throughout the period of performance on a Firm Fixed Price basis. The Vendor's program and transformational change management staff will provide support services for the Government's TASC PMO to ensure the success of the adoption and implementation of the TASC solution. The Vendor's efforts shall encompass program planning, program management and program support for all task orders associated with TASC. This PWS will address work involving:

- Program level planning activities to prepare for Integrated Baseline Reviews (IBR), component assessments, standing up the TASC baseline solution, component migrations, operations, and maintenance. Program and project management standards shall be in place and be followed, and updates will be made as needed.
- Managing, monitoring and control, and performing activities that support the TASC PMO in the completion of IBRs, component assessments, standing up the TASC baseline solution, component migrations, operations, and maintenance. The scope and project plans shall contain tasks and milestones to allow efficient planning and budgeting. Work products, and deliverables shall be developed that meet the needs of the Vendor and the Department.
- Creating or editing program, change management, and systems documentation, such as, strategies, plans, and approaches for implementing the TASC solution. Resources shall be provided to assist the TASC PMO with coordinating activities to create and update the documentation provided as required for the respective Department's acquisition, program and/or engineering oversight reviews as described in the Department's Information Technology Management and Governance Processes Catalog which will be provided as a part of this PWS's reference material.
- Supporting the TASC PMO in the strategy, creation and dissemination of Government approved Departmental, Component, leadership, and stakeholder communications resulting from the planning, managing and execution of the TASC solution.

This PWS is intended for the Vendor to establish a program management structure employing Key Individuals that directly support the TASC PMO.

1.3 Objective

The objective of this PWS is to acquire program management and transformational change management services to support the implementation and sustainment of the TASC program. These services will be focused on ensuring coordination across all task orders and provide program and change management support to the TASC PMO for the areas outlined in this PWS.

The Vendor shall provide the Government with comprehensive and effective program management tools (see section 4.4) and services throughout the task order period of performance. These tools and services shall lead to:

- Recommendations for and participation in strategic planning
- Well coordinated and managed projects as measured by Earned Value Management (EVM)
- Established and executed processes for identifying, selecting and prioritizing projects
- Effective management of multiple stakeholders
- Successful administration and close-out of program procurements
- Achievement of the TASC program objectives as stated in the TASC Contract Statement of Objectives.

This task order shall establish a program management structure to manage, monitor, and control all subsequent TASC Program task orders initiated to obtain services required to satisfy the

program objectives. The Program Manager established in this task order shall oversee and provide direction and guidance to the Project Managers of the subsequent task orders. The Program Manager shall coordinate efforts between all task orders and projects. Essential responsibilities of the Vendor's Program Manager and program management structure in respect to all task orders are:

- Identify, monitor, and control interdependencies between task orders
- Manage escalated issues amongst the task orders that compromise the program
- Track the contribution of each task order's project and non-project work to the consolidated program benefits.

The integrative nature of this task order involves coordinating the processes for each of the task orders for the entire duration of the program; this applies through all Program Management process groups of initiating, planning, executing, monitoring and controlling, and closing. The Vendor shall manage processes at a level higher than those pertaining to a project. An example of this type of integration is the management of SELC documents that need to be coordinated at the program level because they are created, updated, and approved across multiple SELC phases and cross task order boundaries, and otherwise cannot be managed at an individual project level.

Although this task order is not intended to manage project level activities for each task order, it is intended to guide, direct, and influence the overall approach to ensure program goals are achieved. Subsequent task orders and projects associated with them shall instill project management that reports to the program domain on project status, risks, changes, costs, issues and other information affecting the program. An example of such an interaction can be found during schedule development, where a detailed review of the overall schedule at the project level is needed to validate information at the program level. Another example of such an interaction can be found during schedule management, where project schedules created and managed for subsequent task order activities shall align with and roll-up to the program master schedule.

1.4 Applicable Documents

1.4.1 Deliverable Standards

The Vendor shall refer to the TASC Contract for documents that provide specifications, standards and guidelines that must be complied with in order to meet the requirements of this Task Order.

The Vendor shall develop all deliverables in accordance with, at a minimum, DHS Acquisition Directive 102-01, Acquisition Management, Instruction/Guidebook 102-01-00, Appendix B, Systems Engineering Life Cycle (SELC) and corresponding templates, unless otherwise specified in the task order. The Government will provide templates when applicable and available.

If an approved template does not exist for a deliverable, the Vendor may propose the use of a recognized industry standard such as the Project Management Institute (PMI) Project Management Body of Knowledge (PMBOK), Information Technology Infrastructure Library (ITIL), or Institute of Electrical and Electronics Engineers (IEEE). The proposed substitute standard or template must receive written approval by the task order Contracting Officer's Technical Representative (COTR).

If no template or industry standard exists for a deliverable, the Vendor shall propose document content and format in the form of an outline or table of contents. This proposal must receive written approval by the task order COTR.

If not otherwise provided in the contract or task order, the Government will provide clarification on requirements, templates, standards, guidelines, and expectations for all deliverables.

1.4.2 Reference Documents

The Government will provide documents which may be helpful to the Vendor in performing the work described in this PWS as available. The Government intends for this supportive documentation to provide information to the Vendor about the TASC organizational structure and the efforts the Department took prior to the task order award. These documents are provided solely for informational purposes and their content is subject to change. Documents which are provided by the Government with this PWS are identified in Appendix D.

2 Specific Requirements/Tasks

2.1 Task One – Program Planning

2.1.1 Program Management Plan

The Vendor shall provide a Program Management Plan (PMP) for managing this task order. As additional task orders are awarded, the PMP shall be updated to incorporate those requirements. The Vendor's Program Management Plan shall address planning and control policies and procedures for project administration, execution and tracking. The planning and control policies and procedures should address identification of milestones, dependencies and critical path items where Government information or activity is required as well as identification of timeline dependencies for subsequent Vendor activities. The PMP must also identify the Vendors program management structure and program management strategy. The Vendors PMP must align with the Governments PMP. Additional required elements of the PMP are identified below.

2.1.1.1 Integrated Master Plan

The PMP shall include the Vendors Integrated Master Plan (IMP) that allows traceability to the Vendor's Integrated Master Schedule (IMS) and Work Breakdown Structure (WBS). The IMP shall explain how the Vendor plans to manage the program at the following three (3) levels:

- a) **Key Events** - Activities to meet technical agreement/contract requirements
- b) **Accomplishments** - Desired results prior to or at completion of a Key Event that indicates a level of the programs progress criteria that verify the accomplishments completion
- c) **Criteria** - Definitive evidence that a specific accomplishment has been completed; each criteria reflects what must be done and describes the overall approach to executing tasks

2.1.1.2 Work Breakdown Structure

The PMP shall include the Vendors WBS. The WBS must be developed in accordance with the most recent version of PMI Practice Standard for Work Breakdown Structures, accompanied by a WBS dictionary that includes 100% of the work defined by the project scope and captures all deliverables – internal, external, and interim – in terms of the work to be completed, including project management. The Vendor’s WBS shall include a minimum of four 4 levels.

The work represented by the activities in each work package must add up to 100% of the work necessary to complete the work package. The WBS shall provide a common thread for EVM and the IMS, allowing consistency in understanding program cost and schedule performance.

The Vendor shall be responsible for making all updates to the WBS to ensure consistency between each WBS created for individual Task Order work.

2.1.2 Risk Management Plan

Utilizing the Governments Risk Management Plan, the Vendor shall collaborate with the Government and incorporate their details and processes to provide a consolidated Risk Management Plan. The plan shall detail the processes used to identify, document, track, mitigate, and report project risk. The plan shall facilitate the processes to identify, analyze, prioritize, mitigate, and monitor risk throughout the TASC Program SELC. The plan must align with the TASC PMO’s Risk Management Plan. The Vendor shall provide the Government with electronic access to any proposed risk management tools and requisite training on these tools.

2.1.3 Earned Value Management Plan

The Vendor shall provide an Earned Value Management (EVM) Plan that identifies the processes and system(s) that will be used to maintain, track, and report upon earned value throughout the life of the TASC effort. The EVM system put in place by the Vendor must be compliant with the American National Standards Institute/Electronic Industries Alliance (ANSI/EIA) Standard -748-A Earned Value Management Systems (EVMS).

2.1.4 Configuration Management Plan

Utilizing the Governments Configuration Management (CM) Plan, the Vendor shall collaborate with the Government and incorporate their details and processes to provide a consolidated CM Plan that identifies the processes which will be used t for identifying, organizing, documenting, and managing changes to the TASC program as it evolves throughout the SELC. The CM Plan shall include the managerial and technical activities established to ensure that standard procedures are defined to protect the integrity of the TASC Baseline and provide a means for evaluating and improving the program. The CM Plan shall include processes for monitoring, metrics/statistics, auditing, and archiving of TASC configuration items. The CM Plan must include controls to ensure that changes are checked into a version control system and tasks are created to rectify any non-conformance in the TASC Baseline Solution.

2.1.5 Requirements Management Plan

The Vendor shall provide a Requirements Management Plan that identifies how the Vendor will gather, analyze, document, and control requirements. The Plan shall detail the requirements

management tools, procedures and processes. The Vendor shall provide the Government with electronic access to any proposed requirements management tools and requisite training on these tools.

2.1.6 Integrated Master Schedule

The Vendor shall develop and maintain an IMS, containing all activities, in accordance with the most recent version of the PMI Practice Standard for Scheduling, that provides a networked schedule that contains detailed, discrete work packages and planning packages necessary to support the events, accomplishments, and criteria of the IMP. In addition, the schedule shall contain milestones, exit criteria, and activities from contract award to contract completion. The Vendor shall work with the government to identify and quantify schedule risk in hours, days, or weeks of delay and provide optimistic, expected, and pessimistic durations for each IMS activity and event. The Vendor shall coordinate their IMS with the Governments IMS.

2.1.7 Transformational Change Management Plan

Utilizing the Governments Transformational Change Management Plan, the Vendor shall collaborate with the Government and incorporate their details and processes to provide a consolidated Transformational Change Management Plan. The plan shall address areas identified in the sample DHS TASC Vendor Transformational Change Management Plan Outline (Appendix A). The Transformational Change Management Plan shall address the change process methodology and model; process flows, diagrams and timelines; the activities in driving the change, communicating and capturing the change; and the approach to measuring and monitoring change. The Transformational Change Management Plan shall additionally include the following detailed planning documents in accordance with the TASC Transformational Change Management Plan Outline to support the execution of the technical activities of the program such as:

- Stakeholder Analysis
- Engagement Plans
- Organizational Impact Assessments
- Role Definition and mapping
- Communications Management
- Training Plans

2.1.8 Concept of Operations

Utilizing the Governments Concept of Operations (ConOps) Plan, the Vendor shall collaborate with the Government and incorporate their details and processes to provide a consolidated ConOps Plan that aligns with the expected capabilities of the TASC solution in an IEEE compliant format.

2.1.9 Security/Screening Planning

The Vendor shall establish and execute processes for planning Vendor TASC project staffing requirements, screening potential staff and submitting complete, accurate and timely information

required for compliance with the Government provided contract-level clauses regarding security requirements.

2.1.10 Integrated Baseline Review

The Vendor shall support the Government's program manager in IBRs to analyze the risks inherent in the contract's planned performance measurement baseline. The Government will provide the Vendor with a proposed agenda for each IBR to assist the Vendor in planning for the IBR. Each IBR should verify that the Vendor is using a reliable performance measurement baseline which includes the entire contract scope of work, is consistent with contract schedule requirements, and has adequate resources assigned. Each IBR should also record any indications that effective EVM is being used. The Vendor shall provide meeting minutes at the completion of each IBR. The initial IBR shall be held within two weeks of Task Order Award. Recurring IBR's are expected to be held every six months or as requested by the Government.

2.1.11 Quality Management Plan

Utilizing the Government's Quality Management Plan, the Vendor shall collaborate with the Government and incorporate their details and processes to provide a consolidated Quality Management Plan which identifies the planned approach, activities, and approvals required to assess and validate project products and deliverables against requirements. The Quality Plan shall include Quality Control Procedures (QCP).

2.1.12 Data Management Plan

The Vendor shall develop a Data Management Plan (DMP) that provides an understanding of the TASC Solution implementation sequence and priorities, data quality, data volumes, and data extract strategy. The plan should also describe the data and data relationships required for the TASC Solution including the approach for data storage, access, continuity, and implementation. The DMP shall identify DHS information needs, data requirements, data conversion, and data security strategies. The DMP shall identify existing data resources (services, repositories) and facilitate their reuse. The DMP shall include:

- Recommendations for data conversion, cleansing, normalization, and other considerations
- Mock migration strategy to identify issues early and take corrective action prior to the actual data migration
- Potential risks and mitigation approaches
- Timeline, resource requirements, and migration methodology including use of automated tools, testing approach, and entry and exit criteria for each step in the data migration process.
- Special focus to specific Component needs such as FEMA's Disaster and Flood Fund and Emergency Payment Fund.

The Government anticipates that this baseline DMP will be adapted for each Component during the planning and gap analysis phases for its migration to the TASC Solution.

The Vendor shall make recommendations on data extract strategy, extract approach, design of the extract programs, tools that will aide in the extract process, and ensure that data extraction is aligned with the TASC Solution.

2.1.13 Training Plan

Utilizing the Government's Training Plan, the Vendor shall collaborate with the Government and incorporate their details and processes to provide a consolidated Training Plan based on a proven training methodology that is aligned with the DHS SELC. The Plan shall represent a comprehensive strategy including methods such as: classroom training and materials, online help systems, and Computer-Based Training (CBT). The training plan shall adhere to industry instructional design standards and Capability Maturity Model Integration (CMMi). The Training Plan shall also include an outreach program to inform and educate end-users prior to TASC implementation.

2.2 Task Two – Program Management

2.2.1 Integrated Performance Management

The Vendor's EVMS shall be linked to and supported by the Vendor's management processes and systems to include the integrated master schedule, contract work breakdown structure, change management, material management, procurement, cost estimating, and accounting. The correlation and integration of these systems and processes shall provide for early indication of cost and schedule problems, and their relation to technical achievement. The Vendor shall provide EVMS metrics with weekly and monthly status reports. The Vendor's EVMS shall be aligned with the ANSI/EIA Standard.

2.2.2 Status Reports

2.2.2.1 Weekly Status Reports

The Vendor shall provide a weekly status report and briefing from all open task orders for the duration of each task orders period of performance. At a minimum the report shall include the items listed below:

- All activities by technical/functional area
- Updates to the IMS
- Deliverables submitted to the TASC PMO
- Outstanding deliverables
- Deliverables due for the next reporting period
- Risks and mitigation plans
- Issues and action items
- Recommendations for improved service
- Staff changes (Notification of Key Personnel changes must comply with PWS section 3.1)

The Vendor shall document minutes at the completion of each weekly briefing.

2.2.2.2 Monthly Status Reports

The Vendor shall provide an aggregate monthly rollup of the weekly status for each calendar month during the contract's period of performance. The monthly status reports shall additionally

include EVM metrics and statistics and Earned Value Report (EVR) data. The Vendor shall document minutes at the completion of each monthly briefing.

2.3 Task Three – Program Support

2.3.1 Executive Management Reports

The Vendor shall assist the TASC PMO with creating and providing reports and metrics of program and project level schedules and updates to Executive Management. The Government will provide clarification on executive management reporting requirements prior to any action taken by the Vendor.

2.3.2 Acquisition, Program & Engineering Oversight Reviews and Governance Support

The Vendor shall actively participate in the Department's acquisition, program and/or engineering oversight reviews, as specified in the Department's Information Technology Management and Governance Processes Catalog. The Vendor shall assist the TASC PMO with:

- Creating, editing and updating planning documents and lifecycle deliverables as required for stage review entrance and exit criteria, which will be used as inputs to the oversight reviews
- Coordinating TASC PMO activities associated with the respective oversight reviews
- Creation of documents and assisting with activities in support of TASC governance boards
- The TASC PMO efforts in complying with the Department policies as described in the Information Technology Management and Governance Processes Catalog.

The Vendor shall assist with the implementation of Government policies, manage Vendor resources, facilitate the completion of vendor activities, and create processes to achieve the desired results.

2.3.3 Policy and Governance Support

The Vendor shall provide policy and governance support. The Vendor shall provide advice and recommendations that lead to effective policies, procedures, organizational structure and practices that ensure the program's goals are achieved in a cost-efficient manner. The Vendor shall work in collaboration with the TASC PMO to find commonality in management and governance approaches that will assist in program execution. The Government will own all processes, procedures, and policies developed; including planning documents and research material.

2.3.4 Other Documentation Support

The Vendor shall create or edit other documentation as requested by the Government to support management, processes, and policies. The Vendor shall provide resources and coordinate TASC PMO activities to update the system documentation provided as required for the respective Department's acquisition, program and /or engineering oversight reviews. In addition, the Vendor shall support the TASC PMO in the creation of technology insertion documentation (see

Appendix C #28 that provides an analysis on how the TASC Solution target architecture will work in relation to the Department's Technical reference Model of approved software.

2.3.5 TASC Solution Overview

The Vendor shall provide materials and facilitate an in-person overview of the TASC Solution to the TASC Executive Steering Committee (ESC). The overview shall consist of one (1) session that accommodates up to twenty-five (25) individuals. The anticipated duration of this session is 4 hours.

2.3.6 Transformational Change Management

The Vendor shall assist the Government in the implementation of a Transformational Change Management approach in accordance with the approved Transformational Change Management Plan. The Change Management Plan shall be an integrated approach among the Vendor, TASC PMO, the Department's components, stakeholders, and subject matter experts to foster process, people and organizational change that lead to:

- Identifying communication mediums and forums that clearly and concisely communicate the anticipated changes
- Identifying and assessing organizational resistance
- Developing tailored strategies and plans to help guide specific stakeholder groups through the transition
- Developing plans to mitigate the adverse affects of the proposed changes
- Promoting the benefits of the transformed business process
- Aligning group expectations and communications
- Managing training

2.3.7 Communications

The Vendor shall support the TASC PMO in the strategy, creation and dissemination of Government approved communications. As the Department executes transformational change management activities (e.g. training) the Vendor shall be responsible for assisting the TASC PMO with Departmental, Component, leadership, and stakeholder communications. The Vendor shall assist the TASC PMO with:

- The planning, design, development, and implementation of all TASC program and project communications initiatives and materials
- Coordinating TASC communications activities with all relevant stakeholders internal and external to the program
- The development and delivery of oral and written presentations and reports to multiple levels of management, including executive leadership

The Vendor's communication efforts shall work in conjunction with the Government's Communications Strategy & Plan and Transformational Change Management Teams and their efforts.

2.3.8 IT Security Planning

The Vendor shall provide support to the TASC PMO in planning for IT security in accordance with:

- HSAR 3052.204-70, Security Requirements for Unclassified Information Technology Resources
- DHS 4300A Sensitive Systems Handbook v. 7.1 & DHS 4300 A Sensitive Systems Policy v. 7.1 (2 different documents)
- National Institute of Standards and Technology Special Publications (NIST)
- Federal Information Security Management Act (FISMA)

2.3.9 Standardized Integrated Business Process Support

The Vendor shall support the TASC PMO efforts to plan for its delivery of end-to-end standardized integrated business processes as described in the TASC contract. This support will include coordination and integration of the Programs Business Process Re-engineering (BPR), process improvement, and standardization activities.

2.3.10 TASC PMO Support

The Vendor shall provide program planning and execution support to the TASC PMO. The support will include:

- developing and updating program plans, processes and procedures
- meeting logistics & scheduling
- agenda & meeting minute development & management
- action item tracking
- technical writing
- planning & schedule management
- risk & issue collection and integration
- metric reporting
- template development
- technical engineering support of configuration & change activities
- documentation process compliance and standardization
- test planning and execution
- policy compliance and logistics support

3 Vendor Personnel

3.1 Key Personnel

The Vendor shall provide the Contracting Officer (CO) with the name and qualifications of any individual placed in a role that the Government designates as Key. Prior to replacing any individual designated as Key by the Government, the Vendor shall notify the CO no less than 15 (fifteen) business days in advance, submit written justification for replacement, and provide the name and qualifications of all proposed substitute(s). All proposed substitutes shall possess qualifications equal to or superior to those of the Key person being replaced. The Vendor shall not replace Key Vendor personnel until the CO approves the change. The Vendor personnel designated as Key personnel for this task order are reflected below:

- Program Manager
- Project Manager
- Business Process Reengineering Specialist (Senior)
- Information Technology Senior Consultant
- Transformational Change Practitioner (Senior)

Individuals placed in a role that the Government designates as Key, shall have decision making authority within their subject area for Vendor resources.

3.2 Program Manager

The Program Manager shall be responsible for managing the overall performance, quality, schedule, and cost for the contract and all task orders. Among other responsibilities, the Program Manager shall support the TASC PMO in executing their program management activities, planning the Department's transition to the TASC solution, preparing for the Department's lifecycle process reviews, and assisting with communications across the capabilities of the TASC Solution.

3.2.1 Delegated Authority

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

3.2.2 Availability

The Program Manager shall be available to the task order COTR during normal working hours. Normal working hours are defined as from 8:00 A.M. to 5:00 P.M., Monday through Friday or after hours and on week-ends as necessary for the successful completion of the project.

3.3 Project Manager

The Project manager shall be responsible for the planning, organizing, securing and managing of resources to bring about the successful completion of the program planning, management and support task order objectives. The project manager shall responsible for the project reporting, budget formulation, and execution of the approved budget for the task order.

3.4 Business Process Reengineering Specialist (Senior)

Among other responsibilities, the Business Process Reengineering Specialist shall assist the TASC PMO with planning the strategy for and managing business process standardization, and assist with plans to communicate and educate the Department's stakeholders on the business processes supported by the TASC Solution.

3.5 Information Technology Senior Consultant

Among other responsibilities, the Information Technology Senior Consultant shall assist the TASC PMO in setting the strategy and plans for hardware, software, and the TASC solution migration strategy. In addition, the Information Technology Senior Consultant shall assist the TASC PMO in coordinating and working with the Department's Office of Chief Information Officer to ensure compliance with Department and Federal standards.

3.6 Transformational Change Practitioner (Senior)

Among other responsibilities, the Transformational Change Practitioner shall support the TASC PMO in setting the strategy and plans for executing transformation change management, and support stakeholder management, organizational impact analysis and coordination with the communication team.

4 Other Applicable Conditions

4.1 Period of Performance

The period of performance for this task order is a one year base period with one option period as follows:

- Base Period February 18, 2011 through February 17, 2012
- Option Period One February 18, 2012 through February 17, 2013

4.2 Place of Performance

The place of performance may vary among the Vendor's facilities, DHS headquarters in Washington, DC, DHS Component sites, and DHS service provider sites.

Any individual placed in a role that the Government designates as Key under this Task Order must be available to be onsite at DHS headquarters in Washington, DC as work requires.

4.3 Task Order Contract Type

The contract type for this task order is Firm Fixed Price.

4.4 Tools

The Vendor shall provide a description of the tools that will be utilized by the Vendor for the management and execution of the TASC program. The description shall address licensing and hosting requirements of the tools being proposed.

The Vendor shall work with the PMO and staff from the Office of the Chief Information Officer (OCIO) to ensure all tools used in support of the program are compliant with Departmental requirements.

The Vendor shall provide the Government with electronic access to the Vendor's program management tools in support of program management best practices (e.g. Configuration Management, Requirements Management, Risk Management, Earned Value Management, etc.).

The Government requires a minimum number of users to be granted access to the Vendors tools in support of:

- Configuration Management (1 administrative user, 4 users)
- Requirements Management (1 administrative user, 4 users)
- Architectural Design (1 administrative user, 4 users)
- Risk Management, Earned Value Management, Scheduling, Quality Assurance (1 administrative user, 9 users)

4.5 Program and System Documentation

4.5.1 Document Ownership

The Vendor shall adhere to the TASC Contract terms for title to and ownership of all property. Notably, all documentation and related deliverables such as software, configured systems, etc. generated and/or delivered by the Vendor within the scope of this Task Order shall be the sole property of the Government without exception.

4.5.2 Program and System Documentation

The Vendor shall provide the current existing program and system documentation that supports the TASC PMO efforts in complying with the Department's Information Technology Management and Governance Processes Catalog. The Government intends to collect the existing documentation in support of the solution being provided as a tool for becoming familiar with the solution, as well as, planning and measuring the level of effort required to prepare for respective Department's acquisition program and/or engineering oversight reviews. The Vendor shall cross reference its draft documentation to the appropriate Government deliverable for each stage and review cycle using the Government provided TASC PM Documents Master List (Appendix C).

In addition, the Vendor shall support the Government's efforts to produce Technology Insertion documentation (see appendix C #28) regarding elements of the TASC solution target

architecture's alignment and compliance with the Department's Technical Reference Model (TRM) of approved software.

4.5.3 Position Papers and Whitepapers

The Vendor shall provide Position Papers and Whitepapers on the solution being provided that provide technical facts and information which will help shape the future direction of the TASC solution. Papers describing advanced prototypes, systems, tools and techniques and general survey papers indicating future directions are also encouraged.

4.6 Other Direct Costs

All materials required for performance under this Task Order that are not Government-furnished, shall be furnished by the Vendor. Upon CO authorization, the Vendor shall utilize Government supply sources when applicable under FAR Part 51.

4.7 Travel

Vendor personnel will be required to travel within the Continental United States (CONUS) in support of the requirements of this Task Order.

The Vendor shall coordinate specific travel arrangements with the task order COTR to obtain advance, written approval for the travel to be conducted. The Vendor's request for travel shall be in writing and contain the names of individuals traveling, dates, destination, purpose, and estimated costs of the travel. The Government will not reimburse for local travel.

If any travel arrangements cause additional costs to the task order that exceed those previously negotiated, written approval by task order modification issued by the task order CO is required, prior to undertaking such travel.

The Vendor shall, to the maximum extent practicable, minimize overall travel costs by taking advantage of discounted airfare rates available through advance purchase. Charges associated with itinerary changes and cancellations under nonrefundable airline tickets may be reimbursable as long as the changes are driven by the work requirement. Travel performed for personal convenience or daily travel to and from work at the Vendor's facility or local Government facility (i.e., designated work site) shall not be reimbursed. Costs associated with Vendor travel shall be in accordance with FAR Part 31.205-46, Travel Costs and Federal Travel Regulations, prescribed by the General Services Administration, for travel in the contiguous United States.

4.7.1 Travel Request and Authorization

All requests for travel must be pre-approved by the task order COTR and must contain the information required on the Government provided Travel Request Form (Appendix B), to include an estimated not to exceed amount.

On the 15th day of each month, the Vendor shall prepare and submit a Travel Request Form for all long distance travel to be performed in the following month for Government review and task order COTR approval. The Vendor shall use only the minimum number of travelers and rental cars needed to accomplish the task(s). Travel shall be scheduled during normal duty hours

whenever possible. Changes to this plan during the month will be addressed on a case by case basis. Travel requests must identify:

- Date, time and points of departure
- Destination, time and dates of arrival
- Name of each Vendor employee and position title
- Description of the travel proposed including a statement as to purpose
- Be summarized by traveler
- The Task Order number
- The CLIN(s) associated with the travel.

4.8 Section 508 Compliance

4.8.1 Accessibility Requirements (Section 508)

Section 508 of the Rehabilitation Act, as amended by the Workforce Investment Act of 1998 (P.L. 105-220) requires that when Federal agencies develop, procure, maintain, or use electronic and information technology (EIT), they must ensure that it is accessible to people with disabilities. Federal employees and members of the public who have disabilities must have equal access to and use of information and data that is comparable to that enjoyed by non-disabled Federal employees and members of the public.

All EIT deliverables within this work statement shall comply with the applicable technical and functional performance criteria of Section 508 unless exempt. Specifically, the following applicable EIT accessibility standards have been identified:

4.8.1.1 Section 508 Applicable EIT Accessibility Standards

36 CFR 1194.21 Software Applications and Operating Systems, applies to all EIT software applications and operating systems procured or developed under this work statement including but not limited to GOTS and COTS software. In addition, this standard is to be applied to Web-based applications when needed to fulfill the functional performance criteria. This standard also applies to some Web based applications as described within 36 CFR 1194.22.

36 CFR 1194.22 Web-based Intranet and Internet Information and Applications, applies to all Web-based deliverables, including documentation and reports procured or developed under this work statement. When any Web application uses a dynamic (non-static) interface, embeds custom user control(s), embeds video or multimedia, uses proprietary or technical approaches such as, but not limited to, Flash or Asynchronous JavaScript and XML (AJAX) then 1194.21 Software standards also apply to fulfill functional performance criteria.

36 CFR 1194.24 Video and Multimedia Products, applies to all video and multimedia products that are procured or developed under this work statement. Any video or multimedia presentation shall also comply with the software standards (1194.21) when the presentation is through the use of a Web or Software application interface having user controls available.

36 CFR 1194.31 Functional Performance Criteria, applies to all EIT deliverables regardless of delivery method. All EIT deliverable shall use technical standards, regardless of technology, to fulfill the functional performance criteria.

36 CFR 1194.41 Information Documentation and Support applies to all documents, reports, as well as help and support services. To ensure that documents and reports fulfill the required 1194.31 Functional Performance Criteria, they shall comply with the technical standard associated with Web-based Intranet and Internet Information and Applications at a minimum. In addition, any help or support provided in this work statement that offer telephone support, such as, but not limited to, a help desk shall have the ability to transmit and receive messages using TTY.

4.8.2 Section 508 Applicable Exceptions

Exceptions for this work statement have been determined by DHS and only the exceptions described herein may be applied. Any request for additional exceptions shall be sent to the COTR and determination will be made in accordance with DHS MD 4010.2. DHS has identified the following exceptions that may apply: 36 CFR 1194.3(b) Incidental to Contract, all EIT that is exclusively owned and used by the contractor to fulfill this work statement does not require compliance with Section 508. This exception does not apply to any EIT deliverable, service or item that will be used by any Federal employee(s) or member(s) of the public. This exception only applies to those contractors assigned to fulfill the obligations of this work statement and for the purposes of this requirement, are not considered members of the public.

4.8.3 Section 508 Compliance Requirements

36 CFR 1194.2(b) (COTS/GOTS products), When procuring a product, each agency shall procure products which comply with the provisions in this part when such products are available in the commercial marketplace or when such products are developed in response to a Government solicitation. Agencies cannot claim a product as a whole is not commercially available because no product in the marketplace meets all the standards. If products are commercially available that meets some but not all of the standards, the agency must procure the product that best meets the standards. When applying this standard, all procurements of EIT shall have documentation of market research that identify a list of products or services that first meet the agency business needs, and from that list of products or services, an analysis that the selected product met more of the accessibility requirements than the non-selected products as required by FAR 39.2. Any selection of a product or service that meets less accessibility standards due to a significant difficulty or expense shall only be permitted under an undue burden claim and requires authorization from the DHS Office of Accessible Systems and Technology (OAST) in accordance with DHS MD 4010.2.

4.9 Post Award Instructions Regarding Security Requirements for Contracts/Orders

The Vendor shall adhere to the Post Award Instructions regarding security requirements for contracts/orders as stated in the TASC Contract.

5 Government Terms and Definitions

Table 1 - Government Terms & Definitions

Term/Acronym	Description/Definition
ACS	Accounting Classification Structure
AES	Advanced Encryption Standard
AJAX	Asynchronous JavaScript and XML
ANSI/EIA	American National Standards Institute/Electronic Industries Alliance
AQL	Acceptable Quality Level
BPR	Business Process Re-engineering
CBT	Computer-Based Training
CGAC	Common Government Accounting Classification
CIO	Chief Information Officer
CLIN	Contract Line Item Number
CM	Configuration Management
CMMI	Capability Maturity Model Integration
CO	Contract Officer
Components	Department of Homeland Security Agencies
ConOps	Concept of Operations
CONUS	Continental United States
COTR	Contracting Officer's Technical Representative
COTS	Commercial Off The Shelf
CSO	Chief Security Officer
Department	Department of Homeland Security
DHS	Department of Homeland Security
DMP	Data Management Plan
EBMO	Enterprise Business Management Office
EDMO	Enterprise Data Management Office
EIT	Electronic Information Technology
ESC	Executive Steering Committee
EVM	Earned Value Management

Term/Acronym	Description/Definition
EVMS	Earned Value Management System
EVR	Earned Value Reporting
FAR	Federal Acquisition Regulation
FEA	Federal Enterprise Architecture
FFMIA	Federal Financial Management Improvement Act of 1996
FIPS	Federal Information Processing Standard
FISMA	Federal Information Security Management Act
FMR	Federal Management Regulation
FSIO	Financial Systems Integration Office
GAO	Government Accountability Office
GFE	Government Furnished Equipment
GOTS	Government Off The Shelf
HLS EA	Homeland Security Engineering Architecture
IBR	Integrated Baseline Review – IBR is a joint assessment of the Performance Measurement Baseline (PMB) conducted by the government program manager and the Vendor. The IBR is not a one-time event. It is a process, and the plan should be continually evaluated as changes to the baseline are made (modifications, restructuring, etc.). IBRs should be used as necessary throughout the life of a project to facilitate and maintain mutual understanding. An agenda covering topics to be discussed will be prepared prior to each IBR. See the sample agenda for an example of topics to be covered
IEEE	Institute of Electrical and Electronics Engineers
IMP	Integrated Master Plan
IMS	Integrated Master Schedule
Integrated Performance Management	A system that integrates all performance based plans and systems (e.g. EVMS, IMS, WBS) to ensure alignment between behaviors and goals.
IT	Information Technology
ITIL	Information Technology Infrastructure Library
MD	Management Directive
NIST	National Institute of Standards and Technology
OAST	Office of Accessible Systems and Technology
OCFO	Office of the Chief Financial Officer

Term/Acronym	Description/Definition
OCIO	Office of the Chief Information Officer
OCM	Organizational Change Management
ODC	Other Direct Costs
OIG	Office of the Inspector General
OMB	Office of Management and Budget
PMB	Performance Measurement Baseline
PMBOK	Project Management Book of Knowledge
PMI	Program Management Institute
PMO	Program Management Office
PMP	Program Management Plan
Program Management (tasks)	All activities associated with managing the Vendor's program and project activities to define, plan, implement, and integrate every aspect of the comprehensive program. This includes but is not limited to executing approved plans and delivering a project or projects from concept through completion using a team of experts whose sole focus is achieving the program's goals.
Program Planning (tasks)	Activities involved in the creation and collection of plans that describe the activities to be performed for the program. It governs the management of the activities performed by the project teams. Project planning involves developing estimates for the work to be performed, establishing the necessary commitments, and defining a plan to perform the work.
Program Support (tasks)	Services involved in assisting the TASC PMO throughout the entire life of the program. This includes but is not limited to program review, coordination, presentation preparation, materials creation, meeting execution, note taking, and action item follow-up.
PRS	Performance Requirements Summary
PWS	Performance Work Statement
QASP	Quality Assurance Surveillance Plan
QCP	Quality Control Procedures
SELC	Systems Engineering Life Cycle
SSI	Sensitive Security Information
TASC	Transformation and Systems Consolidation
TASC Program Goals and Objectives	The objectives defined in the TASC Contract SOO (Attachment J-1) and TASC Solution Process Overview (Attachment J-2).

Term/Acronym	Description/Definition
Technical Insertion Documentation	Technical Insertion Package that maps proposed solutions to the DHS Technical Reference Model (TRM) and Target TRM and Standards Profile
TO	Task Order
TRM	Technical Reference Model
Transformational Change Management	<p>Transformational change management includes the processes involved in establishing goals and managing outcomes for the Department's organizational changes derived from or consolidated into the TASC program or tracked by TASC. It is a structured approach to transition individuals, teams, and organizations from a current state to a desired future state involving:</p> <ul style="list-style-type: none"> · Strategic changes · Technological changes · Structural changes · Process changes · Changing the attitudes and behaviors of personnel
USM	Under Secretary for Management
WBS	Work Breakdown Structure
Work Package	A deliverable of project work component at the lowest level of each Branch of the work breakdown structure. The work package includes the schedule activities and schedule milestones required to complete the work package deliverable or project work component.

6 Deliverables

All document deliverables shall be provided in both hardcopy and electronic format. The Vendor shall provide one (1) hardcopy to the Contracting Officer and one (1) hardcopy to the COTR for each deliverable. The Vendor shall maintain an electronic copy of each document deliverable on the TASC PMO’s electronic document repository. The Vendor shall develop all documentation deliverables as specified in Section 1.4.1 of this task order.

Many of the documentation deliverables are ‘living documents’ that will be updated as appropriate throughout the life of the task order, including after the ‘final’ version has been delivered.

Updates to these documents will be made as agreed to by the task order COTR. The Governments expectations for the maintenance and update of such documents are described in Table 3 - Task Order Deliverables. The Vendor shall provide a quarterly report identifying all updates to each documentation deliverable.

The Government intends to hold a task order kick off meeting with the Vendor no later than 5 business days after the task order is awarded.

The Government and the Vendor will adhere to the schedule identified in Table 2 - Review and Acceptance of Vendor Deliverables in governing the review and acceptance of deliverables. Details describing the Government’s deliverable review and acceptance policies and practices are detailed in the TASC Quality Assurance Surveillance Plan (QASP).

Table 2 - Review and Acceptance of Vendor Deliverables

Event	Date
Vendor Draft Due	Delivery date mutually agreed upon with COTR
Government Review	10 business days after receipt of deliverable
Vendor Final Due	5 business days after completion of Government review
Government Acceptance	5 business days after final delivery

Table 3 - Task Order Deliverables lists deliverables under this task order. Note that days are identified as business days, not calendar days, unless otherwise noted.

Table 3 - Task Order Deliverables

Item	PWS Reference	Deliverable/Event	Deliverable Description	Due By
1	2.1.1	Program Management Plan	Provides a framework to define the activities/tasks, responsibilities, and the timing of events, and is the Program Manager's blueprint for program management. It includes the full set of supporting documents required to manage the program.	Draft: Ten (10) business days after TO award. Final: Fifteen (15) business days after initial IBR. Updates: The Vendor shall update the Plan up to four (4) times per year as mutually agreed upon with the task order COTR. Update summary report due quarterly.
2	2.1.2	Risk Management Plan	Details the process used to identify, document, track, mitigate, and report project risk.	Draft: Fifteen (15) business days after TO award. Final: Thirty (30) business days after TO award. Updates: The Vendor shall update the Plan up to four (4) times per year as mutually agreed upon with the task order COTR. Update summary report due quarterly.
3	2.1.3	Earned Value Management Plan	Details the processes and system(s) that will be used to maintain, track, and report upon earned value.	Draft: Five (5) business days after TO award. Final: Twenty (20) business days after TO award. Updates: The Vendor shall update the Plan up to four (4) times per year as mutually agreed upon with the task order COTR. Update summary report due quarterly.

Item	PWS Reference	Deliverable/Event	Deliverable Description	Due By
4	2.1.4	Configuration Management Plan	Provides the process for identifying, organizing, documenting, and managing changes to the TASC program.	Draft: Twenty (20) business days after TO award. Final: Thirty five (35) business days after TO award. Updates: The Vendor shall update the Plan up to four (4) times per year as mutually agreed upon with the task order COTR. Update summary report due quarterly.
5	2.1.5	Requirements Management Plan	Identifies how the Vendor will gather, analyze, document, and control the programs requirements.	Draft: Fifteen (15) business days after TO award. Final: Thirty (30) business days after TO award. Updates: The Vendor shall update the Plan up to four (4) times per year as mutually agreed upon with the task order COTR. Update summary report due quarterly.
6	2.1.6	Integrated Master Schedule	Provides a networked master schedule that contains detailed, discrete work packages and planning packages necessary to support the events, accomplishments, and criteria of the IMP.	Submitted with proposal. Final: Ten (10) business days after TO kickoff meeting. Updates: Weekly, to be briefed at the weekly status briefing.
7	2.1.7	Transformational Change Management Plan	Provides a framework for implementing the approved transformational change process methodology and model.	Draft: Fifteen (15) business days after TO award. Final: Thirty (30) business days after TO award. Updates: When mutually agreed upon with the task order COTR. Update summary report due quarterly.

Item	PWS Reference	Deliverable/Event	Deliverable Description	Due By
8	2.1.8	Concept of Operations (ConOps)	Contains an analysis and description of how the TASC system will be employed and supported.	Draft: Ten (10) business days after TO award. Final: Thirty (30) business days after initial IBR. Updates: The Vendor shall update the ConOps up to four (4) times per year as mutually agreed upon with the task order COTR. Update summary report due quarterly.
9	2.1.11	Quality Management Plan	Identifies the approach, activities, and approvals required to assess and validate project products and deliverables against requirements.	Draft: Twenty (20) business days after TO award. Final: Thirty five (35) business days after TO award. Updates: The Vendor shall update the Plan up to four (4) times per year as mutually agreed upon with the task order COTR. Update summary report due quarterly.
10	2.1.12	Data Management Plan	Identifies information needs, data requirements, data conversion, and data security strategies.	Draft: Fifteen (15) business days after TO award. Final: Thirty (30) business days after TO award. Updates: The Vendor shall update the Plan up to four (4) times per year as mutually agreed upon with the task order COTR. Update summary report due quarterly.
11	2.1.13	Training Plan	Identifies the approach to develop and implement strategies and plans required to provide user and stakeholder training needed	Draft: Five (5) business days after TO award. Final: Twenty (20) business days

Item	PWS Reference	Deliverable/Event	Deliverable Description	Due By
			to deploy and sustain the TASC solution.	after TO award. Updates: The Vendor shall update the Plan up to four (4) times per year as mutually agreed upon with COTR. Update summary report due quarterly.
12	2.2.2.1	Status Reports, Briefings, and Minutes	Weekly status report and briefing.	Weekly - Status report and briefing materials due one (1) business day prior to weekly status meeting. Minutes due within one (1) business day after completion of meeting.
13	2.2.2.1	Status Reports, Briefings, and Minutes	Monthly aggregate status report and briefing	Monthly - No later than one week after the last business day of each month. Status report and briefing materials due one (1) business day prior to monthly meeting. Minutes due within one (1) business day after completion of meeting.
14	2.2.2.1	Earned Value Report	Earned Value Report (EVR) which identifies cost, schedule, and performance data and provides collection of task schedule and cost metrics enabling TASC PMO to proactively manage risk and make decisions that mitigate risk early. TASC program management will review the	Weekly - one (1) business day prior to weekly status meeting.

Item	PWS Reference	Deliverable/Event	Deliverable Description	Due By
			EVR weekly and address all variances immediately	
15	2.3.5	TASC Solution Overview & Materials	Provide an orientation and overview of the TASC Solution. Materials - Materials and tools of various types, which describe, define, and explain the TASC Solution.	One (1) session for Executive Steering Committee (ESC) members - ½ day. Held within 30 calendar days of TO award. Materials - one week prior to the overview session.
16	4.4	Description of Tools	A description of the tools that will be utilized by the Vendor for the management and execution of the TASC solution. The description shall address licensing and hosting requirements of the tools being utilized.	Draft: Fifteen (15) business days after TO award. Final: Thirty (30) business days after TO award. Updates: When mutually agreed upon with COTR.
17	4.5.2	Program and System Documentation	Program and system documentation of the Vendor proposed solution that maps to Government deliverables described in the Department's Acquisition Management Policy - Directive 102-01, Acquisition Management, Instruction/Guidebook 102-01-001 and Appendix B, Systems Engineering Life Cycle Management. (Includes Technical Insertion documentation providing an analysis on how the TASC Solution target architecture will work in relation to the Department's Technical Reference Model of approved software. This is also #28 on Appendix C).	Draft: Fifteen (15) business days after TO award. Final: Thirty (30) business days after TO award.

Item	PWS Reference	Deliverable/Event	Deliverable Description	Due By
18	4.5.3	Position Papers and Whitepapers	Written documentation that provide technical facts and information which will help shape the future direction of the TASC solution.	Delivery date mutually agreed upon with TO COTR.
19	2.1.10	Integrated Baseline Review (IBR)	<p>Provide support to the TASC PMO's planning, execution, and follow up of IBRs.</p> <p>For the IBR Meeting minutes, provide a written record of IBR meeting providing an overview of the structure of the meeting, including a list of those present, a statement of the various topics before the participants, and each of their responses thereto.</p>	<p>Conduct initial IBR within ten (10) business days of TO award.</p> <p>Final: Minutes - within two (2) business days of each IBR (initial and recurring sessions).</p>

7 Performance Requirements Summary

The Performance Requirements Summary (PRS) establishes key elements of Vendor performance that represent “mission essential” service requirements. These requirements are identified in the “Service Output” column of Table 4 - Performance Requirements Summary. The “Performance Objective” column represents the standard against which Vendor performance will be measured in relation to accomplishment of the corresponding service output. The Acceptable Quality Level (AQL) column displays the maximum allowable deviation from the performance objective, which, if exceeded, evokes the negative incentive specified in the table below. The ‘Positive Incentive’ column displays the benefit that will be achieved when the Vendor’s service or deliverable performance exceeds a satisfactory rating. The ‘Negative Incentive’ column displays the expected outcome when the maximum allowable deviation from the performance objective is reached.

Deficiencies shall not fall below the AQL cited in the PRS for each service output. If any of the services or deliverables do not conform to contract requirements in accordance with FAR 52.246-4, the Government will require the Vendor to perform the service and/or deliverable again in conformity with contract requirements, at no increase in contract amount. When the defects in services cannot be corrected by re-performance, the Government may— (1) Require the Vendor to take necessary action to ensure that future performance conforms to contract requirements; and (2) Reduce the contract price to reflect the reduced value of the services performed.

Table 4 - Performance Requirements Summary

Item	Service Output	Performance Objectives	AQL	Positive Incentive	Negative Incentive
1	Program Planning, Management and Support Services	1. Achieve Cost and Schedule goals. 2. Deliver efficient and responsive support, reacting quickly, strongly, and favorably to priority questions, requests, or proposals. 3. Deliver technically sound work, which meets requirements, complies with required standards and is consistent with other related deliverables. 4. Deliver work that meets high quality professional standards, and results in high levels of customer satisfaction.	Minimum Customer Satisfaction Survey average score is 3.	Exercise of option period Positive past performance evaluation Payment of Invoice	Option Period is <u>not</u> exercised Past performance evaluation is negative Nonpayment of invoice
2	Program Deliverables (PWS section 6.0)	1. Achieve Cost and Schedule goals. 2. Deliver efficient and responsive support, reacting quickly, strongly, and favorably to priority questions, requests, or proposals. 3. Deliver technically sound work, which meets requirements, complies with required standards and is consistent with other related deliverables. 4. Deliver work that meets high quality professional standards, and results in high levels of customer satisfaction.	Minimum Deliverable Evaluation Scorecard total is 80%.	Exercise of option period Positive past performance evaluation Payment of Invoice	Option Period is <u>not</u> exercised Past performance evaluation is negative Nonpayment of invoice

Appendix A – Sample TASC Vendor Transformational Change Management Plan Outline

(See TO1 PWS Section 2.1.2)

- 1. Document Overview**
 - a. Purpose
 - b. Update/Revision Process
- 2. Background**
 - a. Vendor provided services overview
 - b. Contractual responsibilities overview
- 3. TCM Methodology Applied to the TASC program**
 - a. Approach to key TCM activities for TASC
 - i. Leadership alignment
 - ii. Stakeholder analysis
 - iii. Engagement plans
 - iv. Organizational impact assessment
 - v. Change acceleration network
 - vi. Role definition and mapping
 - vii. Readiness assessments
 - viii. Inputs into communications and training
 - ix. Performance measurement plan and strategy
 - b. Process flows, diagrams
 - c. TCM activity timeline
 - d. Staffing requirements for execution
- 4. Communication Management Plan Overview**
 - a. TASC Vision – Case for Change
 - b. Communication Plan Strategy
 - i. Internal Strategy
 - ii. External Strategy
 - c. Communication Plan Structure
 - i. Internal Structure
 - ii. External Structure
 - d. Communication Plan Maintenance
 - i. Plan Monitoring
 - ii. Plan Documents
- 5. Training Plan**
 - a. Approach and strategy for training users
 - b. Training methodologies
 - c. Training tools

- d. Training material outputs

6. TCM Tools Overview

- a. Organizational impact tool
- b. Policy and legal impact tool
- c. Role definition and mapping tool

7. Critical Success Factors, Risks and Issues

8. Transformational Change Management Reports Overview

- a. TCM Report Overview
 - i. Activities included on report
 - ii. Reporting period
- b. Activity Status
 - i. Completed activities
 - ii. Planned activities not completed
 - iii. Upcoming activities
 - iv. Milestones achieved
 - v. Upcoming milestones
- c. Activity Effectiveness
 - i. Measurement method and tool
 - ii. Evaluation results
- d. Improvement Plans
 - i. How future activities will incorporate feedback from report

Appendix B – Travel Request Form

All Vendor travel requests must use the Travel Request Form located in this Appendix. Alternatively Vendors may be permitted to submit travel requests electronically via the TASC PMO's online web portal if approved by the COTR.

TASC Vendor Travel Request Form

Name: _____								
Vendor Name: _____								
Estimated Duration From: _____ To: _____								
Origination: _____								
Destination: _____								
Justification for Travel: _____								
		Monday	Tuesday	Wednes- day	Thursday	Friday	Saturday	Sunday
Date								
Airfare								
Lodging	Per Diem Rate:							
M&IE	Per Diem Rate:							
Rental Car	Rate Per Day:							
Gas (Rental Car)								
MISC								
TOTALS:								
GRAND TOTAL:								

Employee Signature		Date Signed			
I concur with this Travel Request and it is accurately described.		<table border="1"><tr><td style="text-align: center;">Circle</td></tr><tr><td style="text-align: center;">Approved Disapproved</td></tr></table>		Circle	Approved Disapproved
Circle					
Approved Disapproved					
Contractor Program Manager Signature		Date Signed			
COTR Signature		Date Approved			

Appendix C – TASC PM Documents Master List

Table 5 - TASC PM Documents Master List

#	Program Documentation	Governing Authority	ARB	Reference	Description	Vendor Document Name <Vendor to fill in>
1	Concept of Operations (CONOPS)	ARP	ADE 2A	#102-01-001	The CONOPS contains an analysis and description of how an asset, system, or capability will be employed and supported.	
2	Operational Requirements Document (ORD)	ARP	ADE 2A	#102-01-001	The ORD describes the Mission operating and scenario requirements, the basic and interoperation effectiveness requirements, with the key performance parameters. It also describes the suitability requirements in terms of reliability, availability, maintainability and several other characteristics.	
3	Vendor Service Level Agreement (SLA)	ARP	ADE 2B	#102-01-001	The SLA establishes a defined, constrained, objective relationship between the service provider and the customer with respect to the delivery of a service (defining key service targets and responsibilities of both parties).	
4	Customer Service Level Agreement (SLA)	ARP	ADE 2B	#102-01-001	The SLA establishes a defined, constrained, objective relationship between the service provider and the customer with respect to the delivery of a service (defining key service targets and responsibilities of both parties).	
5	Project Tailoring Plan(s)	SELC	ADE 2B	#102-01-001	Project Tailoring Plan and the Service Reuse Plan (for IT only). The Project Tailoring Plan is developed to define any SELC adaptation required to meet the needs of the project and the technical solution	

#	Program Documentation	Governing Authority	ARB	Reference	Description	Vendor Document Name <Vendor to fill in>
6	Integrated Logistics Support Plan (ILSP)	ARP	ADE 2A ADE 2B ADE 3	#102-01-001	The ILSP describes the plan for ensuring the supportability and sustainability of a future capability. It describes the approach, schedule, and funding requirements for integrating supportability requirements into the systems engineering process.	
7	Project Management Plan (PMP)	ARP	PPR	#102-01-001	The PMP defines the activities, responsibilities, and the timing of events for a project. It is a blueprint for program management which provides team members with a clear understanding of what is required and when it is required, so they can work together with clarity of purpose.	
8	Configuration Management Plan (CMP)	SELC	PPR	#102-01-001	The CM Plan describes the process that will be used to identify, manage, control, and audit the system documentation and baseline. The plan should define the CM policy, procedures, structures, and roles / responsibilities to be used in executing configuration management.	
9	Risk Management Plan	ARP	PPR	#102-01-001	The Risk Management Plan details the process used to identify, document, track, mitigate, and report project risk. Numerous best practices are available to provide guidance on the development of an effective and efficient Risk Management Plan, such as those from organizations like the Software Engineering Institute (SEI) (developer of the Capability Maturity Model Integrated [CMMI]) and the Project Management Institute (PMI). Acquisitions are encouraged to use an automated risk management tool.	

#	Program Documentation	Governing Authority	ARB	Reference	Description	Vendor Document Name <Vendor to fill in>
10	Quality Assurance Plan	SELC	PPR	#102-01-001	Quality Assurance (QA) Plan documents the mechanism for verifying that the delivered products satisfy contractual agreements, meet or exceed quality standards, and comply with the processes specifically identified for use via the tailored instance of the DHS SELC Guide approved for the project. The QA Plan identifies the requirements, approach, activities, and approvals required to assess and validate project products and deliverables against requirements.	
11	Quality Review Report			TASC PMO	A Quality Review Report summarizes the quality review activities that occurred, the trends and issues that were identified and the recommended corrective actions. In particular it includes a narrative of what the inspections or other activities; a statistical summaries of the results; problem areas and trends; Corrective actions identified and/or taken to resolve the problems; and the status of corrective actions from previous periods.	
12	Functional Requirements Document (FRD)	SELC	SDR	#102-01-001	Functional Requirements Document (FRD) formally describes requirements in terms of system function, inputs, processes, outputs, external interfaces, performance, system availability, and maintainability. Each requirement must be measurable, testable, and traceable to a source.	
13	Requirements Traceability Matrix (RTM)	SELC	SDR	#102-01-001	The requirements traceability matrix (RTM) is created to map each detailed functional requirement to its source and is updated throughout the systems engineering life cycle. The RTM provides traceability from business requirements and other sources to the	

#	Program Documentation	Governing Authority	ARB	Reference	Description	Vendor Document Name <Vendor to fill in>
					FRD and into the test cases.	
14	Test Evaluation Master Plan (TEMP)	ARP	ADE 2B	#102-01-001	The TEMP provides framework within which detailed Test and Evaluation (T&E) plans are generated. It defines the high-level requirements, objectives and structure and details the test strategy, schedule, and resource requirements	
15	System Acceptance Test Report	SELC	TTR	#102-01-001	The System test report documents software testing - unit/module, subsystem integration, system, user acceptance, and security - as defined in the test plan. The System test report records results of the tests, presents the capabilities and deficiencies for review, and provides a means of assessing software progression to the next stage of development or testing.	
16	Section 508 Assistive Technology Interoperability Test Report	OAST	PPR	#102-01-001	This document describes the test procedure to be used to perform during verification of configuration items, segment/sub-systems, and systems. The procedural steps contained in this document are used to verify that all requirements are met.	
17	DHS Periodic Reporting	CPIC	PPR	#102-01-001	Periodic reports include only those reports required by the Milestone Decision Authority or statute. Except for the reports outlined in this section, the Milestone Decision Authority tailors the scope and formality of reporting requirements	
18	Business Process Document			TASC PMO	A business process or business method is a collection of related, structured activities or tasks that produce a specific service or product (serve a particular goal) for	

#	Program Documentation	Governing Authority	ARB	Reference	Description	Vendor Document Name <Vendor to fill in>
					a particular customer or customers. It often can be visualized with a flowchart as a sequence of activities.	
19	User Manuals	SELC	TRR	#102-01-001	User Manuals describe how the end users – those for whom the system was developed – are to interact with the system in order to receive the benefits it provides. It includes information describing the functionality that the system provides, user scenarios that depict common interactions are often provided, as are instructions for help desk access, guidance for general troubleshooting from the user’s perspective, and where to go for training.	
20	Test Cases/Scenarios	SELC	TRR	#102-01-001	Test scenarios (inputs and expected outputs) are documented in a detailed Software Test Description (STD). The STD describes the test preparations, test cases, and test procedures to be used to perform qualification testing of a software system or subsystem.	
21	System Acceptance Test Procedures	SELC	PRR	#102-01-001	There are essentially two sets of test cases that need to be developed, one for the independent test team (documented in the Test Case Specification) and one for the user acceptance team (documented in the System Acceptance Test Procedures). To provide feedback to the PM, test cases need to be developed that test the requirements and capabilities of the system. A test case is a document that describes an input, action, or event and an expected response; it is used to determine if a feature of a system is working correctly.	

#	Program Documentation	Governing Authority	ARB	Reference	Description	Vendor Document Name <Vendor to fill in>
22	Data Management Plan	SELC	PPR	#102-01-001	Data Management Plan identifies the information needs, data requirements, data conversion, and data security strategies. The goals of data management include re-use of existing resources through the discovery of available data services and data repositories in order to provide timely, accurate information and supporting data protection.	
23	Map to Data Architecture	EA	SDR	#102-01-001	The Program Alignment Workbook Template file in this zip package includes mappings to Business, Functional and Data Architecture.	
24	Data Migration Plan			TASC PMO	A data management plan identifies the steps in the data management process, and how the process will be implemented for a specific application. I generally include the project management aspects of the process as well as the technical steps. These include data preparation, review, storage, delivery process and storage.	
25	Technical Requirements Document (TRD)			TASC PMO	Technical Requirements Document (TRD) may accompany a Request for Proposal to provide additional technical guidance for requirements (missing or vague) contained in the requirements documents.	
26	Data Architecture Document	SELC	PDR/CDR	#102-01-001	The Data Architecture document includes a logical data model, a process model to describe data management, a mapping of data entities to business function, requirements, data flows, and data interoperability requirements.	

#	Program Documentation	Governing Authority	ARB	Reference	Description	Vendor Document Name <Vendor to fill in>
27	Disaster Recovery Plan	SELC	SDR	#102-01-001	This plan describes the organized process for implementing emergency responses, back-up operation, and post-disaster recovery to ensure the availability of critical IT resources and to facilitate continuous operations in a disaster.	
28	Map to Technology Standards & Products (TRM)	EA	SDR	#102-01-001	Technical Insertion Package (maps proposed solutions to the DHS TRM (and Target TRM) and Standards Profile)	
29	Logical Design Document	SELC	PDR/CDR	#102-01-001	The logical design (often called “preliminary” or “high-level” design, as opposed to “system design” or “detailed design”) identifies, analyzes, defines, and relates the functional features of the solution to the architectural components of the system and is the foundation for development of the detailed design of the system.	
30	System Design Document (SDD)	SELC	PDR/CDR	#102-01-001	The System Design Document describes the system requirements, operating environment, system and subsystem architecture, files and database design, input formats, output layouts, human-machine interfaces, detailed design, processing logic, and external interfaces	
31	Site Prep Plan	SELC		#102-01-001	Site Preparation Plan, which describes activities required to prepare facilities and environments (e.g., development, integration, test, production, data center, off-site storage) in time for installation and operation of the solution at all locations, based on an analysis of existing conditions and the solution design requirements.	

#	Program Documentation	Governing Authority	ARB	Reference	Description	Vendor Document Name <Vendor to fill in>
32	Deployment Plan	SELC		#102-01-001	<p>Process flow of deployment activities</p> <p>Description of resources/support materials required</p> <p>Description of site preparation/facilities work required</p> <p>Roles and responsibilities</p> <p>Deployment schedules</p> <p>Issue resolution plan</p> <p>Support requirements</p> <p>Support personnel requirements</p> <p>Support documentation requirements</p> <p>Acceptance test requirements at development site</p> <p>Acceptance test requirements at deployment site</p>	
33	Operators Manuals	SELC	TRR	#102-01-001	<p>This document describes the components of the system and how the system is to work from the perspective of those who are to operate it. Everything that is required to operate and support the operation of the system needs to be provided in the operator's manual, including a full description of the system components, the expectations for system operation, system functionality, and operational trouble shooting.</p>	
34	Maintenance Manuals	SELC	TRR	#102-01-001	<p>The Maintenance Manual describes the components of the system and the practices required to keep the system functioning. Performance monitoring, periodic testing of facilities and system functionality, and periodic maintenance activities to ensure the system functions as expected are included in the manual. Trouble shooting guides and other help content are also included.</p>	

#	Program Documentation	Governing Authority	ARB	Reference	Description	Vendor Document Name <Vendor to fill in>
35	Pilot Results Report	IRP	ORR	#102-01-001	Pilots are often used in parallel operation with the current system in order to provide the opportunity to analyze pilot results through information reconciliation and data integrity validation. Information and reports generated from the "old" system can be used as a point of reference for the new system for analysis and results documentation. Pilot results provide feedback on the implementation process, the "actual versus planned" functional capability, and end-user acceptability	
36	Component Integration Plan			TASC PMO	This plan describes, for each DHS component, how it will be implement the required software.	
37	Hosting Plan and MOA/MOU			TASC PMO	This plan describes the hosting requirements and objectives, how they will be accomplished, what the schedule is and what the metrics are for measuring results. It includes an MOU with the hosting site.	
38	Interface Control Document (ICD)			TASC PMO	The Interface Control Document (ICD) provides a record of all interface information (such as drawings, diagrams, tables, and textual information) generated for the project. It also provides access to, or delivery of, copies of the actual interface information.	
39	Help Desk Plan			TASC PMO	This plan describes the help desk requirements and objectives, how they will be accomplished, what the schedule is and what the metrics are for measuring results	
40	508 Remediation Plan			TASC PMO	The Section 508 Electronic and Information Technology (EIT) Accessibility Plan lists the information and documentation that must be submitted in order to comply with Section 508 for	

#	Program Documentation	Governing Authority	ARB	Reference	Description	Vendor Document Name <Vendor to fill in>
					each phase in a project's EIT Life Cycle.	
41	Development Test Plan (DTP)	ARP		#102-01-001	The Developmental Test Plan (DTP), guided by the Test Evaluation Master Plan (TEMP), describes the purpose, activities, scope, responsibilities, schedule, resources, and other information for developmental testing.	
42	System Requirements Document (SRD)	SELC	PDR/CDR	#102-01-001	As the life cycle progresses, additional traceability will be added from FRD to the System Requirements Document (SRD), into high-level design elements, into detailed design components, and finally into test cases and procedures.	
43	Version Description Document	SELC	TRR	#102-01-001	Version Description Document (VDD) is developed to describe the component version to be released. It specifies equipment configurations and dependencies and inventories materials released, including software contents, software installation files, and software source files.	
44	Performance Reports	IRP	PIR	#102-01-001	Reports showing system/asset performance during operations and maintenance phase of the DHS SELC. Performance reports measure improvement and/or operational consistency. The metrics should be quantitative, to the extent possible, in order to avoid inconsistent evaluation of the data collected and resulting analyses.	

#	Program Documentation	Governing Authority	ARB	Reference	Description	Vendor Document Name <Vendor to fill in>
45	Interconnection Security Agreements (ISA)	CISO	PDR/CDR	#102-01-001	An ISA is an MOU or MOA that define the rules of behavior and the controls that must be maintained between interconnecting systems. The ISA should be in the security plan. OMB Circular A-130 requires that written management authorization (an MOU or MOA) be obtained prior to connecting with other systems and/or sharing sensitive data or information.	
46	Security Risk Assessment	CISO		C&A Reqs.	This plan focuses on risk assessment for, Inventory and System Boundary Verification, Information Security Categorization, Determination of E-Authentication Requirement, and Risk Assessment.	
47	Privacy Threshold Analysis (PTA)	CISO		C&A Reqs.	This form is used to determine whether a Privacy Impact Assessment is required.	
48	Security Requirements Traceability Matrix (SRTM)	CISO		C&A Reqs.	During the Requirements Definition stage, initial steps toward the system C&A are accomplished. The purpose of these initial steps is to analyze the threats to and vulnerabilities of the system, to determine the potential for losses or compromise, and to use the analysis as a basis for identifying appropriate security controls for reducing risk.	
49	Plan of Action and Milestones (POA&M)	CISO		C&A Reqs.	This document is a tool that describes plans and associated tasks to correct identified weaknesses that can potentially be harmful to DHS systems.	
50	System Security Plan (SSP)	CISO		C&A Reqs.	This plan provides an overview of the security requirements of the system and describes the controls that are currently in place or planned to meet security requirements. The SSP details the management,	

#	Program Documentation	Governing Authority	ARB	Reference	Description	Vendor Document Name <Vendor to fill in>
					technical and operational security controls required for the system based on the type of information being processed and the degree of sensitivity and risk.	
51	IT Contingency Plan	CISO		C&A Reqs.	This plan documents the management policy and procedures designed to maintain or restore business operations, including computer operations, possibly at an alternate location, in the event of emergencies, system failures, or disaster. The specific control requirements and level of effort are determined based on the IT system's security categorization.	
52	Security Risk Assessment	CISO		C&A Reqs.	This plan focuses on risk assessment for, Inventory and System Boundary Verification, Information Security Categorization, Determination of E-Authentication Requirement, and Risk Assessment.	
53	Security Test & Evaluation (ST&E)	CISO		C&A Reqs.	The ST&E Plan, part of the System Security Plan, is a document developed to support the certification and accreditation process in accordance with DHS policy found in DHS 4300A.	
54	Security Assessment Report	CISO		C&A Reqs.	Information Technology Security Assessment (IT Security Assessment) is an explicit study to locate IT security vulnerabilities and risks.	
55	Security Accreditation Package	CISO		C&A Reqs.	With the successful completion of the Security Test and Evaluation (Certification phase), the security accreditation package is assembled and submitted for approval. The package should contain the System Security Plan, SAR Security Assessment Report, Plan of Action and Milestones and the Certifying Official Transmittal Letter.	

#	Program Documentation	Governing Authority	ARB	Reference	Description	Vendor Document Name <Vendor to fill in>
56	Privacy Impact Assessment (PIA)	Privacy		C&A Reqs.	The E-Government Act of 2002 requires all federal government agencies to conduct PIA for all new or substantially changed that collects, maintains, or disseminates personally identifiable information.	
57	Security Incident Reports	CISO		C&A Reqs.	The DHS IP Incident Management Standard Operating Procedures (SOP) defines the core capabilities including situational awareness, information sharing, analysis and risk assessments, decision support, and future operations and aligns IP's incident management activities with the National Operations Center (NOC). The plan has a phased based approach starting with Phase 1 – Awareness, Phase 2 – Concern, Phase 3 – Urgent, Phase 4 - Recovery and Demobilization activities.	
58	e-Authentication Workbook	CISO		C&A Reqs.	The E-Authentication Workbook contains three Microsoft Excel worksheets that should be used to determine whether a DHS system or application is required to comply with federal E-Authentication requirements and guidelines and determine the requisite impact levels.	
59	Transition To Support Document	SELC		#102-01-001	This document describes how a project will transition from the development and deployment phase to the operations phase. The plan describes the processes, teams, resources and assumptions required for transitioning the infrastructure, system environments, product assurance, data and help desk support to production.	

#	Program Documentation	Governing Authority	ARB	Reference	Description	Vendor Document Name <Vendor to fill in>
60	508 Compliance Plan/EIT Accessibility Plan	OAST	PPR	#102-01-001	The Section 508 Electronic and Information Technology (EIT) Accessibility Plan lists the information and documentation that must be submitted in order to comply with Section 508 for each phase in a project's EIT Life Cycle.	
61	System Test Report (includes sign-off)	SELC	PPR	#102-01-001	The System test report documents results of the software testing (unit/module, subsystem integration, system, user acceptance, and security) defined in the test plan. It records results of the tests, presents the capabilities and deficiencies for review, and provides a means of assessing software progression to the next stage of development or testing.	
62	Operational Analyses	CPIC	PIR	#102-01-001	Operational analysis is the method to use to measure the performance and cost of an established project in the O&M phase against baselines as defined in DHS Operational Analysis Guidance. The objective is to measure project achievement in meeting cost, schedule, and performance goals. Major investments that are in the steady state or O&M phase are required to use Operational Analysis as the performance-measurement process to measure the performance and cost of those assets against the established baseline. Operational analyses should be conducted annually or tailored to the nature of the asset. For more information on operational Analysis, refer to the DHS Operational Analysis Guidance.	

#	Program Documentation	Governing Authority	ARB	Reference	Description	Vendor Document Name <Vendor to fill in>
63	Lessons Learned Report	CPIC	PIR	#102-01-001	Lessons Learned Report defines opportunities for improving enterprise processes based on the experience of the acquisition team and other stakeholders during the life cycle of the acquisition. The content for the Lessons Learned Report comes from PIR findings, from various reviews held, or from the conduct of required activities during the project life cycle. The objective is to make lessons learned from DHS acquisitions available throughout the Department in order to increase the probability of success for future acquisitions through the improvement of processes, tools, and other project related entities. For more information on lessons learned, refer to the DHS CPIC Guide.	
64	Training Plan	SELC	PPR	#102-01-001	Training Plan outlines the objectives, needs, strategy, and curriculum for training users on the new or enhanced system.	
65	Training Materials	SELC	TRR	#102-01-001	Materials used to accomplish training objectives, needs, strategy, and curriculum for training users on the new or enhanced system.	

Appendix D – Documentation Provided with this PWS

Table 6 - Documentation Provided with this PWS

Document	Version	Description
Information Technology Management and Governance Processes Catalog	July, 2009	Contains an overview of the DHS information technology management processes.
TASC Organization Structure	Draft, Jan 4, 2011, ver 2.6.	Describes the TASC Organization Structure.
DHS Acquisition Instruction/Guidebook 102-01-001DHS Acquisition Instruction/Guidebook 102-01-001 Appendix B – Systems Engineering Life Cycle Management	Sep, 2010 Interim ver 2.0.	Directive which defines the DHS acquisition program, creates common acquisition standards and practices, and establishes a single, tailor-able life cycle acquisition framework.
DHS Component System Discovery Package	N/A	Contains detailed descriptions of the "Core" financial, acquisition, and asset management systems for DHS headquarters and Components. Information will include system documentation, system inputs and outputs, and enterprise architecture.
DHS ACS Guidebook v.1	Draft, May 11, 2010, ver 1.0.	Detailed description of the proposed DHS accounting classification structure which adheres to the Financial Systems Integration Office (FSIO) Common Government Accounting Classification (CGAC) Structure Guide definitions and element naming conventions.

Document	Version	Description
DHS ACS Guidebook v.1 Executive Summary	Draft, May 11, 2010, ver 1.0.	Summary description of the proposed DHS accounting classification structure which adheres to the FSIO CGAC Structure Guide definitions and element naming conventions.
DHS Data Cleanup Guidance	Draft, Jun 7, 2010, ver 1.2.	Provides guidance on data cleanup activities to ensure data conforms to business rules and processes and is consistent and complete. The validation and adjustment of open transactions and data in existing systems is an essential prerequisite to the TASC conversion process.
TASC Concept of Operations	Draft, Feb 2, 2011, ver 2.0.	Describes the financial, acquisition, asset management solution that DHS will acquire. It describes, at a high level, the current situation, an overview of users, justification for and nature of changes, concepts for the proposed system, operational scenarios, and a summary of impacts.
TASC Operational Requirements Document (ORD)	Draft, Feb 2, 2011, ver 2.0.	Describes the TASC operational requirements for the financial, acquisition, and asset management systems.
TASC Program Management Plan	Draft, Jan 31, 2011, ver 0.03.	Describes the TASC Program Management Office's (PMO) program management structure and roles, core program and project management plans, processes and other applicable documents.
Integrated Baseline Review (IBR) Agenda	Draft	Proposed agenda for the initial IBR meeting.
TASC Training Strategy	Final, Feb 15, 2011, ver 1.2	Provides the overall approach to be taken to develop, deploy, and communicate training information and materials for the TASC program
TASC Organizational Change Management	Final, Feb 15, 2011, ver 1.7.	Outlines the overarching Organizational Change Management (OCM) strategy for the TASC program.

Document	Version	Description
Strategy		
TASC Risk Management Plan	Final, Sep 10, 2010, ver 001.	Establishes an integrated risk and issue management process that follows the DHS SELC framework, integrating industry best practices, and monitoring and controlling the risk process throughout the lifecycle of the TASC Program.
TASC Quality Management Plan	Draft, Jan 21, 2011, ver 0.2	Documents the mechanism for verifying that the delivered products satisfy contractual agreements, meet or exceed quality standards, and comply with the processes specifically identified for use via the tailored instance of the DHS SELC Guide approved for the Program.
TASC Configuration Management Plan	Draft, Jan 10, 2011, ver 0.04.	Describes the process that will be used to identify, manage, control, and audit the system documentation and baseline. Defines the CM policy, procedures, structures, and roles / responsibilities to be used in executing configuration management.