

**ORDER FOR SUPPLIES OR SERVICES**

PAGE OF PAGES  
1 65

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

1. DATE OF ORDER 02/10/2012		2. CONTRACT NO. (If any) GS10F0118S		6. SHIP TO: a. NAME OF CONSIGNEE  See Attached Schedule	
3. ORDER NO. D12PD00366		4. REQUISITION/REFERENCE NO. 0040032195		b. STREET ADDRESS See Attached Schedule	
5. ISSUING OFFICE (Address correspondence to) DOI, National Business Center, AQD Division 1/Branch 1 381 Elden St Suite 4000 Herndon VA 20170				c. CITY See Attached Schedule	
				d. STATE CO	e. ZIP CODE 80235
7. TO: ATTN GOVERNMENT POC				f. SHIP VIA	
a. NAME OF CONTRACTOR MCKINSEY & COMPANY, INC. WASHINGTON D.C.				8. TYPE OF ORDER	
b. COMPANY NAME				<input type="checkbox"/> a. PURCHASE	
c. STREET ADDRESS 1200 19TH ST NW				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 WASHINGTON				<input checked="" type="checkbox"/> b. DELIVERY	
e. STATE DC				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.	
f. ZIP CODE 20036-2412				10. REQUISITIONING OFFICE DOI, OCIO	
9. ACCOUNTING AND APPROPRIATION DATA 01					

11. BUSINESS CLASSIFICATION (Check appropriate box(es))				12. F.O.B. POINT Destination	
<input type="checkbox"/> a. SMALL	<input checked="" 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) 06/02/2012		16. DISCOUNT TERMS
a. INSPECTION Destination	b. ACCEPTANCE Destination				

**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)
	The Contractor, McKinsey & Company, shall provide support as described in the Performance Work Statement (Attachment 1). McKinsey & Company's technical and pice quote's dated February 3, 2012 are hereby accepted. Continued ...					

18. SHIPPING POINT		19. GROSS SHIPPING WEIGHT		20. INVOICE NO.		17(h) TOTAL (Cont. pages)
21. MAIL INVOICE TO:						
a. NAME Internet Payment Platform System						\$2,534,732.60
b. STREET ADDRESS (or P.O. Box) US Department of Treasury http://www.ipp.gov						
c. CITY		d. STATE	e. ZIP CODE			\$2,534,732.60

22. UNITED STATES OF AMERICA BY (Signature)  ▶ Anita Tolliver 2/10/2012		23. NAME (Typed) Anita Tolliver TITLE: CONTRACTING/ORDERING OFFICER	
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**ORDER FOR SUPPLIES OR SERVICES  
SCHEDULE - CONTINUATION**

PAGE NO

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

DATE OF ORDER  
02/10/2012

CONTRACT NO.  
GS10F0118S

ORDER NO.  
D12PD00366

ITEM NO. (a)	SUPPLIES/SERVICES (b)	QUANTITY ORDERED (c)	UNIT (d)	UNIT PRICE (e)	AMOUNT (f)	QUANTITY ACCEPTED (g)
	<p>Suggested COR: PHERNANI Admin Office: DOI, National Business Center, AQD Suite 4000 Division 1/Branch 1 381 Elden St Herndon VA 20170</p> <p>Account Assignment: K G/L Account: 6100.251B0 Business Area: D000 Commitment Item: 251B00 Cost Center: DS67000000 Functional Area: DWUIB0000.000000 Fund: XXXD4523WU Fund Center: DS67000000 Project/WBS: DX.67011 PR Acct Assign Line: 01 Period of Performance: 02/10/2012 to 06/02/2012</p>					
00020	Draft Management Structure and Draft Sourcing and Acquisition Strategy				656,660.40	
00030	Final Management Structure and Draft IT Lifecycles and Governance				656,660.40	
00040	Final Sourcing and Acquisition Strategy; Final IT Services Lifecycle Governance; and Final IT Lifecycles and Governance				633,278.60	
00050	Financial Modeling Templates and IT Transformation Communications Strategy				563,133.20	
00060	<p>Travel</p> <p>This is a not-to-exceed line item Continued ...</p>				25,000.00	

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

\$2,534,732.60

**ORDER FOR SUPPLIES OR SERVICES  
SCHEDULE - CONTINUATION**

PAGE NO

3

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

DATE OF ORDER 02/10/2012	CONTRACT NO. GS10F0118S	ORDER NO. D12PD00366
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ITEM NO. (a)	SUPPLIES/SERVICES (b)	QUANTITY ORDERED (c)	UNIT (d)	UNIT PRICE (e)	AMOUNT (f)	QUANTITY ACCEPTED (g)
	<p>COR: Deena R. Myles W: 571-209-7092 deena_myles@ios.doi.gov</p> <p>The total amount of award: \$2,534,732.60. The obligation for this award is shown in box 17(i).</p>					

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

\$0.00

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## 1. SERVICES REQUIRED

See attached Performance Work Statement (Attachment 001) entitled "Information Technology Transformation Detailed Planning Follow-on Strategic Deep-Dives for Office for the Chief Information Officer, Department of the Interior" for a description of the services for this requirement.

## 2. PERIOD OF PERFORMANCE

The period of performance (POP) shall be from February 10, 2012 through June 2, 2012. The individual deliverable due dates are shown below.

Deliverable	Description	Final
1	Management structure including roles and responsibilities: Additional development and refinement of the next level of roles and responsibilities for Service Delivery, and Support Functions.	3/30/2012
2	Sourcing and acquisition strategy: Build-out of cloud-specific sourcing and acquisition strategy and requirements definition in the context of a refined hosting strategy	4/27/2012
3	IT Services Lifecycle and Governance: Strategic deep-dive on performance management strategy, including roles / responsibilities and tools / dashboards	5/4/2012
4	Financial modeling templates and chargeback model: Detailed refinement of pricing and roll-out strategies for financial chargeback model including development of simplified intermediate chargeback strategy	6/2/2012
5	IT Transformation communications strategy: Development of the next level of communications strategy detail for IT management community and senior Departmental leadership in the context of an updated detailed IT Transformation plan	6/2/2012
6	Datacenter consolidation strategy: Detailed strategic recommendations in the context of greater applications and data collection efforts and needs	4/27/2012

### 3. PLACE OF PERFORMANCE

The Government anticipates that the Contractor shall perform the work at the Contractors site, and Department of the Interior facilities; Washington DC, Reston, and Denver.

### 4. HOURS OF WORK

When required to support the Government on-site, the Contractor shall adhere to normal business schedules. The core Government business hours are 8:00 AM to 5:00 PM, Monday through Friday. The Contractor must be available to the Government during the core business hours.

### 5. TASK ORDER TYPE

This is a Firm-Fixed-Price Task Order with Not-to-Exceed Travel. This Task Order is for non-personal services with non-severable tasks as described in the Performance Work Statement (Attachment 1).

### 6. TASK ORDER SUMMARY

	Description	Firm Fixed Price	Travel NTE	Funded	Note
1	Management Structure	\$328,330.20		\$328,330.20	Awarded and Fully Funded
2	Sourcing and Acquisition Strategy	\$656,660.40		\$656,660.40	Awarded and Fully Funded
3	IT Services Lifecycle and Governance	\$328,330.20		\$328,330.20	Awarded and Fully Funded
4	Financial Modeling Templates	\$422,349.90		\$422,349.90	Awarded and Fully Funded
5	IT Transformation Communications Strategy	\$281,566.60		\$281,566.60	Awarded and Fully Funded
6	Datacenter Consolidation Strategy	\$492,495.30		\$492,495.30	Awarded and Fully Funded
7	Travel		\$25,000.00	\$25,000.00	Awarded and Fully Funded
<b>Total</b>		<b>\$2,509,732.60</b>	<b>\$25,000.00</b>	<b>\$2,534,732.60</b>	

## **7. TASK ORDER ADMINISTRATION DATA:**

### **A. Administrative Considerations**

Correspondence - To promote timely and effective administration, correspondence shall be subject to the following procedures:

1. Technical correspondence (where technical issues relating to compliance with the requirements herein) shall be addressed to the Contracting Officer's Representative (COR) with an information copy to the Contracting Officer (CO), and Contract Specialist (CS).
2. All other correspondence, including invoices, (which proposes or otherwise involves waivers, deviations or modifications to the requirements, terms or conditions of this PWS) shall be addressed to the Contract Specialist/Contracting Officer with an information copy to the COR.

### **B. Contracting Officer's Authority**

An Acquisition Services Directorate CO is the only person authorized to make or approve any changes in any of the requirements of this PO and notwithstanding any provisions contained elsewhere in this PO, the said authority remains solely in the CO. In the event the Contractor makes any changes at the direction of any person other than the CO, the change will be considered to have been made without authority and no adjustment will be made in the PO terms and conditions, including price.

The contact information for the Contracting Officer is as follows:

Anita Tolliver  
Contracting Officer  
Acquisitions Services Directorate  
National Business Center  
U.S. Department of the Interior  
381 Elden Street, Suite 4000  
Herndon, VA 20170  
Phone: 703-964-3687  
Fax: 703-964-8440  
Email: [anita.tolliver@aqd.nbc.gov](mailto:anita.tolliver@aqd.nbc.gov)

Sarah J. Dolen  
Alternate Contracting Officer  
Acquisitions Services Directorate  
National Business Center  
U.S. Department of the Interior  
381 Elden Street, Suite 4000  
Herndon, VA 20170  
Phone: 703-964-3692  
Fax: 703-964-8440  
Email: [sarah.dolen@aqd.nbc.gov](mailto:sarah.dolen@aqd.nbc.gov)

### **C. Permits and Licenses**

Pursuant to 52.227-18 and any other requirements in performance of work under this Task Order, the Contractor must, at no additional expense to the Government, be responsible for obtaining any necessary licenses and permits, and for complying with any Federal, State, and municipal laws, codes, and regulations applicable to the performance of the work.

### **D. Government Furnished Property/Information/Equipment**

The Government will supply the following information in support of this requirement:

-DOI IT Transformation Strategic Plan (Reference SO 3309)

*All materials provided by the Government during the course of this Task Order shall remain the property of the Government and shall be returned immediately upon completion of the Task Order or as otherwise requested by the COR or Contracting Officer.*

#### **Government Furnished Equipment:**

When at DOI facilities, the Contractor shall be provided with phone, copier and fax service only, computer access and connectivity will not be provided. The Contractor is responsible for providing its staff with their own equipment, (i.e., laptops, cell phone, blackberry, air card, etc) in support of this requirement.

### **E. Travel**

Guidelines for travel are as follows:

- Travel will be issued as a not to exceed basis. Travel dollars are included as a place holder as the approximate travel and locations cannot be determined at this time.
- The Not-To-Exceed place holder for travel is \$25,000.00.

- Long Distance Travel includes various DOI sites.

The Contractor will be reimbursed for travel to provide support at a Government site or other site as may be specified and approved by the COR under this effort. All travel requests will be submitted on a Request For Travel/Approval Form (Attachment 4) and shall be submitted and approved by the COR prior to any travel in support of this contract. The Contractor shall be reimbursed for actual allowable, allocable, and reasonable travel costs incurred during performance of this effort in accordance with the Federal Travel Regulations currently in effective on date of travel. [Reference FAR 31.205-46 Travel Costs]

PLEASE NOTE: TRAVEL RECEIPTS ARE REQUIRED TO BE INCLUDED WITH THE INVOICE.

Example: airline tickets; parking receipts, hotel, rental car, taxi, etc. Travel is in accordance with the federal travel regulations – FTR per diem and rates are applicable, and charges that exceed the FTR will not be reimbursed. Rental cars are limited to economy – unless more than 2 travelers, and a mid-size car is authorized – rental of larger cars will not be reimbursed. GPS will not be reimbursed. Short term parking will not be reimbursed for travel that is more than one business day.

- The Government will not reimburse the vendor for unproposed G&A rates on travel expenditures upon submission of invoices.

**Government Travel References Include:**

- 41 Code of Federal Regulations (CFR), Chapters 300 through 304
- FAR 31.205-46 - Travel Costs
- Federal Travel Regulations (FTR) & Per Diem Information – Travel Resources:  
[www.gsa.gov](http://www.gsa.gov)

**F. Key Personnel**

1. The Contractor assigned the following personnel to this Task Order the as Key Personnel, one of whom is the Project Manager:

<u>Anukur Ghia</u> Name	<u>Project Manager</u>
<u>Steve Kelly</u> Name	<u>Core Leadership</u>
<u>Andrew Sellgren</u> Name	<u>Core Leadership</u>
<u>Jon Wilkins</u> Name	<u>Core Leadership</u>

2. The Contractor agrees that during the performance of this Task Order, no Key Personnel substitutions will be permitted, unless necessitated by an individual's sudden illness, death, or termination of employment.
3. Written requests for substitutions shall be submitted to the Contract Administrator (CA), CO and COR at least 30 business days prior to making any substitution changes. The request shall contain a detailed explanation of the circumstances necessitating the proposed substitution, complete resumes for the proposed substitutes, evidence of meeting CPE requirements, and any additional information requested by the CO or COR.
4. Substitutes for the assigned Key Personnel must possess specified qualifications equal to or exceeding the qualifications of the personnel being replaced. The CO and COR will collaborate to approve requests for substitution, and will notify the Offeror within ten (10) business days after the receipt of all required information of the decision on substitutions. The Task Order will be modified to reflect any approved substitution and the CO will resolve disputes regarding the substitution of key personnel.

#### **G. Project Manager**

The Contractor shall provide a Project Manager to facilitate Government-Contractor communications. The Project Manager shall be the primary technical and managerial interface between the Contractor and Contracting Officer (CO) and the Contracting Officer's Representative (COR). The name of this person, and an alternate or alternates, who shall act for the Contractor when the Manager is absent, be designated in writing to the CO. The Project Manager or alternate will have full authority to act for the Contractor on all contract matters relating to daily operations.

The Project Manager or alternate must be available during normal duty hours, as specified herein and to meet with government personnel within 24 hours to discuss problems.

The Contractor's Project Manager shall meet with the CO/COR as necessary to maintain satisfactory performance and to resolve other issues pertaining to Government/Contractor procedures. At these meetings, a mutual effort will be made to resolve any and all problems identified. Written minutes of these meetings shall be prepared by the Contractor, signed by the Contractor's designated representative, and furnished to the Government within two (2) workdays of the subject meeting.

The Project Manager and alternate or alternates must be able to read, write, speak, and understand English.

## H. Standards of Conduct

1. The Contractor will be responsible for maintaining satisfactory standards of employee competency, conduct, appearance, and integrity. The Contractor is also responsible for ensuring that its employees and those of its subcontractor(s) do not disturb papers on desks, open desk drawers or cabinets, use Government telephones, except as authorized, or otherwise jeopardize the security and the privacy of Government employees, its clientele, and the contents and property of the federal building(s) in which the Task order work is performed. Each employee or supervisor of the Contractor is expected to adhere to standards of behavior that reflect credit on themselves, their employer, and the Federal Government.
2. The Contractor will be responsible for taking such disciplinary action, including suspension without pay or removal from the worksite, with respect to its employees, as may be necessary to enforce those standards.
3. Where applicable, the requirements of this clause shall be expressly incorporated into subcontract(s) and shall be applicable to all subcontractor employees who may perform recurring services or work at the federal building and grounds of this Task order.
4. The Government retains the right to permanently remove any employee of the Contractor from performing duties assigned under this Task order at the federal building should the employee's performance so warrant. The Government will request the Contractor to immediately remove any employee of the Contractor from the federal building/work-site should it be determined by the Contracting Officer that the individual employee of the Contractor is "unsuitable" for security reasons or for otherwise being found to be unfit for performing his assigned duty at a federal building. The following areas (not all-inclusive) are considered justification for requesting the Contractor to immediately remove an employee from a federal building/work site:
  - Neglect of assigned duty and refusing to render assistance or cooperate in upholding the integrity of the security programs at the worksite
  - Falsification or unlawful concealment, removal, mutilation, or destruction of any official documents or records, or concealment of material facts by willful omissions from official documents or records
  - Disorderly conduct, use of abusive or offensive language, quarreling, intimidation by words or actions, or fighting; participation in disruptive activities which interfere with the normal and efficient operations of the Government
  - Theft, vandalism, immoral conduct, or any other criminal actions
  - Selling, consuming, or being under the influence of intoxicants, drugs, or controlled substances which produce similar effects
  - Improper use of official authority or credentials, as a supervisor or employee of the Contractor

- Violation of agency and Contractor security procedures and regulations
  - Violation of the rules and regulations governing federal public buildings and grounds, set forth in 41 CFR Subpart 101-20.3 Conduct on Federal Property
5. Following a recommendation from an agency program official or security officer, the CO will make all determinations regarding the removal of any employee of the Contractor from and denial/termination of clearance and access to the federal building worksite for non-performance, misconduct, or failure to abide by all laws and regulations. The CO will verbally inform the Contractor about the employee, followed by a written confirmation or determination. Specific reasons for the removal of an employee will be provided to the Contractor in writing. In the event of a dispute, the CO will make a final determination.
  6. Upon a determination of the Government that an employee of the Contractor be removed from or denied access to a federal building worksite, the employee's clearance and access to the federal building shall be immediately revoked or otherwise terminated. Further, if applicable, the building pass and/or other access device(s) previously given to the employee shall be immediately surrendered, returned, or delivered to the security officer of the federal building.
  7. Contractor personnel shall present a neat appearance and be easily recognized as Contractor employees by wearing a temporary government badges at all times while on Government premises. When Contractor personnel attend meetings, answer phones, and work in other situations where their status is not obvious to third parties they must identify themselves as such to avoid creating the impression that they are government employees.
  8. The Contractor shall be responsible for safeguarding all government property provided for Contractor use. At the end of normal duty hours and/or after normal duty hours, all government facilities, equipment and materials must be secured.

## 8. TASK ORDER CLAUSES

The task order includes the following clauses:

### CLAUSES IN FULL TEXT:

#### **52.209-9 – Updates of Publicly Available Information Regarding Responsibility Matters (Jan 2011)**

(a) The Contractor shall update the information in the Federal Awardee Performance and Integrity Information System (FAPIIS) on a semi-annual basis, throughout the life of the contract, by posting the required information in the Central Contractor Registration database at <http://www.ccr.gov>.

(b)(1) The Contractor will receive notification when the Government posts new information to the Contractor's record.

(2) The Contractor will have an opportunity to post comments regarding information that has been posted by the Government. The comments will be retained as long as the associated information is retained, *i.e.*, for a total period of 6 years. Contractor comments will remain a part of the record unless the Contractor revises them.

(3) (i) Public requests for system information posted prior to April 15, 2011, will be handled under Freedom of Information Act procedures, including, where appropriate, procedures promulgated under E.O. 12600.

(ii) As required by section 3010 of Public Law 111-212, all information posted in FAPIIS on or after April 15, 2011, except past performance reviews, will be publicly available.

(End of clause)

#### **52.217-8 -- Option to Extend Services (Nov 1999)**

The Government may require continued performance of any services within the limits and at the rates specified in the contract. These rates may be adjusted only as a result of revisions to prevailing labor rates provided by the Secretary of Labor. The option provision may be exercised more than once, but the total extension of performance hereunder shall not exceed 6 months. The Contracting Officer may exercise the option by written notice to the Contractor within 14 days.

(End of Clause)

#### **52.252-2 -- CLAUSES INCORPORATED BY REFERENCE (FEB 1998)**

This contract incorporates one or more clauses by reference, with the same force and effect as if they were given in full text. Upon request, the Contracting Officer will make their full text available. Also, the full text of a clause may be accessed electronically at this address: <http://www.arnet.gov>.

- |              |   |
|--------------|---|
| FAR 52.204-4 | Printed or Copied Double-Sided on Recycled Paper (May 2011)       |
| FAR 52.204-9 | Personal Identity Verification of Contractor Personnel (Jan 2011) |
| FAR 52.212-4 | Contract Terms and Conditions – Commercial Items (June 2010)      |

FAR 52.223-2 Affirmative Procurement of Biobased Products under Service and Construction Contracts (Dec 2007)  
FAR 52.223.15 Energy Efficiency in Energy-Consuming Products (Dec 2011)  
FAR 52.223.17 Affirmative Procurement of EPA-designated Items in Service and Construction Contracts (May 2008)  
FAR 52.227-16 Additional Data Requirements (June 1987)  
FAR 52.227-17 Rights in Data -- Special Works. (Dec 2007)  
FAR 52.227-18 Rights in Data -- Existing Works (Dec 2007)  
FAR 52.232-18 Availability of Funds (Apr 1984) Applicable to All Years  
FAR 52.232-19 Availability of Funds for the Next Fiscal Year (Apr 1984)  
FAR 52.239-1 Privacy or Security Safeguard (Aug 1996)  
FAR 52.245-1 Government Property (Aug 2010)  
FAR 52.252-6 Authorized Deviation in Clauses (Apr 1984)

**CLAUSES IN FULL TEXT:**

**DIAR (Department of the Interior) CLAUSES:**

**1452.201-70 Authorities and delegations (SEP 2011)**

(a) The Contracting Officer is the only individual authorized to enter into or terminate this contract, modify any term or condition of this contract, waive any requirement of this contract, or accept nonconforming work.

(b) The Contracting Officer will designate a Contracting Officer's Representative (COR) at time of award. The COR will be responsible for technical monitoring of the contractor's performance and deliveries. The COR will be appointed in writing, and a copy of the appointment will be furnished to the Contractor. Changes to this delegation will be made by written changes to the existing appointment or by issuance of a new appointment.

(c) The COR is not authorized to perform, formally or informally, any of the following actions:

(1) Promise, award, agree to award, or execute any contract, contract modification, or notice of intent that changes or may change this contract;

(2) Waive or agree to modification of the delivery schedule;

(3) Make any final decision on any contract matter subject to the Disputes Clause;

(4) Terminate, for any reason, the Contractor's right to proceed;

(5) Obligate in any way, the payment of money by the Government.

(d) The Contractor shall comply with the written or oral direction of the Contracting Officer or authorized representative(s) acting within the scope and authority of the appointment memorandum. The Contractor need not proceed with direction that it considers to have been issued without proper authority. The Contractor shall notify the Contracting Officer in writing, with as much detail as possible, when the COR has taken an action or has issued direction (written or oral) that the Contractor considers to exceed the COR's appointment, within 3 days of the occurrence. Unless otherwise provided in this contract, the Contractor assumes all costs, risks, liabilities, and consequences of performing any work it is directed to perform that falls within any of the categories defined in paragraph (c) prior to receipt of the Contracting Officer's response issued under paragraph (e) of this clause.

(e) The Contracting Officer shall respond in writing within 30 days to any notice made under paragraph (d) of this clause. A failure of the parties to agree upon the nature of a direction, or

upon the contract action to be taken with respect thereto, shall be subject to the provisions of the Disputes clause of this contract.

(f) The Contractor shall provide copies of all correspondence to the Contracting Officer and the COR.

(g) Any action(s) taken by the Contractor, in response to any direction given by any person acting on behalf of the Government or any Government official other than the Contracting Officer or the COR acting within his or her appointment, shall be at the Contractor's risk.

(End of clause)

**1452.203-70, Restrictions on Endorsements – DOI July 1996**

The Contractor shall not refer to contracts awarded by the Department of the Interior in commercial advertising, as defined in FAR 31.205-1, in a manner which states or implies that the product or service provided is approved or endorsed by the Government, or is considered by the Government to be superior to other products or services. This restriction is intended to avoid the appearance of preference by the Government toward any product or service. The Contractor may request the Contracting Officer to make a determination as to the propriety of promotional material.

(End of clause)

**1452.204-70 Release of Claims - Department of the Interior (JUL 1996)**

After completion of work and prior to final payment, the Contractor shall furnish the Contracting Officer with a release of claims against the United States relating to this task order. The Release of Claims form (DI-137) shall be used for this purpose. The form provides for exception of specified claims from operation of the release. The form may be found at: <http://www.doi.gov/nbc/formsmgt/forms/di137.pdf>.

(End of clause)

**1452.224-1 Privacy Act Notification (JUL 1996) (DEVIATION)**

Applicable Department of the Interior regulations concerning the Privacy Act are set forth in 43 CFR 2, Subpart D. The CFR is available for public inspection at the Departmental Library, Main Interior Bldg., 1849 C St. NW, Washington D.C., at each of the regional offices of bureaus of the Department and at many public libraries.

(End of clause)

**1452.233-2 Service of Protest -- Department of the Interior (JUL 1996) (DEVIATION)**

A copy of the protest served on the Contracting Officer shall be simultaneously furnished by the protester to the Department of the Interior Assistant Solicitor for Acquisition and Intellectual Property, 1849 C Street, NW, Room 6456, Washington, D.C. 20240.

(End of clause)

**1452.237-70 Information Collection - Department of the Interior (JUL 1996)**

If performance of this contract requires the contractor to collect information on identical items from ten or more public respondents, no action shall be taken or funds expended in the

solicitation or collection of such information until the contractor has received from the Contracting Officer written notification that approval has been obtained from the Office of Management and Budget (OMB) pursuant to the Paperwork Reduction Act of 1980. The Contractor agrees to provide all information requested by the Contracting Officer which is necessary to obtain approval from OMB.

(End of clause)

## **ACQUISITION SERVICES DIRECTORATE CUSTOM CLAUSES:**

### **Custom Clause #1 - Invoicing Requirements**

#### **Electronic Invoicing and Payment Requirements – Internet Payment Platform (IPP) (September 2011)**

Payment requests must be submitted electronically through the U. S. Department of the Treasury's Internet Payment Platform System (IPP).

"Payment request" means any request for contract financing payment or invoice payment by the Contractor. To constitute a proper invoice, the payment request must comply with the requirements identified in the applicable Prompt Payment clause included in the contract, or the clause 52.212-4 Contract Terms and Conditions – Commercial Items included in commercial item contracts. The IPP website address is: <https://www.ipp.gov>.

Under this contract, the following documents are required to be submitted as an attachment to the IPP invoice:

This is a FIRM-FIXED-PRICE order– the contractor shall provide a deliverable schedule with line item pricing per deliverable. Detailed pricing will be provided per deliverable. Invoices will be submitted upon successful delivery and government acceptance of each deliverable. If deliverable schedule is not provided, the contractor will not invoice until all deliverables have been successfully delivered and approved by the government. All invoices shall be paid in the arrears of acceptable performance and delivery.

#### **Additional Invoice Requirements**

Additional supporting documentation MAY BE REQUESTED at the discretion of the CO or Contracting Officers Representative (COR).

**Invoice Contents:** The invoice shall be in accordance with the CLIN structure of the Task Order. All billing issues shall be handled and resolved between the Offeror and the Contracting Officer.

The following information shall be included on each invoice:

1. Name and address of the Offeror
2. Invoice number and date
3. Task Order number

4. CLIN
5. Description of deliverable
6. Price of deliverable
7. Quantity Delivered & Balance Due (if Balance is not 100% delivered)

**Other Direct Costs** : Are not authorized under this order.

**TRAVEL:** Travel is authorized on this order.

Travel must include the name of the traveler, travel itinerary, purpose of travel (event, exercise, workshop, etc), and any other documentation requested by the Contracting Officer for Finance/Administration. A copy of an approved Travel Request Form and the Travel Reconciliation form should be attached for reference as well as the travel invoice. No travel is authorized unless prior government approval from the Contracting Officer is obtained.

The Contractor will be reimbursed for travel to provide support at a Government site or other site as may be specified and approved by the **COR** under this requirement. All travel shall be approved, by the **COR** in writing, prior to commencement of travel. The contractor shall be reimbursed for actual allowable, allocable, and reasonable travel costs incurred during performance of this requirement in accordance with the Federal Travel Regulations currently in effective on date of travel. [Reference FAR 31.205-46 Travel Costs].

The Contractor must use the IPP website to register, access and use IPP for submitting requests for payment. The Contractor Government Business Point of Contact (as listed in CCR) will receive enrollment instructions via email from the Federal Reserve Bank of Boston (FRBB) within 3 – 5 business days of the contract award date. Contractor assistance with enrollment can be obtained by contacting the IPP Production Helpdesk via email [ippgroup@bos.frb.org](mailto:ippgroup@bos.frb.org) or phone (866) 973-3131.

If the Contractor is unable to comply with the requirement to use IPP for submitting invoices for payment, the Contractor must submit a waiver request in writing to the contracting officer with its proposal or quotation.

(End of Custom Clause #1)

## **Clause # 2 - Personnel Requirements**

### **Key Personnel Definition**

Certain skilled experienced professional and/or technical personnel are essential for accomplishing the work to be performed. These individuals are defined as "Key Personnel" and are those persons whose resumes were submitted and or marked by the quoter as "Key Personnel". No substitutions shall be made of accepted key personnel except for sudden illness or death, or termination of employment or as mutually agreed to by the contractor and the Government. Substitutions shall only be accepted if in compliance with "Substitution of Key Personnel" provision identified below.

### **Key Personnel Designation**

For the purpose of the overall performance of this effort, the Contractor's Project Manager shall be designated as a key person.

The Project Manager shall be the Contractor's authorized point of contact with the Government CO and the COR. The Project Manager shall be responsible for formulating and enforcing work standards, assigning schedules, reviewing work discrepancies, and communicating policies, purposes, and goals of the organization to subordinates.

### **Key Personnel Substitution**

All Contractor requests for approval of substitutions hereunder shall be submitted in writing to the COR and the Contracting Officer at least twenty-five (25) calendar days in advance of the effective date, whenever possible, and shall provide a detailed explanation of the circumstances necessitating the proposed substitution, a complete resume for the proposed substitute, and any other information requested by the Contracting Officer necessary to approve or disapprove the proposed substitution. The COR and the Contracting Officer will evaluate such requests and promptly notify the Contractor of approval or disapproval in writing.

### **Personnel Performance/Replacement**

- a. The contractor shall provide a resume for each individual assigned to work on this effort.
- b. Personnel assigned to this Task Order will not be removed without Government Approval.
- c. The Government reserves the right to judge the technical skill and competence of the individual and to require the individual's replacement if the individual's qualifications or performance are judged deficient at any time with written notification.
- d. The Government reserves the right to judge the qualifications and acceptability of any individual proposed by the contractor for any position, and may require the contractor to replace an individual whose qualifications and suitability are judged deficient with written notification.

- e. The Government requires from the contractor to identify key personnel for the total period of the project. The execution of project tasks will be subject to the precise assignment of specific individuals identified as key personnel. The contractor must ensure the continued assignment of personnel from project start to project finish. In the event an individual become incapacitated or leaves the company, or is promoted to another position, it is the responsibility of the contractor to have qualified and/or cleared (if required) individuals on staff to accomplish the task with a minimal learning curve.
- f. For temporary and/or permanent replacement personnel, the contractor shall provide a resume for each individual prior to that individual's reporting for work on this effort.

(End of Custom Clause #2)

**Clause # 3 - Identification/ Building Pass**

- a) The Contractor must sign-in and out each work day at the Government site and secure a temporary badge from the security office or security desk.
- b) The Contractor is responsible for ensuring that each of his/her employees performing work under this task order display their temporary badges at all times that they are present and on-duty in the building. Refusal or repeated neglect to display the identification may result in an unsuitability determination.
- c) Upon termination, resignation or other event leading to a task order employee leaving duty under this task order, the Contractor is responsible for returning all Government badges (temporary), building passes, keys, and other Government property issued to that employee – if applicable. Failure on the part of the Contractor may result in the Contractor's liability for all costs associated with correcting the resultant breach in building security. The Contractor must notify the COR when the employee badges or other equipment or information are lost. It will be the responsibility of the Contractor to pay for replacement of all items lost at the current replacement cost of the item(s).
- d) If applicable, the requirements of this clause are applicable to and must be flowed down to all subcontractors who will work at the Government facilities.

(End of Custom Clause #3)

**Clause # 4 - Cooperation with Other On-Site Contractors**

- a) When the Government undertakes or awards other task orders or contracts for additional work at the facilities, the Contractor must: (1) fully cooperate with the other Contractors and Government employees, and (2) carefully fit its own work to such other additional contracted work as may be directed by the COR. The Contractor must not commit or permit

any act that will interfere with the performance of work awarded to another Contractor or with the performance of other Government employees.

- b) In any case where, in the course of fulfilling the task order requirements, the Contractor disturbs any work guaranteed under another separate contract, the Contractor must restore such disturbed work to a condition satisfactory to the COR and guarantee such restored work to the same extent as it was guaranteed under the other contract.

(End of Custom Clause #4)

#### **Clause # 5 – Confidentiality and Disclosure of Information**

##### **NON-DISCLOSURE**

All information regarding the work products developed and made available to the contractor under the contract must be regarded as sensitive information by the contractor and not be disclosed or used in any other way than on the performance of this contract to anyone outside the contractor's organization without the written permission of the Contracting Officer.

All contractor personnel **shall sign a non-disclosure agreement**. The contractor agrees to assume responsibility for protecting the confidentiality of Government records, which are not public information. The contractor shall take all reasonable precautions not to divulge information about the requirement and/or use this information for the contractor's gain and shall not divulge any information to any other organization (outside DOI) without written permission from the Contracting Officer. This form is provided at (PWS attachment 5), and shall be returned to the contracting officer no later than two days after award.

##### **RELEASE OF DATA:**

The contractor and/or contractor personnel shall not divulge or release any data or information developed or obtained in performance of this effort without written approval of the Contracting Officer (CO). The contractor shall not use, disclose, or reproduce proprietary data that may or may not carry a restrictive legend, other than as required in the performance of this effort.

##### **LIMITED USE OF DATA:**

Performance of this effort may require the contractor to access and use data and information proprietary to a Government agency or Government contractor which is of such a nature that its dissemination or use, other than in performance of this effort, would be adverse to the interests of the Government and/or others.

(End of Custom Clause #5)

## **Clause # 6 – ORGANIZATIONAL CONFLICT OF INTEREST**

The Contractor warrants that, to the best of the Contractor's knowledge and belief, there are no relevant facts or circumstances which would give rise to an organizational conflict of interest, as defined in FAR Subpart 9.5, or that the Contractor has disclosed all such relevant information.

The Contractor agrees that if an actual or potential organizational conflict of interest is discovered after award, the Contractor will make a full disclosure in writing to the Contracting Officer. This disclosure shall include a description of actions which the Contractor has taken or proposes to take, after consultation with the Contracting Officer, to avoid, mitigate, or neutralize the actual or potential conflict.

Remedies - The Contracting Officer may terminate this contract action for convenience, in whole or in part, if it deems such termination necessary to avoid an organizational conflict of interest. If the Contractor was aware of a potential organizational conflict of interest prior to award or discovered an actual or potential conflict after award and did not disclose or misrepresented relevant information to the Contracting Officer, the Government may terminate the contract for cause or default, debar the Contractor for Government contracting, or pursue such other remedies as may be permitted by law or this contract.

The Contractor further agrees to insert provisions which shall conform substantially to the language of this clause in any subcontract of consultant agreement hereunder. **(Conflict of Interest must be signed and returned to the Contracting Officer – Reference PWS Attachment 6)**

(End of Custom Clause #6)

## **Clause # 7 – SECURITY**

### **CONTRACTOR PERSONNEL SECURITY AND SUITABILITY REQUIREMENTS**

a) Performance of this task order requires CONTRACTOR personnel to have a Federal Government-issued personal identification card before being allowed unsupervised access to a DOI facility and/or information system. The Contracting Officer's Representative (COR) will be the sponsoring official and will make the arrangements for personal identity verification and card issuance.

b) At the orientation meeting (described in the PWS), the CONTRACTOR will identify all CONTRACTOR and subcontractor personnel who will require physical and/or logical access for performance of work under this task order. CONTRACTOR must make their personnel available at the place and time specified by the COR in order to initiate screening and background

investigations. The following forms will be used to initiate the credentialing process and must be presented to the COR no later than 5 work days after task order award:

1. OPM Standard Form 85 or 85P
2. OF 306
3. Fingerprint card (local procedures may require that the fingerprinting be done at a police station; in this case, any charges are to be borne by the CONTRACTOR.)
4. Release to Obtain Credit Information
5. Personal Identity Verification (PIV) card application (web-based)

c) CONTRACTOR employees are required to give and authorize others to give full, frank, and truthful answers to relevant and material questions needed to reach a suitability determination. Refusal or failure to furnish or authorize provision of information may constitute ground for denial or revocation of credentials. Government personnel may contact the CONTRACTOR personnel being screened or investigated in person, by telephone, or in writing, and the CONTRACTOR agrees to make them available for such contact.

d) Alternatively, if an individual has already been credentialed by another agency through OPM and that credential has not yet expired, further investigation may not be necessary. The CONTRACTOR will provide the COR with documentation that supports the individual's status.

e) During performance of the task order, the CONTRACTOR will keep the COR apprised of changes in personnel to ensure that performance is not delayed by compliance with credentialing processes.

f) Cards that have been lost, damaged, or stolen must be reported to the COR and Issuing Office within 1 business day. Replacement will be at the CONTRACTOR's expense. If re-issuance of expired credentials is needed, it will be coordinated through the COR.

g) At the end of task order performance or when a CONTRACTOR employee is no longer working under this task order, the CONTRACTOR will ensure that all identification cards are returned to the COR.

h) Before starting work under this task order, a National Agency Check (NAC) will be conducted to verify the identity of the individual applying for clearance. Upon successful completion of the NAC process, an identification card will be issued and access granted.

i) Simultaneously, a NAC with Inquiries (NACI) will be initiated to determine the individual's suitability for the position. If the NACI adjudication is favorable, nothing more needs to be done. If the adjudication is unfavorable, the credentials will be revoked. In the event of a disagreement between the CONTRACTOR and the Government concerning the suitability of an

individual to perform work under this task order, the Government shall have the right of final determination.

j) These requirements must be incorporated into any subcontracts that require subcontractor personnel to have routine and regular unsupervised access to a federally controlled facility for more than 180 calendar days or unsupervised access to a federally controlled Level 3 or 4 information system.

- Deliverable: Personal Identity Verification Forms – consisting of
  1. OPM Standard Form 85 or 85P
  2. OF 306
  3. Fingerprint card (local procedures may require that the fingerprinting be done at a police station; in this case, any charges are to be borne by the CONTRACTOR.)
  4. Release to Obtain Credit Information
  5. PIV card application (web-based)

#### **SECURITY POLICIES AND PROCEDURES**

a) All CONTRACTOR personnel shall be subject to DOI and DOI security policies and procedures for access to facilities and parking.

b) All CONTRACTOR personnel requiring access to the Internet from DOI facilities shall comply with the DOI security process, policies, and procedures.

c) All CONTRACTOR employees must comply with DOI's IT Security policies.

d) Within 30 working days after the award date on the task order, the CONTRACTOR shall certify in writing to the COR that its employees in performance of the task order have completed DOI IT Security User Awareness Training (this is an on-line training project) and present the certificates provided at the end of the IT course training.

e) IT security requirements for unclassified information technology resources are applicable to all or any part of the task order that includes information technology resources or services in which the CONTRACTOR must have physical or electronic access to DOI's sensitive information contained in unclassified systems that directly support the mission of the Agency. This includes information technology, hardware, software, and the management, operation, maintenance, programming, and system administration of computer systems, networks, and telecommunications systems.

- Deliverable: DOI IT Security User Awareness Training Verification Certificates

The CONTRACTOR shall follow the procedures required in the Department of the Interior Memorandum, Information Technology Security Requirements for Acquisition and the National Business Center, NBCM-ACQ-6900-004, Title Information or Transmittal for IT Security Requirements. PWS Attachment 7.

(End of Custom Clause #7)

#### **Clause # 8 - Post Award Evaluation of Contractor Performance**

Interim and final evaluations of contractor performance will be prepared on this effort in accordance with FAR Subpart 42.1500. A final performance evaluation will be prepared, by the COR, at the time of completion of work. In addition to the final evaluation, interim evaluations may be prepared, by the COR, annually to coincide with the anniversary date of this effort.

Interim and final evaluations will be provided to the Contractor as soon as practicable after completion of the evaluation. The Contractor will be permitted thirty (30) calendar days to review the document and to submit additional information or a rebutting statement. Any disagreement between the parties regarding an evaluation will be referred to an individual one level above the CO, whose decision will be final.

Copies of the evaluations, Contractor responses, and review comments, if any, will be retained as part of the contract file, and may be used to support future award decisions.

#### **Electronic Access to Contractor Performance Evaluations**

System Used to input evaluation information: Contractor Performance Assessment Reporting System (CPARS) managed by Naval Sea Systems Command (NAVSEA).

Contractors that have Internet capability may access evaluations through a secure Web site for review and comment by completing the registration form that can be obtained at the following address: <https://www.cpars.csd.disa.mil/>.

The registration process requires the contractor to identify an individual that will serve as a primary contact and who will be authorized access to the evaluation for review and comment. In addition, the Contractor will be required to identify an alternate contact who will be responsible for notifying the contracting official in the event the primary contact is unavailable to process the evaluation within the required thirty (30) calendar day time frame.

(End of Custom Clause #8)

## 9. ATTACHMENTS

- 001 – Performance Work Statement
- 002 – U.S. Department of the Interior Organizational Chart #1
- 002 – U.S. Department of the Interior Organizational Chart #2
- 003 – Travel Reconciliation Template
- 004 – Request for Travel/Approval Form
- 005 - Non-Disclosure Agreement
- 006 - Conflict of Interest Certification
- 007 – DOI IT Security Checklist

Attachment 1

Performance Work Statement

**Information Technology Transformation Detailed Planning Follow-on Strategic Deep-dives**

For

Office of the Chief Information Officer

Department of the Interior

**1. PURPOSE**

The purpose of this requirement is for the contractor to provide continued support for the development and refinement of the detailed plan for Information Technology (IT) Transformation through follow-on strategic deep-dives in order to create a modern, consolidated IT Service Delivery organization that will support all Department of the Interior (DOI) bureaus, offices and approximately 80,000 end users. As part of the initial performance work statement, the Department developed numerous deliverables in support of its IT Transformation Plan. In this logical follow-on, deep-dives shall be conducted across a subset of these focus areas to provide additional support for IT Transformation.

**2. SCOPE:**

DOI has established a strategic goal to fundamentally restructure the way that IT services are delivered to internal and external constituents. The vendor shall review the current detailed IT Transformation Plan, and support the Government in the continued development and refinement of this detailed IT Transformation Plan through additional deep-dives that will achieve this strategic goal by moving DOI to an IT Service Management (ITSM) model for the delivery of IT services.

The ITSM approach that is envisioned will be characterized by:

1. A focus on identifying and serving the customers who are the ultimate consumers of IT services
2. Driving IT service requirements from customer needs rather than from IT wants or desires
3. Creating an IT Service Portfolio that describes IT services in terms of their business value to the customer
4. Using the IT Service Portfolio to provide the high-level organization of an IT Service Catalog into approximately 5-10 Service Areas, for example, "Collaboration Services" or "Geospatial Services"
5. Decoupling the services defined by the Service Portfolio and Service Catalog from the underlying technology and fulfillment processes used to deliver the service

6. Development of unit-based pricing models and establishment of enforceable Service Level Agreements (SLAs) for each service
7. Establishing a process for moving services from initial concept through feasibility analysis, costing, design, implementation and delivery with appropriate decision “gates” that ensure the right IT services are delivered in order to meet customer priorities
8. Utilization of a hybrid delivery model where infrastructure or “utility” services are provided on a consolidated, enterprise-wide basis and mission and program specific applications are provided on a decentralized basis
9. Creation of the following new roles to manage and deliver IT services through the Services Lifecycle:
  - a) Relationship Managers to ensure the satisfaction of specific customer segments across the entire range of services to which those customers subscribe
  - b) Service Managers to ensure that the correct services are offered at the right price and quality levels
  - c) Delivery Managers to manage and execute technology and fulfillment processes in order to optimize delivery across all supported IT services
  - d) Quality Assurance to perform measurement and monitoring of process and service outcome to ensure that SLAs are met and to identify opportunities for process improvement.

DOI will be utilizing services provided by the Office of Personnel Management (OPM) to conduct an assessment and analysis of the existing DOI IT workforce. These services will also include development of recommendations for aligning the DOI IT workforce with the ITSM model described above. Therefore, workforce analysis is out of scope for this requirement. However, the contractor will be required to work collaboratively with the workforce analysis service provider to integrate work-force planning recommendations into the follow-on strategic deep-dives.

**3. OBJECTIVE:**

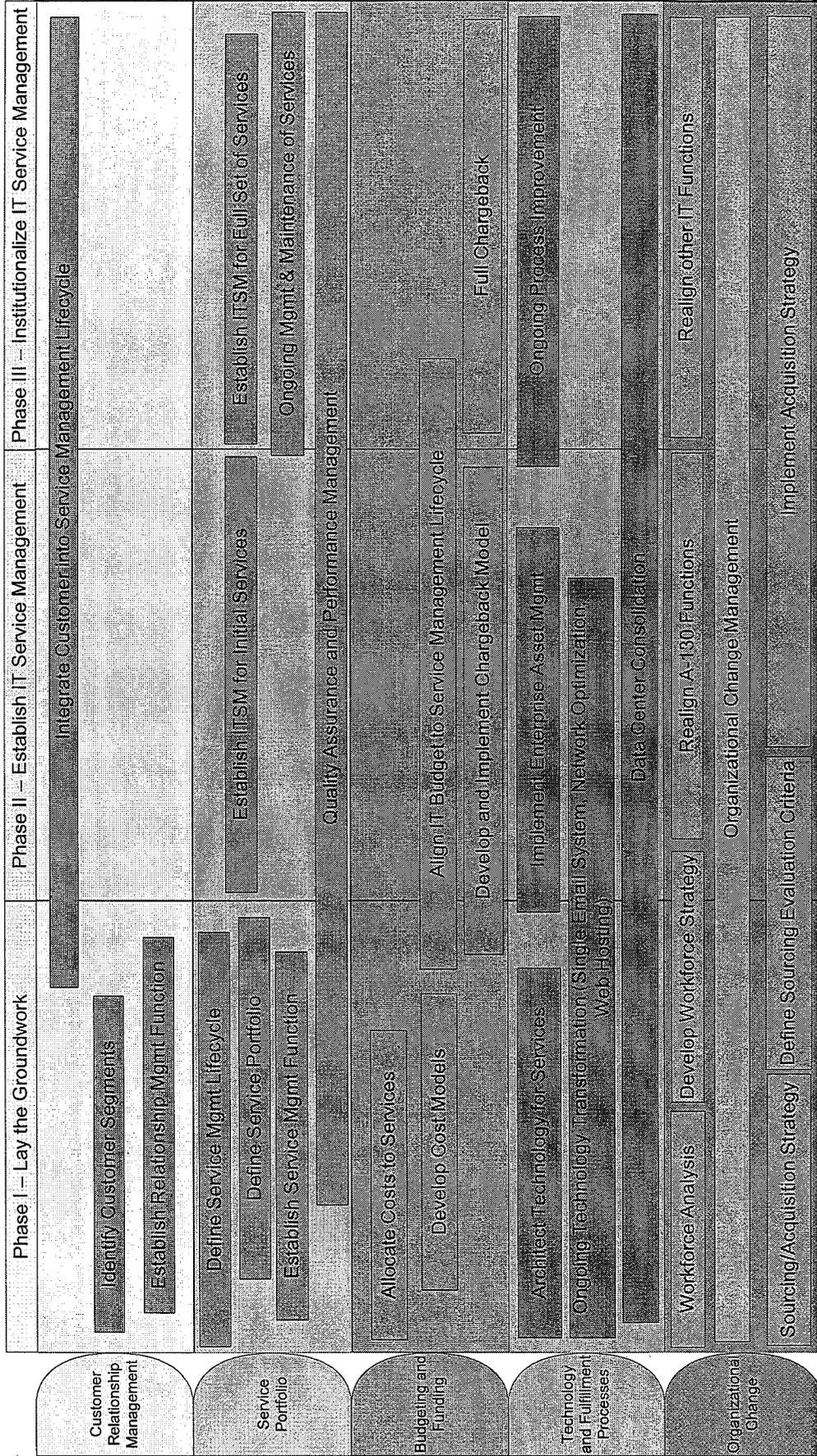
Figure 1 on the following page shows the high-level roadmap that DOI has developed for the IT Transformation Program.

This roadmap shows the *five major functional components* that are envisioned:

1. **Customer Relationship Management:** establishing the processes for identifying and engaging with customers to identify and prioritize service requirements
2. **Service Portfolio:** definition of the Service Portfolio and the processes required for ongoing management and evolution of the portfolio to meet customer needs

3. **Technology and Fulfillment Processes:** aligning the underlying processes with the various services that they support in order to provide customer satisfaction and to meet established service levels
4. **Budget and Funding:** establishing funding models, chargeback processes and other financial elements that must be addressed in order to successfully operate the ITSM model. These models must define methods to correctly allocate costs associated with underlying processes to multiple service offerings in order to establish unit-based pricing models for each service.
5. **Organizational Change:** leading organizational change regarding workforce alignment and strategic sourcing. As noted above, workforce analysis is out of scope for this requirement but incorporating the results of a separate workforce analysis engagement is in scope for this requirement.

**Figure 1 - DO IT Transformation Roadmap**



The roadmap also shows the *three major phases* that are envisioned:

- **PHASE 1, LAYING THE GROUNDWORK:**

This phase will include the completion of the detailed plan as well as:

- A. Identification of which services will be provided on a consolidated, enterprise-wide basis and which services will be provided on a decentralized, mission or bureau-specific basis
- B. Definition of the IT Service Portfolio and IT Service Catalog
- C. Definition of processes for identifying and prioritizing new elements of the IT Service Catalog
- D. Refinement of the high level IT Services Lifecycle represented in Figure 2 into a detailed service lifecycle and service governance model
- E. Definition of financial modeling templates to support unit-based pricing for services including the allocation of the costs of underlying technology and fulfillment processes to each service supported by those processes
- F. Integration of ongoing DOI technology transformation projects into the IT Transformation Plan, including implementation of a single DOI email system, optimization of network architecture, access control, identity management, web hosting services and data center consolidation
- G. Planning for the implementation of an Enterprise IT Service Desk
- H. Planning for the implementation of Enterprise-wide Asset Management
- I. Development of an IT Transformation communications strategy
- J. Establishment of Quality Assurance and Performance Management functions
- K. Utilizing services provided by OPM to conduct a DOI Workforce Analysis
- L. Development of a data center consolidation strategy to allow DOI to address requirements defined by the Federal Data Center Consolidation Initiative (FDCCI)
- M. Development of sourcing strategy to include "Cloud First" requirements.

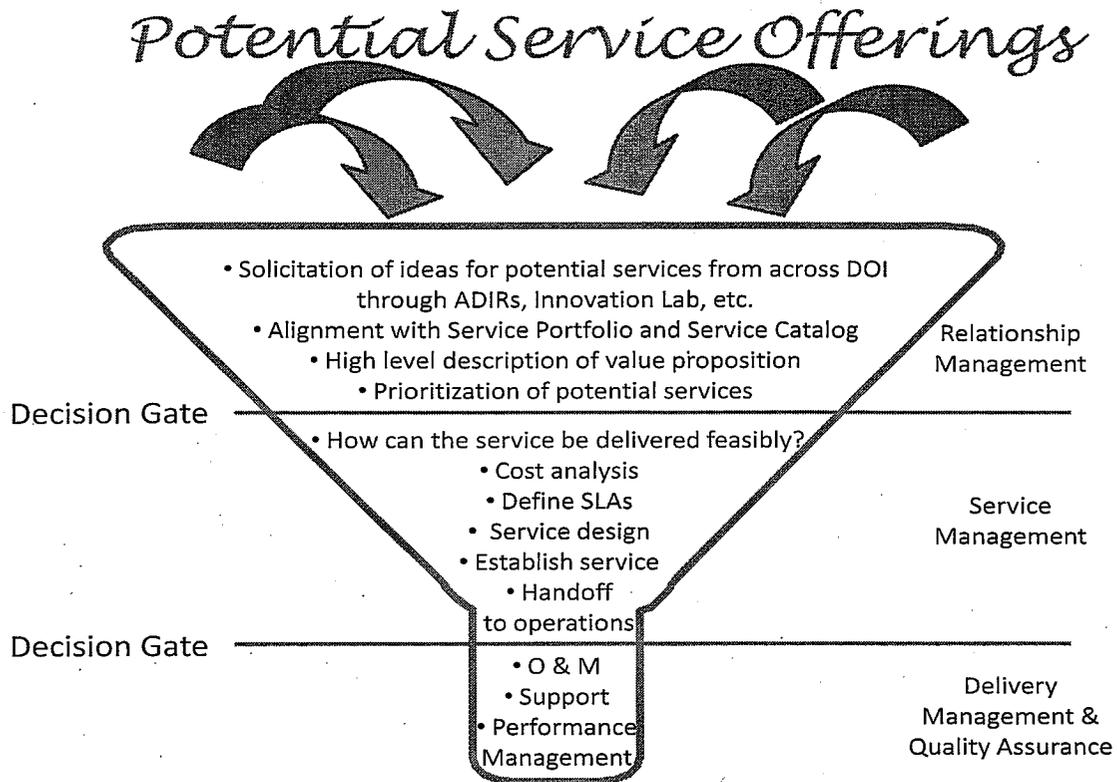


Figure 2 - High Level View of IT Services Lifecycle

- **PHASE 2, ESTABLISHMENT OF IT SERVICE MANAGEMENT:**

In this phase the ITSM model will be established for the initial set of services defined in Phase 1. This phase will also include the implementation of supporting capabilities including:

- A. Implementation of Enterprise-wide Asset Management
- B. Implementation of Enterprise IT Service Desk
- C. Finalization of workforce strategy, in collaboration with services provided by OPM
- D. Establishment of the ITSM model for the initial set of IT services
- E. Implementation of IT acquisition strategy
- F. Realignment of A-130 functions (i.e. Enterprise Architecture, IT Capital Planning, Security, Privacy, etc.) under the DOI CIO.

• **PHASE 3, INSTITUTIONALIZE IT SERVICE MANAGEMENT:**

This phase will complete the transformation to the ITSM model in each of the five major functional components described above. This will include the maturation of DOI's ITSM model to allow for "steady state" operation as well as:

- A. Establishment of the ITSM model for the remainder of the IT Service Portfolio
- B. Full implementation of a chargeback model to provide funding for services and supporting technology and fulfillment processes
- C. Completion of organizational realignment under the DOI CIO
- D. Continued consolidation of data centers.

**4. EXCLUSION FROM FUTURE COMPETITION:**

The contractor with the successful quote for this requirement and any of its employees, affiliates, and related entities may not propose, bid, subcontract nor consult on the actual implementation of the recommendations as outlined in this requirement which may result in a future solicitation(s).

**5. CONTRACTOR QUALIFICATIONS**

- 1) The contractor will have an in-depth knowledge, expertise and proven experience in assisting large, complex organizations in the adoption and transition to an ITSM model for the delivery of IT services.
- 2) The contractor will have experience in the planning, execution and management of IT organizational change initiatives for large Federal government organizations utilizing industry best practices for organizational change management.
- 3) The Project Manager identified by the contractor shall have proven and demonstrated experience in managing projects of a similar size
- 4) The contractor will have demonstrated experience and capabilities in high level report writing and oral presentations for executive level management.
- 5) Vendors' quote must demonstrate that both the organization and proposed key personnel can successfully complete this project on time, within budget and within scope.
- 6) Vendor MUST indicate the availability of the key personnel who will be assigned to this requirement. Key personnel are all individuals who will be supporting this requirement in a primary capacity, to include full and part-time personnel.

## **6. BACKGROUND**

The U.S. Department of the Interior (DOI) is a large complex organization that protects America's natural resources and heritage, honors our cultures and tribal communities, and supplies the energy to power our future. The U.S. Department of the Interior is a Cabinet-level agency that manages America's vast natural and cultural resources. Ken Salazar, Secretary of the Interior, heads our Department, which employs 70,000 people, including expert scientists and resource-management professionals, in nine technical bureaus under five Assistant Secretaries (Attachment 2). The various Bureaus and offices each possess their own individual Information Technology personnel and infrastructure resulting in significant duplication of effort, lack of common standards and escalating cost in a severely constrained budget climate.

On December 14, 2010, the Secretary of the Interior issued Secretarial Order (SO) 3309, which calls for the centralization of all IT management and operations functions, including IT infrastructure assets, and all Clinger-Cohen functions (e.g. Records Management, Enterprise Architecture, Capital Planning, Privacy, and Cyber (IT) Security) under the Department Chief Information Officer (CIO). Additionally, within 180 days of the date of the Order, each bureau with more than 5,000 employees who currently has a CIO is required to establish one Senior Executive as an Assistant Director for Information Resources (ADIR) who will oversee the orderly migration of assets under the CIO. The primary objective of the new IT organization will be to implement a dynamic new enterprise business model for delivering scalable IT products and services that are transparent and customer and mission focused. The consolidation of IT management, human resources, and Clinger-Cohen functions within the Office of the Secretary will be addressed in the first phase of the transformation process.

In June of 2011, the CIO presented a strategic plan to the Secretary that describes how transition of all IT infrastructures to the organization, management, ownership and control of the CIO will be executed. The strategic plan described the new agency-wide 21<sup>st</sup> Century IT organization, its concept of operations and a schedule for implementation.

## **7. PERFORMANCE REQUIREMENTS:**

The contractor shall be directly responsible for ensuring the accuracy, timeliness and completion of all deliverables under this effort. Specifically, the contractor shall complete the following deliverables.

**8. REFERENCE LISTING:**

1. Department of the Interior  
Secretary Order 3309  
Date 12/14/2010  
*Information Technology Management Functions and Establishment of Funding Authorities*  
[http://elips.doi.gov/app\\_so/act\\_getfiles.cfm?order\\_number=3309](http://elips.doi.gov/app_so/act_getfiles.cfm?order_number=3309)
  
2. Department of the Interior  
Date 01/26/2011  
*Strategic Plan Provides Blueprint for 21st Century Department*  
[http://www.doi.gov/bpp/data/PPP/DOI\\_StrategicPlan.pdf](http://www.doi.gov/bpp/data/PPP/DOI_StrategicPlan.pdf)
  
3. Vivek Kundra, U.S. Chief Information Officer  
Dated 12/09/2010  
*25 Point Implementation Plan To Reform Federal Information Technology Management*  
<http://www.cio.gov/documents/25-Point-Implementation-Plan-to-Reform-Federal%20IT.pdf>
  
4. Vivek Kundra, U.S. Chief Information Officer  
Dated 02/08/2011  
*Federal Cloud Computing Strategy*  
<http://www.cio.gov/documents/Federal-Cloud-Computing-Strategy.pdf>
  
5. *Federal Data Center Consolidation Initiative*  
<http://www.cio.gov/pages.cfm/page/FDCCI>

## **9. SPECIFIC DELIVERABLES:**

The contractor shall be directly responsible for ensuring the accuracy, timeliness and completion of all deliverables under this effort. Specifically, the contractor shall:

### **9.1 DEVELOP FOLLOW-ON STRATEGIC DEEP-DIVES FOR DOI'S IT TRANSFORMATION PROGRAM**

As part of the initial Performance Work Statement, a set of deliverables across numerous tasks were completed and delivered in support of the Department's effort to develop a detailed IT transformation plan. As part of this follow-on requirement, deep-dives shall be completed for a subset of the previous deliverable focus areas to provide greater detail in support of the IT transformation program. These specific follow-on strategic deep dives shall be developed and delivered by the contractor within the period of performance of this requirement in support of the continued development and refinement of the detailed IT Transformation project plan. The contractor shall coordinate the development of these deliverables with DOI's assigned Contracting Officer's Representative (COR).

#### **Deliverables:**

- 1. Management structure including roles and responsibilities:** Additional development and refinement of the next level of roles and responsibilities for Service Delivery, and Support functions
- 2. Sourcing and acquisition strategy:** Build-out of cloud-specific sourcing and acquisition strategy and requirements definition in the context of a refined hosting strategy
- 3. IT Services Lifecycle and Governance:** Strategic deep-dive on performance management strategy, including roles / responsibilities and tools / dashboards
- 4. Financial modeling templates and chargeback model:** Detailed refinement of pricing and roll-out strategies for financial chargeback model including development of simplified intermediate chargeback strategy
- 5. IT Transformation communications strategy:** Development of the next level of communications strategy detail for IT management community and senior Departmental leadership in the context of an updated detailed IT Transformation plan
- 6. Datacenter consolidation strategy:** Detailed strategic recommendations in the context of greater applications and data collection efforts and needs

**Due Date:** The vendors shall develop a master project schedule which provides the vendors suggested delivery schedule for the deliverables. The schedule will include the development of the deliverable; draft and final review and submission dates for each deliverable.

**10. PERFORMANCE MEASURES:**

The following performance measures have been established to guide the expected level of service for the required support deliverables to be performed under the resulting task orders. The COR will maintain the method of surveillance on a MONTHLY basis and provide a copy to the CONTRACTOR. The COR will inform the contracting officer in writing of control performance issues. The contracting officer will ensure adequate documentation and corrective action is taken to ensure acceptable performance standards are maintained by the contractor.

Requirement	Performance Standard and Acceptable Quality Level	Method of Surveillance
<ol style="list-style-type: none"> <li>1. Management structure including roles and responsibilities: Additional development and refinement of the next level of roles and responsibilities for Service Delivery, and Support functions</li> <li>2. Sourcing and acquisition strategy: Build-out of cloud-specific sourcing and acquisition strategy and requirements definition in the context of a refined hosting strategy</li> <li>3. IT Services Lifecycle and Governance: Strategic deep-dive on performance management strategy, including roles / responsibilities and tools / dashboards</li> <li>4. Financial modeling templates and chargeback model: Detailed refinement of pricing and roll-out strategies for financial chargeback model including development of simplified intermediate chargeback strategy</li> <li>5. IT Transformation communications</li> </ol>	<p style="text-align: center;">Draft and Final deliverable are delivered 100% on time</p>	<p style="text-align: center;">Periodic Sampling</p>

Requirement	Performance Standard and Acceptable Quality Level	Method of Surveillance
<p>strategy: Development of the next level of communications strategy detail for IT management community and senior Departmental leadership in the context of an updated detailed IT Transformation plan</p> <p>6. Datacenter consolidation strategy: Detailed strategic recommendations in the context of greater applications and data collection efforts and needs</p>		
Bi-Weekly briefings	Delivered within contractual timeframes at least 98% of the time	Customer Feedback

**11. DELIVERABLES:**

**11.1 DELIVERABLE INSPECTION , ACCEPTANCE AND QUALITY:**

**11.1.1 DELIVERABLE INSPECTION AND ACCEPTANCE CRITERIA**

Final inspection and acceptance of all work performed, reports and other deliverables will be performed at the place of delivery by the COR.

**11.1.2 DELIVERABLE GENERAL ACCEPTANCE CRITERIA**

General quality measures, as set forth below, will be applied to each work product received from the contractor under this statement of work.

1. **Accuracy** - Work Products shall be accurate in presentation, technical content, and adherence to accepted elements of style.
2. **Clarity** - Work Products shall be clear and concise. Any/All diagrams shall be easy to understand and be relevant to the supporting narrative.
3. **Consistency to Requirements** - All work products must satisfy the requirements of this statement of work.
4. **File Editing** - All text and diagrammatic files shall be editable by the Government.

5. **Format** - Work Products shall be submitted in hard copy (where applicable) and in media mutually agreed upon prior to submission. Hard copy formats shall follow any specified Directives or Manuals.
6. **Time-lines** - Work Products shall be submitted on or before the due date specified in this statement of work or submitted in accordance with a later scheduled date determined by the Government.

#### **11.1.3 Deliverable Quality Assurance**

The COR will review, for completeness, preliminary or draft documentation that the Contractor submits, and may return it to the Contractor for correction. Absence of any comments by the COR will not relieve the Contractor of the responsibility for complying with the requirements of this work statement. Final approval and acceptance of documentation required herein shall be by written approval and acceptance by the COR. The Contractor shall not construe any letter of acknowledgment of receipt material as a waiver of review, or as an acknowledgment that the material is in conformance with this work statement. Any approval given during preparation of the documentation, or approval for shipment shall not guarantee the final acceptance of the completed documentation.

All deliverables or materials associated therewith ("materials") prepared by the contractor during the course of this contract are hereby deemed the property of the United States Government, including all intellectual property rights associated with any material. Any restrictive or proprietary language included on any material in any media shall deem the product as undelivered.

#### **11.1.4 DELIVERABLE REVIEW:**

The **Government** will have a maximum of five (5) working days from the day the draft deliverable is received to review the document, provide comments back to the contractor, approve or disapprove the deliverable(s). The **contractor** will also have a maximum of five (5) working days from the day comments are received to incorporate all changes and submit the final deliverable to the Government. All days identified below are intended to be workdays unless otherwise specified.

### **11.2 ADDITIONAL DELIVERABLES:**

#### **11.2.1 Project Management Plan**

The contractor shall prepare a Project Management Plan describing the technical approach, organizational resources and management controls to be employed to meet the cost, performance and schedule requirements for this effort. The Project Management Plan shall detail the products, methods for developing the products, allocation of staff and other resources necessary to produce the

products and a revised timeline for producing the products, if necessary. The COR shall receive the revised Project Management Plan in both hard copy and electronic form. It is assumed the contractor will build the plan in a scheduling application; however the electronic version shall be sent as a pdf file as not all Government employees have access to a scheduling application. Based on the Project Management Plan, the Contracting Officers Representative (COR) will provide approval to move forward on activities planned. The contractor shall request prior approval on all activities not included in the plan or any modifications to the plan after approval has been given. The project management plan is expected to be kept up to date, reflecting current work activities and schedules throughout the life of this requirement. (Draft due with proposal / final due 5 days after orientation meeting)

### **11.2.2 Orientation Briefing**

Within five (5) working days of award of the contract, the contractor shall conduct an orientation briefing for the Government. The Government does not want an elaborate orientation briefing nor does it expect the contractor to expend significant resources in preparation for this briefing. The intent of the briefing is to initiate the communication process between the Government and contractor by introducing key task participants and explaining their roles, reviewing communication ground rules, and assuring a common understanding of subtask requirements and objectives.

The **Orientation Briefing** will be held at the Government's facility (US Department of the Interior – Main Interior Building (MIB) 1849 C street, NW, Washington DC 20240) and the date and time will be mutually agreed upon by both parties, *to be no later than 5 work days after award of contract.*

The completion of this briefing will result in the following:

- a) Introduction of both Contractor and Government personnel performing work under this Contract.
- b) **Final Project Management Plan** with mutually agreed upon dates to be submitted no later than 5 work days after the orientation meeting.

### **11.2.3 Bi-weekly Status Reports & Conference Calls & Briefings:**

The contractor shall document the efforts performed in the completion of each deliverable in a detailed Bi-Weekly Status Report due every two weeks. The status report shall include, at a minimum:

- Program status, to include objectives met, work completed and work outstanding
- Notable achievements
- Issues or obstacles impeding progress and recommended solutions
- Status of deliverables/milestones
- Issues and resolutions
- Resource planning/status
- Topics or issues identified by the government COR
- Description of work completed and plans for next week(s)
- Summarization of the efforts of each deliverable in the Government PWS

11.3 DELIVERABLE TABLE: Note: specific delivery dates will be mutually discussed and agreed to during the orientation meeting. Dates assume 4 week month.

Item #	Ref	Milestone/Deliverable	Responsibility	Draft (Work Days)	Final (Work Days)	Deliverable Quantity and Distribution
1		Project Management Plan	Contractor	With RFQ	Initial version 5 working days after Orientation Briefing with ongoing updates as required	1 hard copies to the COR 1 electronic copy to the COR 1 electronic copy to the CO
2		Orientation Briefing	Contractor / Government	N/A	Within 5 Days after award	In person meeting
3		Bi-weekly Status Reports & Conference Calls & Briefings:	Contractor	N/A	Bi-Weekly	
4		Non-Disclosure Agreement	Contractor	N/A	2 days after Orientation Briefing	1 electronic copy to the COR 1 electronic copy to the CO
5		Conflict of Interest Statement	Contractor	N/A	2 days after Orientation Briefing	1 electronic copy to the COR 1 electronic copy to the CO
6		Government Furnished Information	Government	N/A	To be provided at the Orientation Briefing if available	The government will provide limited copies to the contractor at the orientation meeting.
7	Deliverables	Follow-on strategic deep-dive deliverables, to include at a	Contractor	As defined in the Vendors'	As defined in the Vendors'	1 electronic copy to the COR

Item #	Ref	Milestone/Deliverable	Responsibility	Draft (Work Days)	Final (Work Days)	Deliverable Quantity and Distribution
		<p><b>minimum:</b></p> <ol style="list-style-type: none"> <li>1. Management structure including roles and responsibilities: Additional development and refinement of the next level of roles and responsibilities for Service Delivery, and Support functions</li> <li>2. Sourcing and acquisition strategy: Build-out of cloud-specific sourcing and acquisition strategy and requirements definition in the context of a refined hosting strategy</li> <li>3. IT Services Lifecycle and Governance: Strategic deep-dive on performance management strategy, including roles / responsibilities and tools / dashboards</li> <li>4. Financial modeling templates and chargeback model: Detailed refinement of pricing</li> </ol>		Project Plan	Project Plan	1 electronic copy to the CO

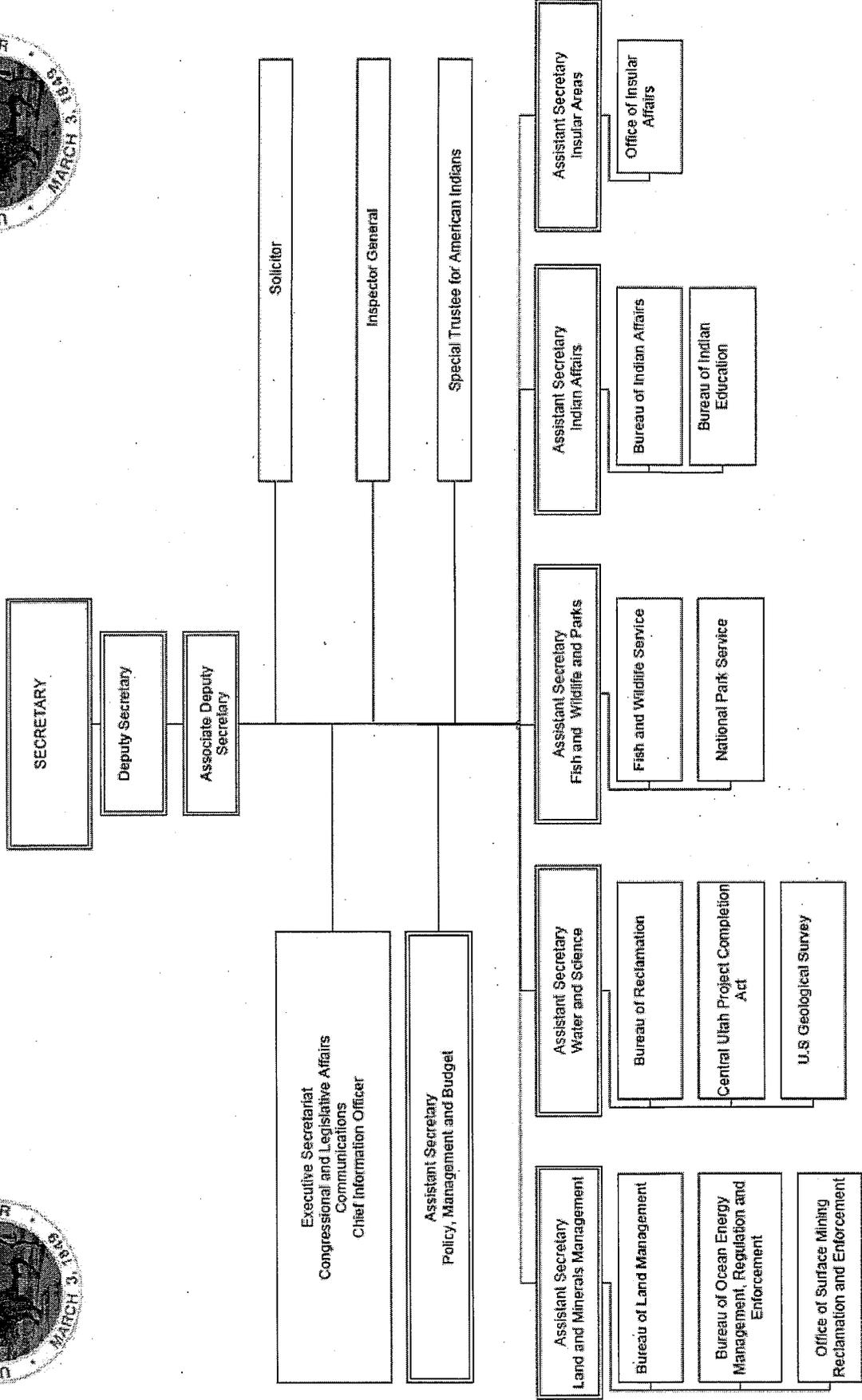
Item #	Ref	Milestone/Deliverable	Responsibility	Draft (Work Days)	Final (Work Days)	Deliverable Quantity and Distribution
		<p>and roll-out strategies for financial chargeback model including development of simplified intermediate chargeback strategy</p> <p>5. IT Transformation communications strategy: Development of the next level of communications strategy detail for IT management community and senior Departmental leadership in the context of an updated detailed IT Transformation plan</p> <p>6. Datacenter consolidation strategy: Detailed strategic recommendations in the context of greater applications and data collection efforts and needs</p>				
8	Security	<p><b>Personal Identity Verification Forms – consisting of:</b></p> <p>A. OPM Standard Form 85 or 85P</p> <p>B. OF 306</p> <p>C. Fingerprint card (local procedures may require that</p>	Contractor	N/A	No later than 5 days after award	COR coordinates the paperwork with the DOI Security Office and other offices to ensure vendor is provided with timely credentials.

Item #	Ref	Milestone/Deliverable	Responsibility	Draft (Work Days)	Final (Work Days)	Deliverable Quantity and Distribution
		<p>the fingerprinting be done at a police station; in this case, any charges are to be borne by the CONTRACTOR.)</p> <p>D. Release to Obtain Credit Information</p> <p>E. PIV card application (web-based)</p>				



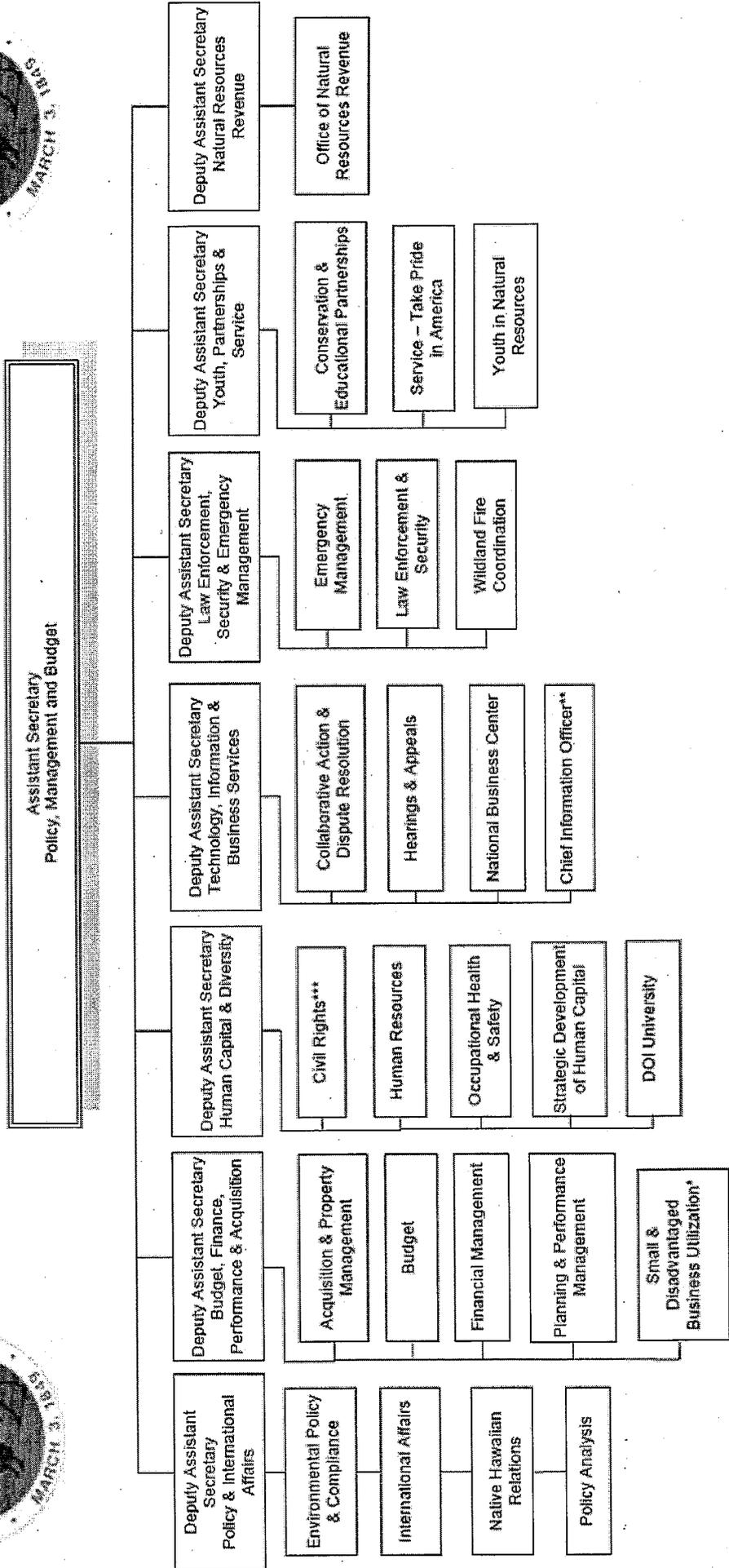
ATTACHMENT 2

U.S. DEPARTMENT OF THE INTERIOR





# ATTACHMENT 2 ASSISTANT SECRETARY- POLICY, MANAGEMENT AND BUDGET



\*The Director reports to the Secretary, and receives administrative support and guidance from the A/S - PMB and the DAS - Budget, Finance, Performance & Acquisition.  
 \*\*These Offices report to the Secretary and receive administrative support and guidance from the A/S - PMB and the DAS - Technology & Business Services.  
 \*\*\*The Director reports to the Secretary and receives administrative support and guidance from the A/S - PMB and the DAS - Human Capital & Diversity.

**ATTACHMENT 3**

**Travel Reconciliation Template**

**PWS Title:** Information Technology Transformation Plan Follow-On for Office of the Chief Information Officer, Department of the Interior

**Name of Traveler:**

**Place of Travel:**

**Begin Travel Date:**

**End Travel Date:**

	Day 1	Day 2	Day 3	Day 4	Day 5	Day 6	Day 7	Day 8	Total
Airfare	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	
Luggage Fee	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	
Hotel									
PerDiem									
Rental Car									
Gas for Rental Car									
Parking									
Mileage to Airport									

Mileage from Airport									
Taxi									
Subway									
Total									

Travel is in accordance with Federal Travel Regulations

\*First and Last Day of Travel is 75% of Meals and Incidental Expenses (M&IE)

Receipts must be provided

**ATTACHMENT 4**

**REQUEST FOR TRAVEL/APPROVAL FORM**

**PWS Title:** Information Technology Transformation Plan Follow-On for Office of the Chief Information Officer, Department of the Interior

1. Reference Contract Number:
2. Company Name:
3. Individual Requesting Travel: Name / Date:
4. Description of Travel – what will be accomplished / to be supported:
5. Place of Travel [City, State, Facility Name]:
6. Number of Contractor Employee's traveling:
7. Name of Contractor Employee's traveling:
8. Total Days Required for travel (includes travel and working days):
9. Indicate number of travel days:
10. Indicate Number of actual work days:
11. Indicate number of overnight stays required:
12. Rental car required: Yes / No
13. Total Estimated Travel Amount:

**COR Authorization:**

Contact Information/Mailing Address/Phone & email

COR Signature: \_\_\_\_\_

Date: \_\_\_\_\_

**ATTACHMENT 5**

***Non-disclosure Agreement between Department of the Interior and Contractor Employee or Other External Entity Granting Conditional Access to Sensitive but Unclassified Information***

**Task Order Number#:** \_\_\_\_\_

**PWS Title:** Information Technology Transformation Plan Follow-On for Office of the Chief Information Officer, Department of the Interior

I, \_\_\_\_\_ (**PRINT FULL NAME**), hereby consent to this agreement in consideration for my being granted conditional access to certain United States Government documents or materials containing sensitive but unclassified information. I understand and agree to the following terms and conditions:

1. *Sensitive but unclassified information* is any information, the loss, misuse, or unauthorized modification of which could adversely affect the national interest, the conduct of Federal programs, or the privacy to which individuals are entitled under Title 5 U.S.C. paragraph 552a, but which has not been specifically authorized to be kept secret in the interest of national defense or foreign policy.
2. Upon the execution of this agreement, I may be granted conditional access to sensitive but unclassified information. This information concerns the Department of the Interior and other Governmental agencies. Information may be in the form of system data, files and records, contract data, analyses, memos, meeting content, conversations, or any other form. The sole purpose of this access is to assist in the support of this requirement.
3. I will not use, release, or disclose any sensitive but unclassified information or data, in any form whatsoever, to any person or entity except as is necessary to perform the duties under the above-cited contract or except as authorized by the Contracting Officer or the Contracting Officer's Technical Representative. I will not take, alter, or convert such information to any use not specifically authorized under the contract or this agreement.
4. I will not seek access to non-public information beyond what is required for the performance of my duties under the above-cited contract.
5. I will ensure that my status as a contractor employee is known when seeking access to and receiving non-public information.
6. I will protect sensitive but unclassified information in accordance with the provisions of 18 U.S.C. 1905 (Trade Secrets Act), 5 U.S.C. 552 (Privacy Act of 1974), P.L. 104-294 (Economic Espionage Act of 1996), P.L. 103-339 (Counterintelligence and Security Enhancement Act of 1994), and other pertinent laws and regulations governing the confidentiality of privileged information. If I become aware of any improper use, release or disclosure of non-public information, I will advise the Contracting Officer as soon as possible.
7. I will surrender any written or electronic non-public information given to me pursuant to this agreement, including my own notes, upon completion or termination of my duties

under the above-cited contract, or upon the request of the Contracting Officer, Contracting Officer's Technical Representative, or my supervisor.

- 8. Unless and until I am provided with a written release from this agreement, all conditions and obligations contained herein apply both during my period of conditional access and at all times thereafter.
- 9. I will submit any book, article, column or other written work for general publication that is based upon any knowledge that I obtained pursuant to this agreement to the Department of the Interior for security review, prior to submission for publication, to ensure that no sensitive but unclassified information is disclosed.
- 10. I hereby assign to the United States Government all royalties and remuneration that have resulted or will result from any use, release or disclosure that is inconsistent with this agreement.
- 11. I understand that any unauthorized use, release or disclosure of non-public information in violation of this agreement may subject me and/or my employer to administrative, civil, or criminal remedies as may be authorized by law.

Signed By: \_\_\_\_\_ Date \_\_\_\_\_  
(Contractor Employee)

Approved By (PRINT NAME) : \_\_\_\_\_  
(Authorized Government Official)

Approved by  
Government Official  
Signature: \_\_\_\_\_ Date \_\_\_\_\_  
(Authorized Government Official)

**ATTACHMENT 6**

**CERTIFICATE FOR CONFLICT OF INTEREST**

**PWS Title:** Information Technology Transformation Plan Follow-On for Office of the Chief Information Officer, Department of the Interior

**TO:** \_\_\_\_\_  
Print Name / Contracting Officer

**THROUGH:** \_\_\_\_\_  
Print Name / Company Project Manager

**FROM:** \_\_\_\_\_  
Print Name / Contractor Employee

I certify that I am not aware of any matter that might limit my ability to work on contracts and related actions in an objective and unbiased manner or which might place me in a position of a conflict, actual, potential, or apparent, between my responsibilities as a support contractor.

In making this certification, I have considered all my stocks, bonds, and other financial interests, and employment arrangements (past, present, or under consideration) and , to the extent known by me, all the financial interests and employment arrangements of my spouse, my minor children, and other members of my immediate household.

If, after the date of this certification, any person, firm, or other organization with which, to my knowledge, I (including my spouse, minor children, and other members of my immediate household) have a financial interest, or with which I have (or had) an employment arrangement, becomes involved in the acquisition I am responsible for, I will notify the Contracting Officer of this apparent conflict of interest. In such case, until advised to the contrary, I will not participate further in any way (by rendering advice and making recommendations on the applicable contract and/or related action.

\_\_\_\_\_  
(Contractor Employee Signature)

\_\_\_\_\_  
Date

**ATTACHMENT 7**

**Department of Interior ONLY**

**IT Security Requirements Checklist for All IT-Related Contracts**

(Based on the OCIO Directive, "Information Technology Security Requirements for Acquisition", dated August 18, 2004)

**Instructions:**

In accordance with the referenced Office of the Chief Information Officer OCIO Directive, all Statements of Work, and Performance Work Statement, relating to the acquisition of IT-related services, contract employees, or to the acquisition of computer systems hardware or software, must be accompanied by a completed IT security Requirements Checklist when submitted to Acquisition for processing.

**Failure to include a properly signed and approved checklist with all IT-related acquisitions document will result in the return of the document to the preparer.** Without exception, no action will be taken on any IT-related acquisition until a properly signed and approved checklist is attached to the acquisition package.

A "properly completed checklist" will consist of a checklist that has

- A "Yes" or an "N/A" entered into every box that is not already pre-filled with "N/A". Entering "Yes" in a box implies that the document preparer (or other appropriate responsible individual) has included all required verbiage in the acquisition documentation for the specific item. Entering "N/A" in a box implies that the acquisition action does not involve the type of acquisition referenced for the heading for that column.
- Copies of additional reference documents attached (where such documents are required by the checklist), to be provided to the acquisition source, OR instructions for accessing the document from a public source such as a website or office.
- Signature and date of the individual completing the checklist (should be the same person as the individual who is submitting the contract request).

Completed IT-Security Requirements Checklists will become part of the contract file for the acquisition, and will remain on file, for the life of the contract.

If you are ordering:			Put this requirement in the Statement of Work or Constraint in the Performance Work Statement
COTS Hardware/ Software	Development/ Maintenance of Custom Applications	Outsourced IT Services or On-site Support	
1. NA	NA	Y	<b>Background Investigation.</b> Contractor employees who will have access to Department of Interior information or will develop custom applications are subject to background investigations. The level/ complexity of background investigations must be the same as for a Federal employee holding a similar position; DM441, Chapter 3, provides guidance for the appropriate

**IT Security Requirements Checklist for All IT-Related Contracts**

If you are ordering:				Put this requirement in the Statement of Work or Constraint in the Performance Work Statement
COTS Hardware/ Software	Development/ Maintenance of Custom Applications	Outsourced IT Services or On-site Support		
				<p>background investigation based on types of access. The solicitation and contract should state the levels required for applicable labor categories or positions. See "Model Statement of Work/Performance Work Statement Language" for Contractor Personnel Security and Suitability Requirements at the end of this Attachment 2.</p> <p>There is not cost to the Contractor for background investigations. Background investigations will be performed by the Office of Personnel Management (OPM) (See Section N of DIAPR 2006-3 for HSPD-12 Implementation for IT Technology Service Contracts, for reference to OPM background investigations requirements).</p>
2.	NA	NA	Y	<p><b>Non-Disclosure Agreement.</b> Contractor employees who will have access to DOI information or will develop custom applications must sign a non-disclosure agreement prior to gaining access. Each agreement must be tailored to the contract. A draft or sample agreement may be included in solicitations. After award, the COR will develop the final agreements. Copies will be maintained in the contract file.</p>
3.	NA	NA	Y	<p><b>Training.</b> Contractor employees must take DOI's end-user computer security awareness training prior to being granted access to DOI data or being issued a user account. Training must be renewed annually.</p>
4.	NA	NA	Y	<p><b>Personnel Changes.</b> The contractor must notify the COR immediately when an employee working on a DOI system is</p>

## IT Security Requirements Checklist for All IT-Related Contracts

If you are ordering:				Put this requirement in the Statement of Work or Constraint in the Performance Work Statement
COTS Hardware/ Software	Development/ Maintenance of Custom Applications	Outsourced IT Services or On-site Support		
				reassigned or leaves the contractor's employ, and prior to an unfriendly termination.
5.	NA	NA	NA	<b>Contractor Location.</b> Custom software development and outsource operations must be located in the United States to the maximum extent practical. If such services are proposed to be performed abroad, the contractor must provide an acceptable security plan specifically to address mitigation of the resulting problems of communication, control, data protection, and so forth. Location within the US may be an evaluation factor.
6.	NA	NA	NA	<b>Applicable Standards.</b> Contractors must follow the DOI System Development Life Cycle (SDLC), NIST SP 800-64, and the DOI SDLC Security Integration Guide. Solicitations must include either the complete publications or a reference to public facilities, such as a website of office, where they may be accessed.
7.	NA	NA	NA	<b>Asset Valuation.</b> The Contractor must use the DOI Asset Valuation Guide for all systems to determine mission impact, data sensitivity, risk level, bureau/departmental/national criticality, and whether the system is a Major Application, Minor Application, or General Support System. Solicitations must include either the complete publications or a reference to public facilities, such as a website of office, where they may be accessed.
8.	NA	NA	NA	<b>Property Rights.</b> DOI will own the intellectual property rights to any software developed on its behalf to the maximum

**IT Security Requirements Checklist for All IT-Related Contracts**

If you are ordering:				Put this requirement in the Statement of Work or Constraint in the Performance Work Statement
COTS Hardware/ Software	Development/ Maintenance of Custom Applications	Outsourced IT Services or On-site Support		
				extend practical. Generally, FAR 52.227-14, Rights in Data-General, and its alternates will be used in the contract. However, deviation from this policy may be necessary as circumstances warrant.
9.	NA	NA	NA	<b>IV &amp; V.</b> Software updates must be independently verified and validated prior to being moved into production. The solicitation and contract should be clear as to which party performs this function and is responsible for associated costs.
10.	NA	NA	NA	<p><b>Certification and Accreditation.</b> Major Applications and General Support Systems must be certified and accredited (C &amp; A) prior to going into production and re-accredited every three years or whenever there is a major change that affects security. C &amp; A documents will be provided to the COR in both hard copy and electronic (specify) forms. The contractor must follow NIST SP 800-37, 800-18, 800-30, 800-60, 800-53, 800-53A, Federal Information Processing Standard (FIPS) 199 and 200, the associated DOI guides/templates, the DOI Security Test &amp; Evaluation (ST &amp; E) Guide, and the DOI Privacy Impact Assessment. Solicitations must include either the complete publications or a reference to public facilities, such as a website of office, where they may be accessed.</p> <p>The government will reserve the right to conduct the ST &amp; E, using either Government personnel or an independent contractor.</p> <p>The contractor will take appropriate and timely action (this can be specified in the contract) to correct or mitigate any</p>

## IT Security Requirements Checklist for All IT-Related Contracts

If you are ordering:				Put this requirement in the Statement of Work or Constraint in the Performance Work Statement
COTS Hardware/ Software	Development/ Maintenance of Custom Applications	Outsourced IT Services or On-site Support		
				<p>weaknesses discovered during such testing, generally at no additional cost.</p> <p>The Designated Approving Authority for the system will be the official identified in DOI Secretarial Order No. 3255.</p>
11.	NA	NA	NA	<p><b>Internet Logon Banner.</b> A Government-approved logon banner must be displayed on the first page of any public access web page.</p>
12.	NA	NA	Y	<p><b>Incident Reporting.</b> The contractor must report computer security incidents affecting DOI data or systems in accordance with the Department of Interior Computer Incident Response Guide.</p> <p>Solicitations must include either the complete publications or a reference to public facilities, such as a website of office, where they may be accessed.</p>
13.	NA	NA	NA	<p><b>Quality Control.</b> All software products purchased from or developed for the NBC by a vendor or contractor must be certified by the provider to be free of malicious code. The purchase/work order for such software must contain verbiage to the effect that the provider will be held liable for any damage or loss of business as a direct result of malware or malicious code embedded within software licensed to or developed for the NBC under the authority of the purchase/work order.</p>
14.	NA	NA	NA	<p><b>Self Assessment.</b> The contractor must conduct an annual self assessment in accordance with NIST SP 800-26 on all MAs, GSSs, and outsources applications in production. Solicitations must include either the complete publications or a reference to</p>

**IT Security Requirements Checklist for All IT-Related Contracts**

If you are ordering:				Put this requirement in the Statement of Work or Constraint in the Performance Work Statement
COTS Hardware/ Software	Development/ Maintenance of Custom Applications	Outsourced IT Services or On-site Support		
				<p>public facilities, such as a website of office, where they may be accessed. Both hard copy and electronic copies of the assessment will be provided to the COR.</p> <p>The government will reserve the right to conduct such an assessment using Government personnel or another contractor.</p> <p>The contractor will take appropriate and timely action (this can be specified in the contact) to correct or mitigate any weaknesses discovered during such testing, generally at no additional cost.</p>
15.	NA	NA	Y	<p><b>Vulnerability Analysis.</b> All system must be scanned monthly with a vulnerability analysis tool that is compatible with the software in use by the OCIO at the time (specify this in the solicitation). All "safe" or "non-destructive" check must be turned on. An electronic copy of each report and session data will be provide to the COR.</p> <p>At least annually, all high risk systems and systems accessible from the Internet must be independently penetration tested. Electronic and hard copy reports of penetration test results will be provided to the COR.</p> <p>The government will reserve the right to conduct unannounced and prearranged independent vulnerability scans using Government personnel or another contractor.</p> <p>The contractor will take appropriate and timely action (this can be specified in the contract) to correct or mitigate any weaknesses discovered during such testing, generally at no additional cost.</p>

## IT Security Requirements Checklist for All IT-Related Contracts

	If you are ordering:			Put this requirement in the Statement of Work or Constraint in the Performance Work Statement
	COTS Hardware/ Software	Development/ Maintenance of Custom Applications	Outsourced IT Services or On-site Support	
16.	NA	NA	NA	<b>Logon Banner.</b> Contractor employees who will access Department of Interior data must acknowledge a Government-approved logon warning prior to each logon to the system.
17.	NA	NA	NA	<b>Security Controls.</b> Contractors will be required to ensure compliance with the security control requirements of the current version of NIST SP 800-53 (even if it is in draft) or Federal Information Processing Standard (FIPS) 200 that are appropriate to the sensitivity and criticality of the data or system. FIPS 199 and the DOI Asset Valuation Guide will be used to determine sensitivity and criticality. Solicitations must include either the complete publications or a reference to public facilities, such as a website of office, where they may be accessed.
18.	NA	NA	NA	<b>Contingency Plan.</b> The contractor will submit a contingency plan in accordance with NIST SP 800-34 and DOI Contingency Plan Guide. Solicitations must include either the complete publications or a reference to public facilities, such as a website of office, where they may be accessed. The plan must be approved by the COR. A copy of the annual test results will be provided to the COR.
19.	NA	NA	NA	<b>Security Configuration.</b> Has the system(s) being procured been evaluated in accordance with appropriate IT security policies and requirements, including use of common security configurations available from the NIST's website at <a href="http://checklists.nist.gov">http://checklists.nist.gov</a> ."

**IT Security Requirements Checklist for All IT-Related Contracts**

If you are ordering:			Put this requirement in the Statement of Work or Constraint in the Performance Work Statement
COTS Hardware/ Software	Development/ Maintenance of Custom Applications	Outsourced IT Services or On-site Support	

The following shall not be completed and signed by the same individual.

**Checklist Completed By:**

Printed Name: MARIA E. CLARK

Title: DIRECTOR, IT TRANSFORMATION

Signature: *Maria E. Clark* Date: 1/20/12

**Checklist Approved By (shall not be the same as the person completing the checklist):**

Printed Name: Patricia Hernandez

Title: Resource Manager / COTR

Signature: *Patricia Hernandez* Date: 1/24/12

**IT Security Requirements Checklist for All IT-Related Contracts**

If you are ordering:			Put this requirement in the Statement of Work or Constraint in the Performance Work Statement
COTS Hardware/ Software	Development/ Maintenance of Custom Applications	Outsourced IT Services or On-site Support	

The following shall not be completed and signed by the same individual.

Checklist Completed By:

Printed Name:

MARIA E. CLARK

Title:

DIREKTOR, IT TRANSFORMATION

Signature:

*Maria E Clark*

Date:

1/20/12

Checklist Approved By (shall not be the same as the person completing the checklist):

Printed Name:

\_\_\_\_\_

Title:

\_\_\_\_\_

Signature:

\_\_\_\_\_

Date:

\_\_\_\_\_

## IT Security Requirements Checklist for All IT-Related Contracts

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### Model Statement of Work/Performance Work Statement Language

For

#### Contractor Personnel Security and Suitability Requirements

Performance of this contract requires contractor personnel to have Federal government-issued personal identification card before being allowed unsupervised access to a DOI (facility and/or information system). The Contracting Officer's Representative (COR) will be the sponsoring official, and will make the arrangements for personal identify verification and card issuance.

At least two weeks before start of contract performance, the Contractor will identify all contractor and subcontractor personnel who will require (physical and/or logical) access for performance of work under this contract. The Contractor must make their personnel available at the place and time specified by the COR in order to initiate screening and background investigations. The following forms, or their equivalent, will be used to initiate the credentialing process:

- OPM Standard Form 85 or 85P
- OF 306
- Fingerprint card (local procedures may require the fingerprinting to done at a police station; in this case, any charges are to be borne by the contractor)
- Release to Obtain Credit Information
- PIV card application (web-based)

Contractor employees are required to give, and to authorize others to give, full, frank, and truthful answers to relevant and material questions needed to reach a suitability determination. Refusal or failure to furnish or authorize provision of information may constitute grounds for denial or revocation of credentials. Government personnel may contact the contractor personnel being screened or investigated in person, by telephone or in writing, and the Contractor agrees to make available for such contact.

Alternatively, if an individual has already been credentialed by another agency through OPM, and that credential has not yet expired, further investigation may not be necessary. Provide the COR with documentation that support the individual's status:

During performance of the contract, the Contractor will keep the COR apprised of changes in personnel to ensure that performance is not delayed by compliance with credentialing processes. Cards that have been lost, damaged, or stolen must be reported to the COR and Issuing Office within 24 hours. Replacement will be at the contractor's expense. If reissuance of expired credentials is needed, it will be coordinated through the COR.

At the end of contract performance, or when a contractor employee is no longer working under this contract, the Contractor will ensure that all identification cards are returned to the COR.

## **IT Security Requirements Checklist for All IT-Related Contracts**

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Before starting work under this contract, a National Agency Check (NAC) will be conducted to verify the identity of the individual applying for clearance. Upon successful completion of the NAC process, an identification card will be issued and access granted

Simultaneously, a NAC with Inquiries (NACI) will be initiated to determine the individual's suitability for the position. If the NACI adjudication is favorable, nothing more needs to be done. If the adjudication is unfavorable, the credentials will be revoked. In the event of a disagreement between the Contractor and the Government concerning the suitability of an individual to perform work under this contract, DOI shall have the right of final determination.

This requirement must be incorporated into any subcontracts that require subcontractor personnel to have regular and routine unsupervised access to a federally controlled facility for more than 180 calendar days or any unsupervised access to a federally controlled Level 3 or 4 information system.

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