Performance Work Statement

US Citizenship and Immigration Services

Biometrics Development, Security, and Operations

**1. OVERVIEW**

U.S. Citizenship and Immigration Services (USCIS) administers the nation’s lawful immigration system, safeguarding its integrity and promise by efficiently and fairly adjudicating requests for immigration benefits while protecting Americans, securing the homeland, and honoring our values.

**Biometrics Development, Security, and Operations (BDSO) w**ill consist of personnel to provide development, security, and operations (DevSecOps) services to support USCIS Information Technology (IT) system delivery. The contractor shall perform DevSecOps services for USCIS systems hosted in any of the USCIS datacenters or cloud environments. Currently, that environment is located in Amazon Web Services (AWS) but may eventually be located in a different cloud environment. The contractor will be operating and modernizing complex, legacy, large-scale, Internet-facing websites and IT systems in the cloud using forward-thinking, modern, open source technologies and backend systems with heavy customer engagement.

The Government will oversee the architecture and design of the IT capabilities, the Agile methodologies to be used, product planning, and the flow of requirements. The contractor shal be responsible for developing IT capabilities working within those architectures and processes to meet the business requirements.

**2. SCOPE**

The contractor shall engage in the maintenance and DevSecOps for USCIS Biometrics efforts to accomplish, but not limited to, the following goals:

1. The contractor shall be responsible for teams that perform the full suite of DevSecOps tasks in AWS cloud environment using agile methodologies, including participating in creating user stories for both business functionality and technical requirements and defining, but not limited to acceptance criteria; estimating the size of stories; designing solutions including business/system/data architecture.
2. The contractor shall perform continuous DevSecOps services in AWS cloud environment and have total responsibility of all the system and software development lifecycle including, but not limited to, development, operations, security, and testing each set of capabilities in all applicable environments to release to end-users. The contractor shall use an automated-first with integrated security gates for continuous development, continuous delivery, and continuous integration (CI/CD).  The contractor is also expected to evolve current best practices and adopt cutting edge best practices for IT delivery as needed.  This includes the DevSecOps approach, fuzzy based automated testing; seamless sustainment and quality management of code in production; managing data architectures for transactions and analytical solutions. The contractor shall also maintain team managed deployment (TMD) approval and continuously test its product to ensure its quality.
3. The contractor shall perform engineering tasks to meet agency needs such as designing, implementing, and maintaining scalable serverless/containerized platform. These automated systems will have to be subjected to external review and audits at the government’s discretion.  The contract shall also establish a data governance framework to enforce data standards and improve accuracy using integrated internal and external disparate data sources.

USCIS will manage system roadmaps, project plans, and product and release backlogs that will be the basis for the contractor’s work and the contractor shall support as needed. A USCIS Product Owner (PO) will specify high-level requirements to this and other contractors’ Agile teams. As in typical Agile processes, USCIS subject matter experts (SMEs) will work together with the contractor to define user stories and establish acceptance criteria. These acceptance criteria will specify expected functionality for a user story, as well as any non-functional requirements that must be met in the development of the story. The USCIS PO, supported by SMEs and business analysts, will determine whether or not acceptance criteria have been satisfied. USCIS may adopt various Agile processes such as, but not limited to, SCRUM, Kanban, and Lean Software Development, and the contractor will be expected to conform its processes to these approaches.

Services in support of BDSO shall be provided by a program management team and specified labor categories with demonstrated experience in using executing agile program and using technologies as described in *Section 2.1 Technical Landscape*. Personnel shall cover the skills and experience necessary to accomplish agile work using these tools. In addition, DevSecOps refers to primary principles of integrating multi-disciplinary labor categories to provide agile teams with “zero-trust”, “automation-first” and “infrastructure as code” mindset of automating everything possible through well documented and tested code and scripts.

One of USCIS’s goals is to use platforms and tools that are familiar to a broad range of developers; this has influenced our selection of open source products and frameworks. USCIS is currently using a serverless, containerized micro-services, and other AWS FedRAMP offerings. The contractor shall provide expertise in this area.

**2.1 Technical Landscape**

All USCIS requirements, epics/stories, source code and tests are stored in the agency’s Enterprise Confluence, JIRA, and Github repository. Also, the artifacts in these repositories are shared between different vendors and projects.

The contractor shall use USCIS enclaves in the AWS public cloud, and/or other cloud environment specified by the government, for development, testing, and production. The current cloud environment is AWS; however, the Government may change to another cloud service provider sometime in the future. The build pipeline will also include USCIS standard tools for code standards, test coverage, security testing, and Section 508 compliance.

This task order will use the USCIS standard platform and tools. This platform will evolve over time to continue to fit the needs of USCIS, and the contractor is expected to support an ever-evolving tool stack. The current ecosystem may include, but is not limited to the table below:

**Table 1: Current Tool Suite and Platforms**

| **Name** | **Function** |
| --- | --- |
| Ansible | Infrastructure as Code management |
| Akamai | Content Delivery Network/Web Application Firewall |
| Apache ActiveMQ | Messaging Provider |
| Apache Commons Libs | Java software library |
| Apache Jmeter | Performance testing |
| Apache Tomcat | Open Source Web Server |
| ASP.NET | Programming Language |
| Artifactory | Artifact Repository Management |
| AWS Cloud | Public cloud platform. USCIS currently uses EC2, ECS, EMR, S3, ECR, RDS, CloudFormation, Lambda, and a number of other AWS services |
| BouncyCastle (FIPS) | Crytography API |
| Brava | Print/Reader utility |
| Captiva | Document Capture Software |
| Cassandra | Scalable and Fault-tolerant Apache database |
| Chaos Monkey | Application Resiliency Tool |
| Chef | Configuration Management |
| Confluent | Kafka platform |
| Consul | Distributed Service Discovery |
| Cucumber/Jasmine/Selenium | Integration Testing |
| DeQue  FireEyes | 508 Development Test tool |
| Docker | Containerization |
| Elastic search | Search Engine |
| Fortify | Security test tool |
| Git / Enterprise GitHub | Distributed version control |
| Golden Gate | Oracle data replication and synchronization |
| Gradle | Java artifacts and dependency managements framework |
| Hibernate 4 | ORM Database integration |
| iText | PDF file generation |
| Jackson | Java Representation of JSON |
| Jasper | Reporting software |
| Java | Programming Language |
| Java Mail | Email message generation |
| Jenkins | Continuous integration server |
| Jira | Agile lifecycle management tool |
| JUnit | Java Unit testing library |
| Kafka | Message Streaming Platform |
| Mule ESB | Enterprise Service Bus/Integration Platform |
| Mulesoft | Enterprise Service Bus software |
| New Relic | Application and Infrastructure Monitoring |
| Nexus | Repository manager |
| Node.js/NPM | JavaScript runtime |
| Oracle | Database/Reporting |
| POI | Excel file generation |
| PostgreSQL | Database |
| Python | Programming Language |
| Rails | Web development framework |
| React | JavaScript library for building user interfaces |
| rspec | Unit Testing |
| Ruby | Programming Language |
| Service Now | Help desk ticketing system |
| SoapUI | WebService Testing tool |
| Solr | Search Software |
| Splunk | Logs and Analysis |
| Spring Framework | Application Framework |
| SQL Server | Database Platform |
| Terraform | Cloud resource creating and management tool |
| Ubuntu | Operating System |
| USCIS Pipeline Gem | Utility contributed to by various VIS Mod teams to allow for pipeline alignment |
| Vault | Key Management |
| Vert.x | Eclipse polygot event-driven application framework |
| Zookeeper | Centralized service for distributed synchronization (used by Kafka) |

**3. TASKS**

The contractor shall adopt evolving USCIS design and coding standards in the course of the project. The contractor shall provide technical methods, techniques, and concepts that are innovative, practical, cost-effective, and conducive to Agile application development. The contractor shall develop IT capabilities based on requirements that are evolving and emerge as the business climate shifts.

The contractor shall be responsible for performing the full systems and software architecture and lifecycle for DevSecOps and full stack engineering tasks using Agile methodologies, including but not limited to, participating in creating user stories for business functionality and technical requirements and defining acceptance criteria.

This includes all activities related to code delivery and sustainment including any technical debt that is incurred as a result. The contractor shall balance core productivity with technical debt, and should never trade off quality in favor of productivity. Technical debt should be addressed as it occurs and should not become so overwhelming that it must be addressed using an entire or several entire sprints.

While USCIS expects the quality of the development to not require it, in the event of a critical or high severity production issue, the contractor shall designate no more than 5 people on the current staffing mix as an incident response group to be available to restore system availability and functionality 24 hours a day, seven days a week (24x7). The government may allow additional people to support the incident if necessary.

Continuous delivery and sustainment will follow Agile and DevSecOps government and industry best practices for the following objectives, but not limited to:

**3.1 Engineering and Sustainment - Development, Security and Operations**

* Contractor shall be responsible for estimating the size of stories, designing solutions, developing code and automated tests, creating deployment scripts, managing code in production, and managing any database solutions.
* Contractor shall use BDD and TDD which includes robust testing of the products to ensure its quality, and shall deploy its code.
* Contractor shall be responsible for the operation in production of the capabilities they develop including monitoring triggers to effectively reveal production issues in less than 2 hours.
* Contractor shall provide root cause analysis on all outages with actionable recommendations on how to prevent issues going forward.
* Contractor shall ensure that the operational dashboards are available to monitor end-to-end of the system to reveal any production issues when they occur and to monitor the performance of the application. This may include System and Web Services Health Checks, Logs, ICD and other related dashboards.
* Contractor shall ensure that the systems are monitored effectively to reveal user analytics and interactions and provide the capability to automatically report on such activities.
* Contractor shall ensure that there is an automated method to monitor for network-related production issues, providing the capability to rule out application issues.
* The contractor shall ensure that appropriate monitorin g is in place and shall work with the DHS/USCIS Network Operations Center (NOC) and or other data partners NOC on monitoring alerts and escalation processes.
* Contractor shall alert the NOC in the event of an outage as soon as it is known by the team, and will lead resolution and coordination of resolution, in full transparency, in conjunction with the NOC.
* The contract shall obtain and maintain approval for TMD.

**3.2 Continuous Live Documentation**

* Contractor shall maintain a living dynamic repository of documentation.
* Contractor shall assist in the documentation of user stories, acceptance criteria and tasks to be completed to fulfill the definition of done for a story.
* Contractor shall document system design and procedures in the wiki that USCIS uses for artifacts such as System Security Plan (SSP) and System Design Document (SDD) concurrent with DevSecOps activities. In general, USCIS prefers relatively lightweight but effective and usable documentation.

**3.3 User-Centered, Business Driven Design and Experiences**

* Contractor shall participate in the design of technical solutions to meet the business need, working within standards defined by USCIS and subject to review by the agency.
* Contractor will be responsible for designing and implementing business process and user interfaces and for working with USCIS stakeholder and users to maximize the usability of the system. Design will be done in conformance with USCIS design standards and in collaboration with USCIS.

**3.4 End-to-End Testing and Integration**

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The contractor shall provide end-to-end automated testing with integrated reporting on overall code coverage, technical debt, and quality assurance to the government.

* Contractor shall be responsible for creating stories acceptance criteria, test cases and automated test scripts to support test automation activities.
* Testing shall primarily be automated, reflecting the government/industry best-practice “testing pyramid” with an emphasis on excellent code coverage through unit tests. Unit test should cover a minimum of 90% of the code including models and the contractor shall provide at least monthly reporting on code coverage and technical debt to the government. The build pipeline will also include USCIS standard tools for code standards, test coverage, security testing, and Section 508 Compliance.
* The contractor’s code shall meet the functional and non-functional requirements, and the automated and manual tests performed shall verify that it does so. Code and tests will be reviewed by USCIS OIT Independent Validation & Verification (IV&V) to ensure that the testing is appropriate, adequate, effective, and that it mitigates key risks.
  + Perform automated integration testing with all external nodes (systems and data)
  + Conduct automated load and performance testing with every deployment.
  + Provide continuous application performance reports
* Contractor shall use CI/CD techniques. Code shall be deployed to production at least weekly, with preference of daily releases to production in small change sets. The system should be deployable at any time.
  + Contractor shall deploy features such that the government can decide when the features will be activated.
  + Contractor shall assist with crafting validation steps (both positive and negative testing) for user acceptance testing on an as needed basis.
* Contractor shall perform security scans and automated testing with each build to support ongoing authorization and continuously improved security posture.

**3.6 Program Management and Administrative Activities**

* The contractor shall provide reports such as status briefings that support task order management.
* As required by the COR, the contractor shall attend meetings with the COR and/or other USCIS stakeholders in order to review work accomplished, work in progress, plans for future work, transition plans and status, and issues pertinent to the performance of work tasks that require USCIS attention.
* The contractor shall collaborate with stakeholders, support contractors, and third-party vendors regarding system integration, performance, security, Section 508, system acceptance, user acceptance, usability, and test and evaluation reporting.
* The contractor shall manage all contractor resources and supervise all contractor staff in the performance of work on this task order. The contractor shall manage and coordinate its team(s) on a day-to-day basis and ensure plans are communicated to team members.
* The contractor shall organize, direct and coordinate planning and execution of all task order activities.
* Automation and transparency, such as the agency Agile Application Lifecycle Management (ALM) tool, shall be continuously- and well maintained and organized with relevant data so that reports and dynamic dashboards can be generated as needed.
* Annotated and descriptive user stories, diagrams, defects, tasks and their status are available to stakeholders. Task boards and collaboration sites, meetings, and demos shall be used to share information and report progress.
* In the event the government requires additional information related to contract technical or schedule performance, risks, resources, or any contract-related data, the contractor shall provide this report information in the format requested by the government.
* Requests for reporting may vary in scope and complexity and may require the contractor to attend OIT meetings to obtain required information, review and research applicable documentation, and extract applicable database information required to assemble the report.
* Contractor shall be responsible for conducting working groups for items such as impact mapping, business architecture, data architecture, etc.
* The contractor shall conduct and report out on retrospectives for overall team and government improvement.
* The contractor will be responsible for all transition activities as stated in *Section 5: Transition.*

**4. PERSONNEL and MINIMUM Qualifications for Labor Categories**

All members of the Program Management team shall become key personnel on the task order.

The Program Manager shall ensure that all work on this contract complies with contract terms and conditions and shall have access to contractor corporate senior leadership when necessary. The Program Manager shall be the primary interface with the USCIS Contracting Officer’s Representative (COR) and Contracting Officer (CO) and shall attend status meetings and ad hoc meetings with stakeholders as required, accompanied by other personnel when necessary.

The purpose of the DevSecOps and Product Design personnel are to provide application development, operations, security, and testing requirements. The contractor should use a behavior driven development (BDD) and test-driven development (TDD) approach as appropriate. The contractor’s work shall conform to the architecture and design provided by USCIS and the Agile processes set up by USCIS, but this work will be managed by the contractor. The teams must have all of the skills necessary to perform the tasks indicated in *Section 3: Tasks*. It is important that the contract personnel assigned to the task order as a whole have the skills necessary for development, operations, security, test, and maintenance, but that does not mean that specific team members must be designated as testers, coders, etc. Team flexibility is important and teams should have more than one skill. After USCIS prioritization of the backlog, it is up to the contractor to structure the teams so that it can provide all of the necessary functions at a high level of productivity and quality. The teams should be experienced with the latest enterprise systems development techniques, technologies, programming languages, and AWS cloud offerings.

The team structure shall adhere to the following requirements:

* + Full-Stack Engineers shall be mid to senior level experience\* with the ability to perform, but not limited to automation and engineering tasks, implementation, data, infrastructure/operations, and security engineer tasks in USCIS cloud environments.
  + Business Analysis and UX/UI Design shall be mid to senior level experience\* with the ability to perform, but not limited to impact mapping, design-thinking, and facilitate/coordinate business architecture working groups.
  + These personnel must have problem solving skills with aptitude to support self-organizing multi-disciplinary teams with experience in persona development, data visualization, high-fidelity prototyping, and business process design.
  + The Contractor shall accredit at least one member for the task order as a certified Information Systems Security Officer (ISSO) as part of their team composition.  This role will be ancillary to the contractors primary developer/engineer role. The ISSO is expected to provide software security input and direction to each of the teams and work closely with the USCIS Information Security Division to provide updated guidance to ensure compliance with USCIS security directives.

*\*Mid-level is defined as 5-8 years and Senior is more than 8 years of total (general and specialized) program/project experience. If school experience is used, at most that would contribute to 2 years of actual experience.*

(1) The Contractor must provide a Trusted Tester certified by DHS OAST to current test standards for each team of one or more developers that creates Information and Communications Technology (ICT), or content to be hosted on ICT, within 90 days of award. When standards change and re-certification is required by DHS OAST then the Contractor must ensure that all Trusted Testers re-certify within 90 days of training availability.

(2) The Contractor must provide a quarterly report that lists the contract name, number, and COR with each Trusted Tester's name, certification level, certification date, certification number, E-mail address, phone number, and supported projects to the COR and USCIS Section 508 Coordinator. This report must also be provided within 10 working days of any change in the Trusted Tester population.

USCIS requires that all personnel shall meet mid to senior level experience as well as the following specialized minimum experience for each labor category below:

**4.1 Program Management Team** **(Key Personnel)**

* **Program Manager (1 FTE)**
  + Shall have a minimum of ten (10) years of IT Project Management experience, focusing on agile projects.
  + Shall have at least two (2) years specialized experience in leading IT DevSecOps projects with a minimum of managing five (5) twelve (12) person Agile team(s).
  + Shall have at least three (3) years specialized experience in business process analysis and change management.
  + Shall have, at a minimum, a Bachelor’s degree in Computer Science, Information Technology Management or Engineering, or other comparable degree or experience.
* **DevSecOps Solutions Architect Lead (1 FTE)**
  + Shall have a minimum of ten (10) years of experience in the Information Technology field, DevSecOps and technical architecture specifically.
  + Shall possess strong architecture & design experience, including at least three (3) years of experience deploying production enterprise applications in AWS.
  + Shall have experience in large scale, high performance enterprise big data application deployment and solution architecture on complex heterogeneous environments in AWS.
  + Shall have, at a minimum, a Bachelor’s degree in Computer Science, Information Technology Management or Engineering, or other comparable degree or experience.
* **User Interface/User Experience (UI/UX) Design Lead (1 FTE)**
  + Shall have a minimum of eight (8) years of experience in the Information Technology field focusing on engineering projects with specific Business and UX Design.
  + Shall have experience with architecture & design experience, including at least three (3) years of experience providing UX Design expertise for enterprise applications on AWS.
  + Shall have experience with large scale, high performance enterprise application deployment and UX Design on complex heterogeneous environments.
  + Shall have, at a minimum, a Bachelor’s degree in Computer Science, Graphic Design, Visual Communications, or other comparable degree or experience in designing user experiences.
* **Database Architect Lead (1 FTE)**
  + Shall have a minimum of ten (10) years of IT experience, focusing on database or data service administration
  + Three (3) years of experience leading data teams in such efforts as: data migration, transformation, data lake implementation/support as well as O&M.
  + Shall possess at least 6 years expertise in large scale database requirements supporting diverse data types.
  + Shall have, at a minimum, a Bachelor’s degree in Computer Science, Information Technology Management or Engineering, or other comparable degree or experience.

**4.2 DevSecOps Personnel**

All personnel must have problem-solving skills with aptitude to work in multiple roles. At the direction of USCIS, it is expected the awardee will organize personnel into multi-disciplinary teams with a mix of every labor category at the direction of USCIS following award. USCIS does not anticipate using single labor category teams.

* **Scrum Master/Agile Lead** 
  + Shall be a certified Scrum Master
  + Shall have a minimum of three (3) years of experience focusing on business architecture analysis and UX/UI Design.
  + Shall have a minimum of one (1) year experience in building business process models, writing acceptance criterias, and designing user interfaces for a production system.
* **Business Analyst**
  + Shall have a minimum of three (3) years of experience focusing on business architecture analysis and UX/UI Design.
  + Shall have a minimum of one (1) year experience in building business process models, writing acceptance criterias, and designing user interfaces for a production system.
* **Full-Stack Engineer**
  + Shall have a minimum of five (5) years of experience in the Information Technology field focusing on development projects using DevSecOps and AWS cloud environments.
  + Shall have experience with full stack engineering (defined as proficient in database development/integration as well as server and client application development/integration), including at least three (3) years of experience deploying production enterprise applications in AWS.
  + Shall have at least three (3) years of specific software engineering experience related to front-end and back-end applications and/or data services.
  + Shall possess experience in large scale, high performance enterprise big data application deployment and solution architecture on complex heterogeneous environments in AWS.
  + Shall possess experience with automation and engineering tasks, implementation, data, infrastructure/operations, and security engineer tasks in USCIS cloud environments.
* **Systems Developer**
  + Shall have a minimum of five (5) years of experience in writing and testing enterprise software solutions. A degree in Computer Science and three (3) years of experience is also acceptable.
  + Shall have a minimum of three (3) years of experience in troubleshooting software.
  + Shall have experience working in AWS, software containerization and Agile development processes.
* **Database Administrator** 
  + Shall have a minimum of five (5) years in modern database development, upgrading, support and design. A degree in Computer Science and three (3) years of experience is also acceptable.
  + Shall have experience in establishing performance and statistical monitoring of enterprise databases to include, but not limited to; wellness checks, data integrity, privacy and security scans.
  + Shall have experience in supporting cloud database environments, specifically AWS (i.e., EC2, S3 or Redshift) to include backup and archiving of data.
* **UI/UX Analyst**
  + Shall have a minimum of three (3) years of experience in the Information Technology field focusing on engineering projects with specific Business and UX Design.
  + Shall have experience with architecture & design experience, including at least three (3) years of experience providing UX Design expertise for enterprise applications on AWS.
  + Shall have experience with large scale, high performance enterprise application deployment and UX Design on complex heterogeneous environments.
  + Shall have, at a minimum, a Bachelor’s degree in Computer Science, Graphic Design, Visual Communications, or other comparable degree or experience in designing user experiences.
  1. **Administrative Support Personnel**
* **Technical Writer (4 FTE)**
  + Shall have a minimum of five (5) years of experience in the Information Technology field focusing on projects and UX Design specifically.
  + Shall have experience with architecture & design experience, including at least three (3) years of experience providing UX Design expertise for enterprise applications on AWS.
* **Business Analyst Lead (2 FTE)**
  + Shall have a minimum of five (5) years of experience in the Information Technology field focusing on projects and UX Design specifically.
  + Shall have experience with architecture & design experience, including at least three (3) years of experience providing UX Design expertise for enterprise applications on AWS.
* **Graphics Specialist (1 FTE)**
  + Shall have a minimum of five (5) years of experience in the Information Technology field focusing on projects and UX Design specifically.
  + Shall have experience with architecture & design experience, including at least three (3) years of experience providing UX Design expertise for enterprise applications on AWS.

**5. TRANSITION SUPPORT**

**5.1 Transition In (Not to exceed 3 Months)**

Once the notice to proceed is granted, the contractor transition in will begin *Section 3: Tasks* and will have 3 months to transition all previous task from the previous contractor. During this time knowledge acquisition is expected to occur within iterations or in the process of performing tasks using agile ceremonies such as Scrum or Kanban process.

**5.2 Transition Out**

Upon completion of performance of this task order, the contractor shall fully support the transition of work that is turned over to another entity, either government or contractor. The contractor shall assist with transition. To help ensure smooth transition, it is expected that the incoming and outgoing contractors will use techniques such as pair programming to facilitate knowledge sharing without disrupting development.

Because the contractor will have automated the development, test, and deployment pipeline, and because the contractor will have documented important design decisions and processes in SDD and System Security Plan, the expectation is that this automation and documentation will be utilized to enable a smooth transition.

The contractor shall be responsible for the implementation of the transition and application cutover activities. The transition shall cause no disruption in development services. To ensure the necessary continuity of services and to maintain the current level of support, USCIS may retain services of the incumbent contractor for some, or all of, the transition period, as required.

The contractor shall be responsible for the transition of all technical activities identified in this task order. As part of the transition, the contractor shall be responsible for:

* Inventory and orderly transfer of all GFP, to include hardware, software, and licenses, Contractor Acquired Government Property, and Government Furnished Information (GFI)
* Transfer of documentation currently in process
* Transfer of all software code in process
* Certification that all non-public DHS information has been purged from any contractor- owned system
* Exchange of accounts to access software and hosted infrastructure components
* Participation in knowledge transfer activities in accordance with the transition plan
* Providing members to participate in transition of management team

Transition planning generally begins 120 days before the transition deadline. If the government provides a Transition Plan template, the contractor shall complete it as assigned; otherwise the contractor shall submit a Transition Plan at the direction of the government. The Transition Plan shall:

* Document the strategic approach
* Identify equipment, hardware, software, documents and other artifacts that are included in the transition
* Establish milestones and schedules
* Establish activities
* Identify transition risks and risk mitigation
* Define roles and responsibilities
* Define transition approval authorities and lines of communication
* Define appropriate labor mix to perform CI/CD activities
* Define a knowledge transfer approach
* Define a property inventory and transition approach
* Create bi-party or tri-party agreements
* Provide checklists

**6. DELIVERABLES**

The primary deliverable of this task order is deployed application code. Deployed application code is defined as:

* Application Source Code
* Application Build Scripts
* Test Code/Test Cases
* Environment Build Scripts
* Deployment Scripts

All deployed application code shall be checked into the enterprise source code repository. Please note that the test code for automated tests is a critical deliverable: USCIS expects high test code coverage (a minimum of 90% unit test code coverage, with a 100% coverage objective) and effective tests, as these will become part of the regression test suite to be used in future development work as well.

The contractor shall deliver system design documentation on the Software Design Document wiki, as well as scripts for manual testing when appropriate.

The contractor shall submit electronic copies of document deliverables to the CO and COR (and others as specified by the CO or COR) via e-mail in the format specified in the table below. All document deliverables shall be made by close of business (COB) 4:30pm Eastern Monday through Friday, unless stated otherwise.

All deliverables submitted in electronic format shall be free of any known computer virus or defects. If a virus or defect is found, the deliverable will not be accepted. The replacement file shall be provided within two (2) business days after notification of the presence of a virus.

**6.1 Deliverables Schedule**

**Table 2: Deliverables Schedule**

|  |  |  |  |
| --- | --- | --- | --- |
| **Section** | **Item** | **Frequency of**  **Delivery** | **Acceptable Formats** |
| 3 | Section 508 DHS Trusted Tester certification | Within 90 days of award, or when standards change and re-certification is required by DHS OAST, re-certification for all Trusted Testers within 90 days of training availability. | Email Attachment to PM, COR and CS/CO. |
| 3 | Trusted Tester Report | Quarterly or within 10 days of any change in the Trusted Tester population. | MS Word, Excel |
| 3.2 | Architecture design approval and all edits/updates for delivery and sustainment activities | Continuously updated | Wiki |
| 3 | In-process application code, test code/test cases deployment scripts, build scripts | Continuously, with each build | Code checked into the USCIS code repository |
| 3 | Shippable application code, test code/test cases deployment scripts, build scripts | Continuously, with each commit | Code checked into the USCIS code repository |
| 3.3 | Continuous updates for Architecture and System docs for maintaining an Authority to Operate (ATO) including the System Design Document (SDD) | Continuously updated | Wiki |
| 3.6 | Status Briefings, such as presentations, database extractions, meeting reports, burndown charts, etc. | As directed | MS Word, Excel, Visio, or PowerPoint |
| 3.6 | Staffing Report (includes departed staff and open billets and status) to COR and ITPM | Weekly for base year and then at least monthly thereafter | PowerPoint, MS Word, Excel, Visio |
| 3.6 | Contract Status Report (covers actions completed on each task for time period) | As directed by the Government | PowerPoint, MS Word, Excel, Visio |
| 3.6 | Quality Management Plan, Test & Evaluation, Management Plan, and Configuration Management Plan. These plans will be identified and requested on a case by case basis as they pertain to a project or the task order as a whole. | As directed by the government | MS Word or other, as directed by government |
| 4 | Sprint Review Brief (includes burndown chart, unit testing code coverage, technical debt) | Every two weeks during Sprint Review | PowerPoint, MS Word, Excel, Visio |
| 4 | System and Web Services Health Checks, Logs, ICD and other related deliverables | As directed | MS Word, Excel, Visio or PowerPoint |
| 5.1 | Complete Transition In | 90 days after award | As directed by government |
| 5.2 | Transition Out Plan | 90 days prior to expiration of the TO or as directed | MS Word 2010-or other as directed by government |
| 8.1 | Corporate Telework Plan including managing Virtual Offices/Sites | As directed | MS Word 2010-or other as directed by government |
| 8.3 | GFP Inventory  (must contain CIS ID number, location, name of contactor holding equipment, date) | Monthly | Excel |
| Security Clause 5 | Separation Notification | The CO and COR must be notified of each contract employee termination/resignation.  (The COR will then notify the Office of Security & Integrity (OSI) Personnel  Security Division (PSD) to coordinate the exit clearance forms. | Within five (5) days of each occurrence. |
| Solicitation II-3 | Redacted copy of the executed task order including all attachments suitable for public posting under the provisions of the Freedom of Information Act (FOIA) | Within 30 days of task order award | Email to [foiaerr.nrc@uscis.dhs.gov](mailto:foiaerr.nrc@uscis.dhs.gov) with a courtesy copy to the CO. |

**7. Inspection and Acceptance**

Various government stakeholders will inspect contractor services and deliverables. The CO/COR will provide official notification of rejection of deliverables. Inspection and acceptance of deliverables will use the following procedures:

* The government will decide whether to accept functionality delivered after it is demonstrated to a government product owner. The product owner and other stakeholders might provide feedback that requires re-work on the contractor’s part. This process follows normal Agile software development practices. Feedback and government acceptance will be provided according to the standard agile practice; however, due to the nature of the work, it is possible that re-work could be determined after a release goes out and is accepted if a noticeable issue is determined after it is put into production.
* The government will also periodically evaluate the contractor’s code quality, services, health checks, test coverage, test and deployment code quality, security, and so on. Based on these periodic reviews, the government may require rework on the contractor’s part. The government expects high quality work that meets standards specified by the government, and does not expect to find significant problems during these reviews.

**8. TASK ORDER ADMINISTRATION DATA**

**8.1 Place of Performance**

The principal place of performance for the Program Management Team shall be at the contractor provided work site. The government is amenable to remote workers as long as the work is completed efficiently and effectively. The remaining personnel, outside of the Program Management Team, are able to work remotely. If remote work and/or telework will be utilized, then the contractor shall provide remote work and and/or telework plans for approval by the government. The contractor facility shall be in close proximity to the USCIS facility at 111 Massachusetts Ave NW, Washington D.C., not to exceed a distance of 20 miles. Meetings will take place at both the contractor site and USCIS offices in the Washington, D.C. Metropolitan Area, including, but not limited to 20 Massachusetts Avenue, N.W., and 111 Massachusetts Avenue, N.W., Washington D.C. If indicated by the government, meetings may also occur at the contractor’s work site, especially when close collaboration between stakeholders and the development team is needed. The contractor shall provide workspace, such as a conference room, to accommodate up to six government representatives.

**8.2 Hours of Operation**

Normal duty hours for the Government are from 8:00am to 5:00pm (EST/EDT), Monday through Friday, excluding Federal Government holidays. The contractor shall be available during this time period, but also available to support any outages to the systems on a 24x7 basis. It is the expectation of the government, that the systems are built in such a way, that they do not go down and therefore this support should be minimal.

**8.3** **Government Furnished Property (GFP)/Government Furnished Information (GFI)**

Laptops, mobile phones and PIV cards will be issued as GFP and used in performing work on this contract. No personal or company owned storage devices, (thumb drives, DVDs, or CDs) shall be used with the GFP. A webinar account, such as Adobe Connect, will be provided to the contractor to facilitate virtual demos and other meetings with stakeholders at various physical locations. Mobile devices may be provided as identified by the COR or Government Program Manager.

GFI, such as USCIS design standards, will be provided to the contractor following award.

**Table 3: Government Furnished Property**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Equipment / Government Property** | **Date / Event**  **Indicate when the GFP will be furnished** | **Date / Event**  **Indicate when the GFP will be returned** | **Unit** | **Quantity** | **Serial Number(s)** | **Manufacture & Model Number** |
| Laptop  Windows Based and MACs | After EOD | Upon Departure | EA | Up to 150 | TBD | Standard USCIS approved manufacturer |
| Mobile Phone | After EOD | Upon Departure | EA | Up to 20 | TBD | Standard USCIS approved manufacturer |

The contractor is responsible for all costs related to making the property available for use, such as payment of all transportation, installation or rehabilitation costs. The contractor will be responsible for receipt, stewardship, and custody of the listed GFP until formally relieved of responsibility in accordance with FAR 52.245-1 Government Property and FAR 52.245-9 Use and Charges. The property may not be used for any non-task order purpose. The contractor bears full responsibility for any and all loss of this property, whether accidental or purposeful, at full replacement value.

**8.4 Government Directed Travel**

Travel may be required in order to perform certain tasks assigned by the government. The contractor shall be reimbursed for travel in accordance with the GSA Federal Travel Regulations, 41 Code of Federal Regulations (CFR), and Chapters 300 through 304. The contractor shall be responsible for obtaining COR approval (email is acceptable) for all reimbursable travel in advance of each travel event. The travel request should summarize the purpose of travel, dates, per diem, hotel and airline costs. The contractor may not be compensated for unapproved travel requests.

Upon completion of travel, all documentation associated with the respective travel shall be submitted with the invoices. Travel within the local commuting area will not be reimbursed. For the purpose of this task order, the local commuting area is defined as a fifty (50) mile radius from USCIS offices located at 111 Massachusetts Ave NW, Washington D.C. Home to work travel is not reimbursable.

**9. PERFORMANCE CRITERIA**

A Balanced Scorecard approach will be used to evaluate contractor performance. The contractor teams will be evaluated every four weeks and the evaluation will be discussed with the contractor. The purpose of the scorecard and discussions is to enhance performance. In addition, in the aggregate, the scorecards and discussions will be used partially as a basis for past performance reporting.

The relative weights of the evaluation categories will be adjusted by the Government based on its experiences, and will be communicated to the contractor after each monthly cycle. The contractor and the CO will receive a copy of the evaluation. The contractor may provide comments or responses to the scorecards to the COR and the CO within one week of receipt of the scorecard and grade.

**10. PERFORMANCE REQUIREMENTS SUMMARY**

The contractor will be evaluated every 4 weeks using a Balanced Scorecard approach. It is anticipated that the contractor will be evaluated along the following dimensions:

* Code Quality and Standards Adherence. Contractor code will be evaluated by Government teams and IV&V providers.
* Business Satisfaction. Each feature completed by a contractor team will be evaluated by the Government Product Owner for that team, and possibly by SMEs assigned to the team. At each iteration review, the functionality will be evaluated by a wider audience of Government employees.
* Test Quality and Test Coverage. Because automated tests are a key component of this process, test scripts and code will be treated as deliverables under this task order. These test scripts and code will be assessed for their quality and for the extent to which they test the appropriate functions. This evaluation will be performed by the IV&V test team or Government employees.
* Production Performance. The contractor will be evaluated on the performance of their code in production: its availability, response time, usability, accuracy and lack of defects.
* Process and Continuous Improvement. The contractor teams will be assessed on the processes they implement, their conformance to USCIS processes, their conformance with Systems Engineering Life Cycle (SELC) and other required frameworks, and their use of retrospectives to continuously improve these processes.
* Collaboration and Innovation. The contractors will operate within an ecosystem of federal and contractor staff, with multiple contractor teams working in parallel and with constant interaction with USCIS employees. The contractor will be graded based on their willingness, effort, and ability to work collaboratively.
* Productivity. Velocity and story point completion will be measured and compared against historic team averages, the Government will evaluate the value delivered and also to note any unproductive behavior.
* Compliance. Maintaining system boundary authority to operate.
* Performance of technical support response times to outages and customer-initiated issues