

# **Instructions for Task Order Proposal Submission**

## **For**

### **TSA Information Technology Managed Services (TSA ITMS) Task Order**

### **Competition**

#### **Overview:**

The Transportation Security Administration is conducting a task order competition to enter into a performance based arrangement to acquire information technology and telecommunication managed services required to meet TSA's responsibilities under Federal legislation and executive orders.

As noted in TSA ITMS's Statement of Objectives, this effort will include the full range of services needed to analyze requirements, develop and implement recommended solutions, and operate all IT products and services needed to "stand up," as well as maintain, information technology and telecommunication services for TSA.

The competition to establish a performance based managed services arrangement has introduced several changes from traditional approaches. Two of the more significant are the use of a Statement of Objectives (SOO) versus a Statement of Work (SOW), and the introduction of a due diligence period to enhance a competing contractors understanding of the basic requirement.

Under a SOO, the Government describes its requirement in terms of desired objectives. Contractors will be asked to propose solutions that they believe will best meet or exceed the objectives. In essence, the Government states the problem it wants solved, and industry is offered the freedom to propose what they consider the best solution. Under a SOO, the Government is changing the very nature of what it is acquiring from the traditional compliance with a Government developed SOW, to performance results.

A due diligence period has been incorporated into the proposal preparation period. Due diligence is a commercial best practice that allows industry much greater access to information regarding the problem the Government wants solved. It is understood by the TSA ITMS program office that the more contractors understand the problem and constraints, the more likely they will submit superior proposals (solutions). Guidance for conducting the due diligence sessions is provided below.

The following provides prospective TSA ITMS contractors information to assist in preparation of their task order proposals.

### **Task Order Concept of Operations:**

It is envisioned that a task order resulting from this competition will be structured to allow significant flexibility for ordering and use. As mission needs dictate, a significant portion of enabling computational and communication services will be acquired via work orders or calls from this task order's pre-established price lists. Requirements such as application software development and other services will require submission of individual work order proposals for consideration, negotiation and award.

While the scope of the task order includes the full range of information technology and telecommunication services, it is intended that the contractor selected for this task will provide, as ordered, core services relating to computing infrastructure (e.g., "seats", data center processing, and associated LAN/WANs and telecommunications).

Non-core functions such as application software development and/or application program product selection (e.g., Human Resources, Payroll, Financial systems etc.) will be ordered on a case-by-case basis. While the TSA will encourage collaborative dialog and explore options regarding major system software applications as part of the TSA ITMS effort, TSA reserves the right to select application software and/or acquire software development services from sources other than the TSA ITMS contractor.

### **Major Milestones: (Estimated Dates):**

Issue Request for Task Order Technical Proposal	June 13, 2002
Issue Request for Cost Proposal	June 17, 2002
Due Diligence	June 18 – 28, 2002
Task Order Technical Proposals Due	July 1, 2002
Task Order Cost Proposals Due	July 8, 2002
Oral Presentations	July 11-12, 2002
Task Order Award	July 25, 2002

Note: This task order request for proposal is being released under two ITOP II Functional Areas, ISE and SOM.

### **Contractor Viability Assessment**

The Government has carefully constructed Section M, Evaluation Factors, to identify the key discriminators (e.g., quality and comprehensiveness of the technical solutions, performance measures, past performance (including "Gartner Rating"), etc.) that it will use in making its selection decision. Due to the significant expense and effort associated with proposing against a Statement of Objectives based requirement for a performance based task order, contractors contemplating competing for this task order award are asked to carefully review Section M and make a realistic self-assessment as to their potential viability.

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### **Appreciation**

The TSA Associate Under Secretary, Office of Information Technologies, appreciates the effort each contractor and their team will put into developing and submitting a task order proposal. He looks forward to establishing a mutually beneficial, performance based, relationship with the successful contractor.

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<b>Section B – Service Price/Cost</b>	
<b>B.1 – Type of Contract</b>	The Government desires that the Contractor recommend and propose the contract type for each contractor identified line item. The contract shall have provisions for ordering services during the term of the contract. These pricing arrangements shall include Contractor-proposed incentive and disincentive provisions. While contract type is based on risk, TSA's objective is to acquire as much work as possible under fixed-price arrangements.
<b>B.2 – CLIN Structure</b>	Section B provides a framework for categorizing Contractors' prices and costs. Contractors are free to propose any pricing structure that correlates to their proposed solutions. The CLIN/SCLIN structure shall clearly identify prices/costs for items and services that can be identified by contract period, and contract type.
<b><u>Section C – Statement of Objectives</u></b>	
<b>C.1 – Statement of Objectives</b>	See attachment J-4 for the TSA ITMS Statement of Objectives
<b><u>Section D – Packaging and Marking</u></b>	
<b>D.1 – Packaging and Marking</b>	Packaging and marking for the effort called for hereunder shall be performed in accordance with the instructions of the basic contract.
<b><u>Section E – Inspection and Acceptance</u></b>	
<b>E.1 – Inspection and Acceptance</b>	<p>Inspection and acceptance of the services called for hereunder shall be performed in accordance with the instructions of the basic contract. As a performance based contract, the contractor identified performance measures and metric/service level agreements will form the basis of the inspection and acceptance program.</p> <p>The Government will develop a quality assurance plan for use in monitoring contractor performance against the performance metrics and service level agreements.</p>

## **Section F – Deliveries and Performance**

### **F.1 – Period of Performance**

The task order's period of performance shall be from the effective date of the task order award through the thirty six (36) month task order period. In addition, the Government has included two, two-year option periods. If all options are exercised, the contract will extend for a total period not to exceed seven years.

Individual work orders (or calls) for service placed against this task order will comply with all funding and budgetary requirements.

Periods of Contract Performance (to begin upon date of basic task order award, estimated July 2002):

Contract Year	Contract Period	Estimated Dates
01 through 03	Basic Contract Period	July 2002 – June 2005
04-05	Option Year 1	July 2005 – June 2007
06-07	Option Year 2	July 2007 – June 2009

## **Section G – Contract Administration Data**

### **G.1 – Administrative Data**

The Contractor shall comply with the terms and conditions of the basic contract.

### **G.2 – Quality Assurance Evaluator**

The COTR for this task order is:

*TBD*

Alternate COTR for this task order is

*TBD*

### **G.3 – Contracting Officer**

The Contracting Officer for this task order is:

\_\_\_\_\_, Contracting Officer  
US Department of Transportation/TSA  
GSA National Capital Region Building  
301 7<sup>th</sup> and D Street, Room 5125  
Washington, DC 20407

## **Section H – Special Task Order Provisions**

### **H.1 – General**

The Contractor shall comply with the terms and conditions of the basic contract

### **H.2 –**

Under H.13, KEY PERSONNEL, paragraph (b) of the basic contract, the following personnel are

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<b>Key Personnel</b>	<p>determined to be key personnel within the meaning of the provision:</p> <table border="1" data-bbox="410 306 1317 535"> <thead> <tr> <th data-bbox="410 306 852 338">NAME</th><th data-bbox="852 306 1317 338">POSITION</th></tr> </thead> <tbody> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> </tbody> </table>	NAME	POSITION										
NAME	POSITION												
<b>H.3 – Subcontracting Approval</b>	<p>Due to the wide diversity of services contemplated under the TSA ITMS task order, and the rapidly changing nature of IT and the Telecommunications industry, the TSA ITMS contractor is encouraged to continuously review the market place for companies that provide new and innovative products and services from which to team/subcontract.</p> <p>In accordance with FAR 52.244-2, if the contractor does not have an approved purchasing system, the contractor shall obtain written Contracting Officer consent prior to subcontracting under a:</p> <ol style="list-style-type: none"> <li>1. cost-reimbursement, time and material or labor hour type contract; or</li> <li>2. firm fixed price contract that exceeds \$50 million</li> </ol> <p>The Contractor's subcontracting plan dated {to be completed at time of award} in support of this task order is approved and incorporated herein by reference.</p>												
<b>H.4 - Restrictions on Subcontracting</b>	<p>An ITOP II contractor submitting a task order proposal as the prime contractor shall not also be proposed as a subcontractor or team member on another TSA ITMS proposal</p> <p>ITOP II contractors who do not submit a proposal as a prime contractor may be included as a subcontractor on multiple Prime offers</p>												
<b>H.5 - Security Requirements</b>	<p>Nearly all of the effort to be performed by this task order will require access/protection of SBU/Law enforcement sensitive and/or classified information/data. The contractor shall ensure that all appropriate security and protection actions are taken (including providing cleared personnel and procedures) consistent with the task security requirements.</p>												
<b>H.6 – Associate Contractors</b>	<p>Performance of this effort will require the task order contractor to work closely with other contractors. The close interchange with associate contractor(s) may require access to, or release of, proprietary or limited/restricted rights data. To facilitate close cooperation and maximum effectiveness, the Contractor shall enter into agreement(s) with associate contractors to adequately protect such data from unauthorized use or disclosure.</p>												

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## **Section J – List of Attachments**

### **J.1 – List of Attachments**

Attachment J-1 - Service Level Agreement/Performance Metrics Format

Attachment J-2 - Quality Recognition and Certification Profile Form

Attachment J-3 - Recommended Oral Presentation Topics

Attachment J-4 - TSA ITMS Statement of Objectives

Attachment J-5 - Past Performance Data

## **Section L – Instructions, Conditions and Notices to Offerors**

### **L.1 – Contract Clauses**

The contract clauses applicable to the submission of proposals under this task order RFP are cited in Section I, CONTRACT CLAUSES, of the basic contract.

### **L.2 – Request For Clarification**

All requests for task order RFP clarification will be accepted during the due diligence period. RFCs should be submitted directly to the CO.

Requests for clarification that result in specific information necessary to submit proposals will be provided to all confirming prime contractors.

No pre-proposal conference is planned.

### **L.3 – General Proposal Instructions**

**Proposals in original and 10 copies are due on 01 July 2002 by 2:00 p.m. local time and shall be delivered to the following address:**

US Department of Transportation/TSA  
GSA National Capital Region Building  
Room 5125, 301 7<sup>th</sup> and D Street  
Washington, DC 20407

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<b>L.4.1 – Technical Proposal Content</b>	<p>TSA ITMS Technical Proposal</p> <p>Executive Summary</p> <p>Part A – Contract Work Breakdown Structure (CWBS) and Performance Work Statement (PWS)</p> <p>Part B - Performance Metrics and Incentives Program</p> <p>Part C - Resumes for Key Personnel (Must Be Assigned Full Time to TSA ITMS Program)</p> <p>Part D – Quality Certifications</p> <p>Part E - Subcontracting Plan Summary Information</p> <p>Part F – Data Rights Package/Matrix</p> <p>Part G – Past Performance</p>	<p>Page Limits</p> <p>2 pages</p> <p>20 pages</p> <p>Description: 7 pages SLA/Performance Metrics/Incentive/Disincentives No Limit, per Format in J-1</p> <p>2 page resume for each individual the Contractor determines to be key for TSA ITMS; no limitation on the number of resumes</p> <p>No Limit, per format in J-2</p> <p>5 Pages</p> <p>No Limit</p> <p>Complete Attachment J-5 for two references</p>
<b>L.4.2 – Cost Proposal</b>	<p>The Government will be providing a Cost Model, for evaluation purposes only, at a later date. Contractors shall submit the provided Section B Table/Cost Model along with supporting information “other than cost or pricing data”, required to evaluate the reasonableness and realism of proposed cost / prices. This includes providing a complete breakout of the cost items that make up each orderable service. The cost proposal should be sufficiently detailed to demonstrate cost reasonableness as well as provide a baseline for future modification/changes. The burden of proof for credibility of proposed costs / prices rests with the Contractor.</p>	
<b>L.4.3 – Oral Presentation</b>	<p>Oral presentations will be conducted with all contractors submitting a proposal who are determined to be in the competitive range. The contracting officer will schedule oral presentations. Four (4) hours will be provided for each presentation.</p> <p>Contractors participating in oral presentations must provide all necessary audio-visual materials. While the Government has provided a recommended topic list in Attachment J-3, it has not established a formal structure for oral presentations (e.g., slide limitations, format, agendas etc.) Presenting prime contractors and their team members may use the four-hour period as they deem most advantageous to describe there proposed solution/approach and pricing structures.</p> <p>It is required that individuals presenting be those identified as key personnel and/or senior management. It is important to the Government that the individuals responsible for performance of this task order are the ones that present at the oral presentations. Due to space limitations, 10 people are allowed to attend for each presentation; 15 copies of the oral presentation in hard copy should be presented to the Government team on the day of the presentation.</p> <p>Oral presentations will be video taped by the Government.</p> <p>The purpose of these presentations it to allow the Government to better understand the proposed solution/approach, as well as other aspects of the proposal. As such, Government participants may ask questions throughout the presentation. Contractors will also be given the opportunity to ask the Government questions during this time.</p>	



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<b>L.5 Due Diligence Review (DDR)</b>	It is well understood by the TSA ITMS program office that the more competitors understand TSA's objectives, plans and operations, the more likely they are to submit superior solutions. ITOP II Contractors intending to submit a TSA ITMS Task Order proposal and their team members will be given the opportunity to conduct a due diligence survey of TSA locations and meet with TSA representatives. The due diligence process allows prospective contractors to gain a better understanding of TSA mission objectives and existing conditions.
<b>L.5.1 Exchanges</b>	<p>The due diligence process will follow the principles identified by Federal Acquisition Regulation (FAR) Part 15.201, Exchanges With Industry Before Receipt of Proposals. Specifically, during one-on-one sessions, a major objective of the due diligence process is to provide confirming contractors and their team members the ability to ask questions that by their very nature they would not ask if the response would be posted and provided to their competition. As such, if the confirming contractor notifies the Government that the questions it intends to ask during the one-on-one sessions are proprietary and whose release would identify confidential business strategies, or approaches, the questions and responses will be protected and held confidential.</p> <p>Requests for clarification that result in specific information necessary to submit proposals will be provided to all confirming prime contractors.</p> <p>The Government will provide competing contractors equal access to data and information. The Government assumes no responsibility for any representation made by any of its officers or agents during due diligence. Contractor questions and Government responses furnished during due diligence are unofficial. If requested, the Government will attempt to provide an official response within the due diligence time period.</p>
<b>L.5.2 Confirmation of Intent to Submit a Task Order Proposal</b>	<p>Upon release of the task order RFP, each contractor intending to submit a proposal as a prime will confirm its participation in the task order selection via an e-mail to: _____ by 4 :00 p.m. local time Friday, 14 June 2002.</p> <p>The confirmation will include the following information to enable the government to effectively coordinate due diligence events: The contractor's due diligence contact point (name, telephone number and e-mail address); a roster of attendees for each due diligence event listed below; key areas of interest; and any additional information the Contractor deems necessary (e.g., handicap access requirements).</p>
<b>L.5.3 - DDR Events</b>	<p>Due Diligence will include the following events:</p> <p>Overview Briefing – Joint Presentation with Government and confirming contractors teams. (Washington, DC)</p> <p>One-on-One Sessions – Individual meetings with confirming contractor teams and TSA representatives</p> <p>Site Visit - Joint participation with Government and confirming contractor teams to Baltimore Washington International (BWI) airport.</p> <p>Follow-up Sessions - Two Days will be set-aside the second week of due diligence for follow up sessions.</p>
<b>L.5.4 - Overview Session</b>	The due diligence process will begin with an overview briefing session by government technical/management personnel knowledgeable of the TSA sites and requirements. The government will schedule and hold the overview session in the TSA Headquarters. The overview session will include a question and answer period.
<b>L.5.5 - One-on-One Sessions</b>	Following the overview session, confirming contractor teams will be given the opportunity to meet one-on-one with TSA representatives knowledgeable of the current environments and requirements to better understand TSA's underlying mission and technical environment. The purpose of these meetings is to allow confirming contractors to obtain and clarify information without disclosing proprietary or business confidential information to competitors. The government will schedule and hold these sessions at TSA Headquarters.

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<b>L.5.6 - Site Visits</b>	A site visit to the Baltimore Washington International airport will be offered to confirming contractors.
<b>L.6 Socio Economic Subcontracting Plan</b>	In accordance with FAR 52.219-9, Contractors who are not small businesses shall submit a Small Business and Small Disadvantaged Business Subcontracting Plan for each task order equal to or exceeding \$500,000.  As noted in Section M Evaluation factors, a factor in the selection and award of a task order from this competition will be the proposed opportunities for small, small disadvantaged, women-owned small business concerns, veteran-owned, disabled veteran-owned, and HUBZone small businesses.
<b>L.7 – Conflict Of Interest</b>	Any contractor(or member of its team (and/or subcontractor)) having a conflict of interest as defined under FAR Part 9.5 must identify the conflict as soon as it is known and provide a recommended mitigation plan. Mitigation plans are required whenever a competing contractor has had unequal access to non-public information regarding the TSA ITMS requirement and/or competition, or has assisted the Government in defining the TSA ITMS requirements or evaluation criteria.
<b>L.8 – Use of Non- Government Advisors</b>	The Government will use the following non-Government advisors in the evaluation process:  Acquisition Solutions, Inc., Chantilly, VA  These non-Government advisors will be authorized access to only that data and those discussions that are necessary to enable them to provide specific guidance on specialized matters or on particular problems. Contractors are required to provide any objection to disclosure to these non-Government advisors in writing before the date set for receipt of proposals and shall include a detailed statement of the basis for this objection. Each non-Government advisor will sign a nondisclosure certificate.
<b>Section M – Evaluation Factors for Award</b>	
<b>M.1 – AWARD ALL OR NONE BASIS</b>	The Government intends to award a task order to the Contractor whose task order proposal is identified as offering the best value solution. The Government intends to award a single task order as a result of this competition.  The Government reserves the right to not award a task order as a result of this competition, if in the opinion of the Source Selection Official (SSO), none of the submitted proposals would provide satisfactory performance.
<b>M.2 - BEST VALUE</b>	The Government plans to award a task order to the Contractor whose task order proposal represents the best value solution. The Source Selection Official (SSO) may reasonably determine that the superior solution/approach merits a higher price, and therefore represents the best value to the Government. The SSO, using sound business judgment, will base the selection decision on an integrated assessment of the task order proposal's relative capability as measured against the below evaluation factors.

<b>M.3 – EVALUATION BASIS</b>	The Government will evaluate the Contractor’s capability and approach to meet TSA’s objectives against the following evaluation factors.
<b>M.4 – Evaluation Factors Order of Importance</b>	<p>The evaluation factors are listed below:</p> <ul style="list-style-type: none"> <li>Factor 1 - TSA ITMS Technical/Management Solution/Approach</li> <li>Factor 2 – TSA ITMS Performance Metrics</li> <li>Factor 3 - Past Performance</li> <li>Factor 4 – Subcontracting and Socio Economic Business Participation</li> <li>Factor 5 - Cost/Price</li> </ul> <p>Factor 1, TSA ITMS Technical/Management Solution/Approach and Factor 2, TSA ITMS Performance Metrics are equal and each is significantly more important than Factors 3, Past Performance and Factor 4, Subcontracting and Socio Economic Business Participation. Factor 3 Past Performance is more important than Factor 4 Subcontracting and Socio Economic Business Participation. While the Cost/Price factor will be an important part of the integrated selection decision, the non-Cost/Price evaluation factors are significantly more important than the Cost/Price factor.</p> <p>However, Cost/Price will become increasingly important as proposal evaluation ratings for technical factors approach equal.</p>
<b>M.5.1– Factor 1: TSA ITMS Technical Management Solution and Approach</b>	<p>The technical/management solution/approach will be evaluated for its quality and evidence of the extent to which the Contractor’s solution will achieve TSA ITMS objectives. The evaluation will include an assessment that the solution adheres to sound engineering, design and management practices, and reflects an in-depth understanding of the program’s objectives, environment and constraints and is customer focused. Evidence of the quality of the technical/management solution/approach includes:</p> <ul style="list-style-type: none"> <li>(a) A comprehensive performance work statement and contract work breakdown structure that identifies the services to be delivered to meet the program and mission requirements set forth in the statement of objectives.</li> <li>(b) A sound technical proposal that clearly demonstrates how implementation of the proposed solutions will deliver timely, standard, stable, reliable, secure, flexible, responsive, compliant, and cost effective services to meet the needs of TSA and its stakeholders.</li> <li>(c) A sound partnering approach to management that demonstrates the ability to aggressively identify and apply information technology solutions to TSA’s business processes. The management approach provides: <ul style="list-style-type: none"> <li>▪ Highly qualified and experienced key personnel with a proven track record of success in providing large, enterprise-wide managed services under performance based arrangements.</li> <li>▪ Clear lines of communication between the Contractor’s team and the Government for timely problem identification, mitigation and resolution.</li> <li>▪ Active and continuing participation and involvement of senior corporate executives in ensuring the success of this program.</li> </ul> </li> <li>(d) The Contractor’s validated process and procedures that ensure high quality performance. E.g., ISO 9000 type or other quality certifications, Software Engineering Institute (SEI) Capability Maturity Model level three or higher certification for Software Development, additional SEI CMM certifications (e.g., systems engineering, acquisition, information assurance, and integration) etc.</li> </ul>
<b>M.5.3.2 –</b>	The offered performance metrics and service level agreements will be evaluated for the extent that

<b>Factor 2 TSA ITMS Performance Measures and Metrics</b>	<p>they are:</p> <ul style="list-style-type: none"> <li>(a) Comprehensive in their ability to quantify, measure, track, and report operational performance relating to both system and management performance as well as achievement of TSA's objectives and business results,</li> <li>(b) Identifying the highest level of service consistent with cost effectiveness,</li> <li>(c) Tied to performance incentives and disincentives that are directly related to meeting or exceeding mission critical performance metrics.</li> </ul>
<b>M.5.3.3 – Factor 3: Past Performance</b>	<p>The past performance evaluation will examine how the Contractors past and present performance validates expected performance and customer satisfaction for the TSA. In conducting the past performance assessment, the government may use data obtained from other sources as well as that provided in the task order proposal.</p> <p>A major discriminator for the past performance evaluation will be the Contractor's Gartner: Updated Full-Service Magic Quadrant © rating. Firms rated as "Leaders" will be rated significantly higher for past performance.</p> <p>The past performance evaluation will also examine the Contractor's actual performance on two (2) similar efforts. This review will focus on the size scope and complexity of the efforts, the performance measures/service levels applied, and the actual results achieved against those measures.</p> <p>Gartner, Research Note Markets Updated Full-Service Outsourcing Magic Quadrant, 15 March 2002©</p>
<b>M.5.3.4 – Factor 4: Subcontracting and Socio Economic Business Strategy</b>	<p>The proposed approach to subcontracting, including providing subcontracting opportunities for small, small disadvantaged, women-owned small business concerns, veteran-owned, disabled veteran-owned, and HUBZone small businesses will be evaluated, including the degree the subcontracting approach:</p> <ul style="list-style-type: none"> <li>(a) Indicates a systematic approach to continuously seek to identify the best sources of solutions and products to meet TSA objectives.</li> <li>(b) Includes meaningful goals to provide significant, but appropriate, opportunities for above noted socio-economic categories.</li> <li>(c) Integrates partners and subcontractors into the performance plan.</li> </ul>
<b>M.5.3.5 Factor 5: Price/Cost Evaluation</b>	<p>Each Contractor's cost / price proposal will be evaluated based on the following:</p> <ul style="list-style-type: none"> <li>(a) Evaluation of proposed price/cost</li> <li>(b) Reasonableness: Reasonableness will be established by the existence of adequate price competition and by comparing all, or a representative sample of the proposed prices/costs to industry average rates and/or rates from other contracts for similar work, etc.</li> <li>(c) Realism: A realism assessment will be accomplished by technical review and evaluation of the skill mix, specific hours, and material kinds and quantity for each identified CLIN/SubCLIN in the Contractor's proposed cost/price proposal. The intent of the evaluation is to determine whether the estimated proposed price/cost elements are realistic for the work to be performed; reflect a clear understanding of the requirements; and are consistent with the approach described in the Contractor's technical proposal.</li> <li>(d) Cost Risk: The Government will evaluate the risk associated with pricing schemes.</li> </ul> <p>Note: As the labor categories and composite labor rates under the ITOPII contract have already been determined fair and reasonable, they will be accepted under this task order proposal.</p>
<b>M.6 – Evaluation Rating</b>	<p>TSA ITMS ratings focus on the strengths and weaknesses of the Contractor's technical and management capability and solution as demonstrated by its written proposal and oral presentation. Assigned ratings will reflect the consensus developed by the evaluation panel's assessment of the proposed approach to accomplishing the TSA ITMS objectives</p>

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	<b>RATING</b>	<b>DEFINITION</b>
	BLUE	The Contractor's proposal offers approaches/solutions that when implemented, are expected to result in superior achievement of TSA's objectives with minimal risk. A "Blue" rating indicates that the proposal contains significant strengths and few or no weaknesses.
	GREEN	The Contractor's proposal offers approaches/solutions that if implemented, introduce moderate risk but is considered likely to produce performance results meeting TSA's objectives. A "Green" rating indicates that the proposed solution contains a number of strengths, but also some weaknesses.
	YELLOW	The Contractor's proposal offers approaches/solutions that if implemented, introduce a high risk that expected performance would achieve TSA's objectives. A "Yellow" rating indicates that the proposed solution contains strengths, but also significant weaknesses.
	RED	The Contractor's proposal offers approaches/solutions that if implemented, would introduce excessive risk making it highly unlikely that performance would meet TSA's objectives. A "Red" rating indicates that the proposed solutions while maybe presenting some strengths, also contains significant weaknesses.

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## **Attachment J – 1 — Service Level/Performance Metrics Format**

1. ITMS Objective:	SLA #:
2. Service Name:	
3. Service Description:	
4. Applicable Service Delivery Points:	
5. Levels of Service:	
6. Performance Category:	
7. Performance Measure Description:	
7 a. Who:	7 b. Frequency:
7 c. Where Measured:	7 d. How Measured:
8. Performance Standard/Level of Service	
9. Incentive/Disincentive:	

Instructions for completing each numbered block:

1. Identify the specific TSA ITMS objective(s) related to the service to be measured and the proposed SLA Number.
2. Provide a brief name for the service to be measured.
3. Briefly and concisely describe the service to be performed.
4. Identify where the service is to be delivered.
5. Identify how many levels of service apply and what they are (e.g., (1) routine, (2) critical).
6. Identify the category of performance (e.g., availability).
7. Describe what will be measured and the scope of measurement (e.g., measured from where to where and what the measurement includes).
  - a. Identify the organizational element responsible for measuring the service.
  - b. Identify how often the service is measured, summarized, and reported.
  - c. Identify where the service is measured.
  - d. Identify how the service is measured.
8. Identify the performance standard (level of performance) being proposed (e.g., 95% if the category is “availability”).
9. Provide a narrative description (and sample calculations) of the incentive/disincentive applicable to exceeding/not meeting the specified service level.

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## Attachment J – 2 — Quality Recognition and Certification Profile Form

Instructions: Identifying only quality recognition and certifications awarded to the **prime Contractor only**, complete the below form. *Attach a copy of the official notification or certificate for every recognition/certification claimed. The official document should clearly indicate the prime contractor as the recipient of the recognition or certification.*

<b>Contractor Name:</b>		
<b>Name of the Quality Recognition Or Certification</b>	<b>Issuing Activity</b>	<b>Contact Information: Name, Address, Telephone Number</b>

## **Attachment J – 3 — Recommended Oral Presentation Topics**

<b>ORAL PRESENTATIONS</b> The Contractor Should Plan to Discuss the Following Topics:.	
<b>TOPIC 1</b>	<b>TECHNICAL AND MANAGEMENT APPROACH/SOLUTIONS</b>
<p>The presentation should include the following:</p> <ul style="list-style-type: none"> <li>Identify your technical and management approach/solution for meeting stated TSA ITMS’s objectives. The discussion should clearly identify your technical/management solution including the proposed products, services, the resources used to deliver as well as the support methodology.</li> <li>Identify your approach to ensure that delivered service provides technology that is timely, standard, stable, reliable, secure, flexible, responsive, compliant and cost effective in meeting the needs of TSA and its stakeholders.</li> <li>Discuss your knowledge of the current and future TSA information technology (IT) environment and how you will use your corporate capabilities to support and improve TSA business processes.</li> <li>Identify your approach to utilizing a partnering concept in performance of the contract, including how your management approach will ensure open response and direct lines of communication.</li> <li>Identify schedule, technical and management risks and how you will mitigate risk for the described approach/solutions.</li> <li>Successful performance of this contract will require a close relationship with associate contractors working within TSA and for other agencies. Describe your approach to interfacing and collaborating with other contractors to achieve TSA performance objectives.</li> </ul>	
<b>TOPIC 2</b>	<b>PERFORMANCE METRICS APPROACH/SOLUTIONS</b>
<p>The presentation should include the following:</p> <ul style="list-style-type: none"> <li>Identify and discuss each of the performance measures, metrics and/or service level agreements proposed for TSA ITMS. Discuss why they were selected, where the “bar” is set for performance and why you believe it is important to measure the selected characteristic.</li> <li>Describe the process for determining key performance measurement for critical processes and how in total they represent a comprehensive measurement system to identify critical aspects of system and management performance.</li> <li>Describe your understanding of the linkage of identified performance metrics to achievement of the TSA ITMS Statement of Objectives.</li> <li>Describe your approach to sharing risk under this effort including use of incentive and disincentive plans.</li> <li>Describe specific actions being proposed that demonstrates your commitment to success of this program.</li> <li>Describe your approach to continuously improving performance including identification of new/revised performance metrics as well as corrective actions for substandard performance.</li> </ul>	



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<b>TOPIC 3</b>	<b>PAST PERFORMANCE</b>
<ul style="list-style-type: none"> <li>Identify your Gartner: Updated Full-Service Magic Quadrant© rating.</li> <li>Discuss two cases where the proposed approach to service delivery using a performance measurement approach/solution has successfully been applied by your company acting as prime contractor.</li> </ul>	
<b>TOPIC 4</b>	<b>SUBCONTRACTING AND SOCIO-ECONOMIC BUSINESS STRATEGY</b>
<p>The presentation shall include:</p> <ul style="list-style-type: none"> <li>A discussion of your approach to ensure that new technology and solutions will be provided throughout the term of this task order.</li> <li>A discussion of the your subcontracting plan. The plan must identify your specific subcontracting goals for small, small disadvantaged, women-owned small business concerns, veteran-owned, service disabled veteran-owned, and HUBZone small businesses.</li> <li>Identify the functional areas of expertise you plan to target to satisfy your subcontracting or teaming requirements.</li> <li>Discuss how you will tie your partner/subcontractors into your performance plan.</li> </ul>	
<b>TOPIC 5</b>	<b>PRICE/COST</b>
<p>The presentation shall include:</p> <ul style="list-style-type: none"> <li>A discussion of your approach to pricing the effort including examples of how the pricing is to be applied.</li> <li>A discussion on how contract flexibility has been built into the pricing scheme.</li> <li>A discussion of how the Government will be confident that prices are fair and reasonable throughout the life of this agreement. (e.g. benchmarks, most favored customer pricing provisions/guarantees, etc.)</li> </ul>	

## **Attachment J – 4 — TSA ITMS Statement of Objectives**

### **Transportation Security Administration Information Technology Managed Services Statement of Objectives**

#### **1.0 Overview**

The Transportation Security Administration (TSA) is conducting a task order competition to enter into a potential \$1 billion information technology managed services arrangement (up to 7 years) for the delivery of a wide range of Information Technology outsourcing services to support the Department's information processing, IT security, telecommunications, and other related information technology requirements. This statement of objectives identifies the Transportation Security Administration's Information Technology Managed Services program's major goals and overarching performance objectives.

As all concerned with the security of this nation are undoubtedly aware, the Transportation Security Administration was established in response to the terrible tragedy of 9/11/01. Congress passed, and President Bush signed the Aviation and Transportation Security Act, P.L. 107-71 establishing TSA and mandating improvements in securing the nation's transportation systems.

President Bush has set a clear goal for TSA: Every American has the right to expect a secure, accessible, affordable and reliable transportation system. While TSA's first year's efforts are focused on securing the air transportation system, its larger mission is to protect the nation's entire transportation system (e.g., rail, highways, transit, maritime and pipeline, etc.) to ensure freedom of movement for people and commerce.

It is well understood that meeting the information technology requirements of a newly formed, highly dynamic organization represents an enormous task. As a new agency, TSA faces many challenges. Not the least of these tasks is to quickly establish IT and telecommunication infrastructure support and services for the potential 67,000 employees at various locations including: headquarters, over 400 airports, 21 field offices, the TSA Command Center, and yet to be identified locations and customers. As such, TSA's Associate Under Secretary for the Office of Information Technologies, requires a world-class contractor to provide a comprehensive, enterprise-wide information technology managed services solution to assist TSA in meeting its responsibilities under Federal legislation and executive orders.

A key underpinning of this effort is the understanding that contractor-provided information technology and telecommunication services are not the total product being acquired. There exist a large number of companies who can provide personal computers, laptops and data services hooked up to telecom and local area networks. Commonly referred to as a "seat," the focus of that arrangement has primarily been on the operation of the computer equipment and not how the application of information technology enhances the performance of the organization.

Under the TSA Information Technology Managed Services effort, it is understood that the information technology services being delivered are enablers and do not represent in totality what TSA is acquiring through this task order. Rather than focus entirely on performance of a seat, or data center, TSA desires that the winning contractor also bring a mission focus that not only provides highly effective, secure and reliable computing resources, but also continuously identifies methods for applying information technology to improve TSA's mission performance. TSA desires a contractor that brings not just seats, but the expertise to identify, implement, and manage the most effective and efficient application and use of information technology, to meet TSA's mission.

## **2. Task Order Scope**

The TSA Information Technology Managed Services (ITMS) task order effort encompasses the full range of information processing and telecommunications services required to meet TSA's responsibilities under Federal legislation and executive orders. The estimated value of this task order over its potential 7 year life is \$1 billion.

As ordered, the contractor is responsible for providing all necessary information technology and telecom (e.g., hardware, software (operating and application), servers, security capability, (e.g., meeting SBU/Law enforcement sensitive and classified standards), wireless devices/capabilities, PDAs, land mobile radios, data center services, (including continuity of operation), WAN/LAN, voice and data telecom, and services, application development and maintenance, help desks, business process reengineering, etc.), and program management to meet or exceed TSA's ITMS program objectives.

This effort will include the full range of services needed to analyze requirements, develop and implement recommended solutions, and operate all IT products and services needed to "stand up," as well as maintain, information technology and telecommunication services for TSA. This includes taking the "as is" state and providing the winning contractor's "to be" solution. (Note: while the current organization has limited information technology infrastructure in place, it must be considered and accommodated in providing the final solution.) As such, TSA requires, under an information technology managed services arrangement, information technology, telecommunications, and related services to provide and manage an architecture and information technology infrastructure that is timely, standard, stable, reliable, secure, flexible, responsive, compliant, and cost effective in meeting needs of TSA and its stakeholders.

Further, given the pace of change in the information technology and telecommunications marketplace, it is impossible to anticipate how individual TSA requirements – and, indeed, how the marketplace – will evolve over the life of the contract. The TSA ITMS scope is intended to accommodate advances in technology that will allow it to continue to improve TSA's mission performance. Throughout the life of this agreement, the TSA ITMS Contractor is encouraged to seek ways to incorporate innovative and emerging technologies that, in the most economic and efficient manner and with a view to return on investment objectives, improve both information technology system performance and (more importantly) support and improve TSA's mission performance.

## **2.0 Partnering Philosophy**

A major intent of this Statement of Objectives is to create a “partnership” between TSA and the contractor. TSA intends to structure the contract in a manner that ensures that the contractor’s goals and objectives are in alignment with those of the agency. Superior performance on the contractor’s part will directly and indirectly link to superior TSA mission accomplishment through the economic and efficient use of information technology. Within the context of the TSA/contractor partnership, TSA does not use the terms “partner” and “partnership” as legal terms. The TSA/contractor partnership will reflect the attributes of an open, collaborative, and customer-oriented professional relationship. In addition to meeting program objectives, the contractor is encouraged to:

- a) Consistently take steps to understand TSA’s crucial business issues and opportunities.
- b) Share the risks and responsibilities of joint implementations and initiatives.
- c) Ensure its products and services deliver tangible and meaningful business benefits.
- d) Work collaboratively with other contractors, government agencies, and business partners to ensure project success.
- e) Resolve the complexities and difficulties that are characteristic of implementing, integrating, maintaining, and securing mission-critical IT systems and solutions.
- f) Periodically measure and forecast capacity and systems growth in sync with TSA capital planning requirements and constraints.

Under a performance-based contract structure, performance metrics and service level agreements will be used extensively to monitor the performance of this contract. TSA’s Office of Information Technologies (OIT) and the winning contractor will baseline and monitor progress using agreed-to performance metrics and service level agreements.

## **4.0 TSA Information Technology Managed Services Program Objectives**

The objective of TSA’s ITMS requirement is to quickly, efficiently, effectively, and economically provide and maintain a standard Information Technology platform and infrastructure to support TSA employees in meeting TSA’s mission. As such, the objective of this requirement is to:

- a) Receive under a performance-based arrangement, highly reliable, and secure, IT managed services and support that meets or exceeds customer requirements and expectations.
- b) Establish a partner-focused working relationship with TSA.
- c) Continuously seek ways to apply information technology to improve TSA mission performance.
- d) Throughout the life of this effort, demonstrate improved performance, reliability, security, and reduced cost of the delivered service.
- e) Given the dynamics of establishing a new agency, establish a contract arrangement that easily accommodates change.

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- f) Maintain the highest level of service consistent with cost effectiveness. Be able to provide audit and oversight activities convincing proof that TSA is receiving superior service at a fair and reasonable price.
- g) Provide an effective and efficient management information system that provides insightful, accurate and timely information and data on program status and performance reporting.
- h) Develop, implement, and maintain appropriate inventory, security, quality control, architecture standards, and reporting requirements.
- i) Develop and provide a system that supports TSA's compliance with Government standards and requirements (e.g., Clinger-Cohen architecture and program oversight, security, etc).
- j) Receive appropriate data rights as well as cooperation for any transition to another provider, to ensure continuity of service in unlikely event of contract termination, or upon contract re-competition.
- k) Effectively utilize subcontract and teaming arrangements, including use of small, small disadvantaged, women-owned, veteran-owned, HUBzone and service-disabled veteran businesses.

## **5.0 TSA Strategic Objectives**

Through the effective, efficient and economic application of information and telecommunication technologies, the TSA ITMS acquisition will support TSA's strategic goals. The Transportation Security Administration's mission is to protect the Nation's transportation systems to ensure freedom of movement for people and commerce. Its vision is to continuously set the standard for excellence in transportation security through its people, processes and technologies

The Transportation Security Administration is responsible for:

- a) Security relating to civil aviation and all other modes of transportation within the DOT, including transportation facilities;
- b) Federal security screening operations for air transportation;
- c) Managing and carrying out program and regulatory activities, including administering laws and promulgating and enforcing security-related regulations and requirements in all modes of transportation, including at transportation facilities;
- d) Receiving, assessing, coordinating and distributing intelligence information related to transportation security;
- e) Developing, coordinating and carrying out plans to discover, prevent and deal with threats to transportation security;
- f) Identifying and undertaking research and development activities related to enhancing transportation security; and
- g) Coordinating domestic transportation, including aviation, rail, and other surface transportation, and maritime transportation (including port security) and overseeing all

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transportation-related responsibilities of the Federal Government, other than the Department of Defense and the military departments, during a national emergency.

To meet those mission responsibilities TSA will:

- a) Meet all Congressionally mandated deadlines to “stand up” the organization.
- b) Improve the safety of the traveling public.
- c) Increase customer satisfaction of the traveling public.
- d) Increase the number of travelers in the system.
- e) Implement world-class security measures along with world-class customer service.
- f) Protect not only passengers, cargo, and people working in and moving through airports, but also physical assets such as aircraft and terminal facilities.
- g) Ensure public trust.

#### **6.0 TSA Associate Under Secretary, Office of Information Technologies Responsibilities**

The TSA Associate Under Secretary, Office of Information Technologies, serves as the principal advisor to the TSA Under Secretary on all TSA’s technology, research and all information system matters. Under the executive direction of the TSA Under Secretary, the TSA Associate Under Secretary, Office of Information Technologies:

- a) Administers all life-cycle acquisition activities involving TSA technology programs.
- b) Administers all life-cycle acquisition activities involving TSA Information Systems.
- c) Coordinates with TSA system sponsors and strategic management to ensure operational and strategic requirements are addressed.

Included in these responsibilities is meeting the requirements of laws and regulations regarding the planning, budgeting, management/oversight and disposal of information technology resources (e.g., Clinger Cohen).

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## Attachment J – 5 — Past Performance Data

Complete one sheet for each reference:

Program or Task Order Title				
Customer Name				
Customer Address	Street			
	City/State			
	Zip			
Telephone and Fax	Tel.		Fax	
Points of Contact	Contractual		Program Manager	
	Name		Name	
	Title		Title	
	Organization		Organization	
	Address		Address	
	Tel.		Tel.	
	Fax		Fax	
	Email		Email	
Contract Type				
Period of Performance	Project Start Date			
	Original Completion Date			
	Estimated/Actual Completion Date			
	Explanation of Delay if Applicable			
Program Description (size, scope and complexity):				
Contract Value	Original Value			
	Current Value			
	Estimated/Actual Completion Date			
	Explanation of Cost Growth			

Respondents shall also provide the latest version of any service level agreements (SLAs) or performance standards that were applied to the identified programs. The service level agreements or performance standards should be specific and show the target performance levels that are set forth under the applicable contracts.

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A copy of performance ratings shall be provided showing the performance results achieved by the prospective offeror for the latest contract rating period. (Performance ratings should be signed by the customer's program manager, contract administrator or other appropriate official indicating that the ratings and descriptions are accurate and complete.)