

Request for Quote

Department of Homeland Security
Services for Enabling Agile Delivery (SEAD)

HSSCCG-17-Q-00197

LINE ITEM STRUCTURE

The government estimates, but does not guarantee, the volume of BPA orders under the entire BPA program will be approximately $300 million distributed over the five year period for the BPAs. This is not a ceiling amount and the accumulated value of BPA orders issued under these BPAs may exceed this amount without modification to any of the BPAs.

There is no guaranteed minimum nor is the government obligated for the estimated amount. Obligations shall occur at the BPA order level and in the amounts identified per BPA order.

BPA orders shall be awarded and administered by duly appointed contracting officers assigned to DHS or its components.

See attachment for price lists.

STATEMENT OF WORK

1. Overview

Department of Homeland Security (DHS) and its components are seeking services that will assist our united organizations in best practices and solutions that enable Agile delivery. The government requires Agile experts with strong technical backgrounds to serve as leading contributors to the successful implementation of next generation web-based applications and systems infrastructure, focusing on automation, availability and performance, and efficiency at scale. The government expects delivery and implementation of reliable and resilient continuous delivery solutions to the DHS component project teams and to build quality into the code by finding defects as they are created but not when they are reported.

Services for Enabling Agile Delivery (SEAD) is required to assist programs in researching and implementing emerging technology and development methods and recommend its applicability to DHS components. The SEAD requirement requires extensive ability and hands-on mentorship and teaching in the use of continuous delivery technology and Agile/lean processes. The SEAD team will immerse themselves in existing Agile teams and apply innovative thinking in novel and unique situations and to increase the adoption of Agile and continuous delivery within DHS components.

2. Background

DHS has embarked on the adoption of sustainable Agile frameworks that will deliver software and infrastructure capabilities in a consistent and reliable manner to improve all the services that the agency delivers. As new frameworks continue to evolve, DHS must become more diverse in response to business needs, and impacts beyond IT. The scaling of this evolving framework is necessary for continued delivery of successful projects throughout the IT organization.

Currently, most DHS programs use Scrum and Lean Kanban based Agile processes. DHS components product and business owners will work together with the SEAD contractors and other teams to develop product and release backlogs, estimate user stories, and establish acceptance criteria. The government will adopt practices and processes from a variety of Agile development and delivery methodologies such as, but not limited to, Kanban, Scrum, Scaled Agile Framework (SAFe), extreme programming (XP), Lean, DevOps and DevSecOps. The SEAD contractor shall be expected to build and monitor the teams' capabilities, to ensure successful adoption of these approaches and identify areas for improvement.

Many DHS component technical landscapes are shifting from either custom developed or proprietary Commercial Off the Shelf (COTS) based technology to a new architecture that will leverage open source and microservices. Federal employees and other contractors will be implementing this architecture using DHS development and test environments, including but not limited to Data Center 1 (DC1), Data Center 2 (DC2) and cloud-based environments such as Amazon Web Services (AWS).

3. Scope

The proposed BPAs for Agile delivery support will allow DHS components to acquire hands-on coaching services in design and use of modern development techniques and best practices to better align with the DHS Digital Strategy.

The development of DHS-wide training classes is not included in the scope. That activity is covered in a separate contract.

This BPA scope does not include development of actual systems and is restricted to coaching in support of government projects executed through government personnel or other contractors.

If a SEAD contractor assists in the development of requirements, that SEAD contractor is then precluded from bidding or performing the work competed from those requirements.

Contractors shall provide high performing, skilled development, business, and enterprise support. Critical elements required shall be:

- Expert-level communication skills
- Advanced demonstration of technical skills and proficiency
- Skilled time box/sprint estimation and planning skills
- Forward leaning innovation and creativity in problem solving
- Demonstrated expertise in organizational change processes and management
- Services that align with the U.S. Digital Services Playbook (https://playbook.cio.gov), be familiar with the concepts in each play, and emphasize them in their approaches and support.
- Demonstrated ability to incorporate agile expertise within the technical landscape to be described at the task order level.

The BPAs will provide teams and individuals at the appropriate security clearance level as

defined in individual orders. This is not a classified requirement. The specific security clearance level requirements for each team member will be defined by DHS components at the order level.

The following list provides examples of support that is within scope:

3.1 Enterprise Coaching

In this task area, the contractor will provide services that assist in organizational and cultural change as a result of adopting Agile principles and practices.

a) The contractor will work within all levels of an organization to increase the adoption of an Agile mindset and ensure executive buy-in, serving as a trusted partner and guide to government personnel and other contractors, providing practical advice on Agile adoption with hands-on guidance.
b) The contractor will be part of an ecosystem, encouraging team innovation and collaborating with federal employees and other contractors, in a team based Agile approach, to create a collaborative culture focused on delivering mission value in the most effective and efficient process possible.
c) The contractor will advise and/or assist in implementing recommendations for strategic direction as it pertains to Agile development processes and practices improvements, and new practices that would support the improved delivery within each agency.
d) The contractor will assist organizations to understand their own Agile maturity and readiness for Agile adoption.
e) The contractor will help shape the agency's operating model for Agile adoption by providing mentorship, education as well as developing/delivering guidance and instruction documentation.
f) To drive organizational change, the contractor will leverage concepts such as value teams and enterprise agility to identify gaps inherent within processes and culture that could hinder the success of Agile adoption.
g) The contractor will continuously observe and assess agency and program adoption of Agile practices.
h) The contractor will make recommendations on a regular and/or as-needed basis to the agency's IT leadership that describe how the organization can attain mastery of Agile best practices.
i) The contractor will develop a lightweight continuous improvement process designed to provide enterprise visibility on progress and success of the program.
j) The contractor will assist in the development of program performance measures and help tie those measures into overall government IT goals.

3.2 Process Coaching

In this task area, the contractor will provide services that focus on Agile processes and practices at the team or program level.

a) Whenever possible, the contractor will facilitate Agile ceremonies that the team is adopting and executing.
b) The contractor will help agency programs to develop, document, and implement Agile practices that are situationally appropriate.

c) The contractor will provide mentorship, education as well as developing/delivering guidance and instructions documentation to enable program personnel in defining the organization's Agile processes, such as facilitating Agile ceremonies, backlogs grooming, Agile project management, and developing user stories.
d) The contractor will then assist program personnel in applying and adapting those Agile processes throughout the program.
e) The contractor will assist teams in defining and adopting best Agile practices in development, requirements management, testing, and deployments while being a primary contributor in the development of Agile policies, practices and processes.
f) The contractor will assist teams in shepherding change in the spirit of continuous improvement while drawing best practices from the various Agile methodologies and provide hands-on mentoring in the implementation of Agile practices and processes to address emergent needs.
g) The contractor will identify and report risks and issues, on a regular and/or as-needed basis, that constrain Agile teams from effectively and quickly delivering functionality that adds business value to the organization.
h) The contractor will use organization, technical, and soft skills to create and implement the lightweight frameworks while ensuring DHS component agency team ownership of the approach and processes.

3.3 Technical Coaching

In this task area, the contractor will provide technical coaching that promotes repeatable, sustainable and maintainable solutions for the continuous delivery of software.

a) The contractor will help align the agency with new development methods, platform engineering, continuously evolving development patterns and technology, and implementation planning, such as XP, TDD, BDD, DevOps and DevSecOps.
b) The contractor will provide support to build team technical capability within DHS components for code development, automated testing and frameworks, continuous delivery/continuous integration, by guiding engineers on Agile technical best practices and emerging technology and tools.
c) The contractor will provide support that promotes technical best practices through paired programming, knowledge sharing, and collaboration, within the team(s) for implementation.
d) The contractor will evaluate technical standards and policy, provide recommendations and assist with the implementation of those technical standards throughout the IT organization.
e) The contractor will assist IT programs and organizations to identify technical solutions that will the increase the agency's resilience to cyber risks and assist in applying and adapting cybersecurity solutions within the organizations Agile framework.
f) The contractor will provide mentorship, education and developing/delivering guidance and instruction documentation for the organization's evolving technical platform, automation framework, and emerging technology.
g) The contractor will assist program personnel in applying and adapting these technical concepts, platforms and frameworks throughout the organization.

4. Key Personnel

The contractor shall identify a Program Manager (PM) who shall provide centralized administration of all work performed under this BPA. The PM, at a minimum, is required to participate in quarterly Program Management Reviews (PMRs). PMRs will be scheduled by the BPA Contracting Officer's Representative (COR). The government will provide the PMR agenda and presentation requirements to the contractor at least one (1) week prior to each PMR. During these reviews, the contractor shall report on the status of BPA orders and any outstanding issues concerning the BPA, as well as any other topics as requested by the COR.

If Key Personnel are required at the BPA order level, their professional and educational requirements will be defined by the requesting agency.

5. Deliverables

The contractor shall provide a status of orders on a quarterly basis to the COR. The status shall, at a minimum, consist of the following: order number, ordering activity, description of services, total dollar amount, periods of performance, and government point of contact.

If required, deliverables, deliverable schedules and deliverable inspection/acceptance will also be defined at the BPA order level.

6. Order Administration Data

BPA orders will be administered by the ordering office. For each BPA, an administering contracting officer, in conjunction with a contract administrator and COR, shall monitor contractor performance. BPA orders shall be administered by the requiring office that places the order in accordance with their policies and procedures. The COR appointed for each order will manage the order's technical aspects by maintaining oversight.

PERIOD OF PERFORMANCE AND AWARD TYPE

The period of performance for these BPAs shall be five 12-month ordering periods for a total of 60 months per BPA. The contracting officer shall review each BPA at a frequency of no less than 12 months in order to determine whether the BPAs are still effective, represent the best value to the government, and if estimated quantities have been exceeded and whether additional price reductions can be obtained. BPA orders may include option periods, but shall not extend more than twelve (12) months after the last ordering period available. The GSA schedule contract for BPA holders must be valid for the duration of the BPA and a period of 12 months past the end of the last ordering period.

Each BPA shall allow for BPA orders that are firm fixed price, time and material, labor hour, or a combination of the types. Pricing will be based on fixed prices and labor rates attached to each BPA. Materials, such as travel, may be purchased at cost. Any travel will be reimbursed in accordance with the Federal Travel Regulations and FAR 31.205-46.

PLACE OF PERFORMANCE

Place of performance instructions will be provided with each BPA order placed against a BPA. Services shall be performed inside the United States. Performance may be required either at government facilities or at contractor operated facilities, although it is anticipated that performance shall occur primarily at government facilities.

OBLIGATION OF FUNDS

The BPA does not obligate any funds. Funds will be obligated by placement of individual BPA orders. The government is obligated only to the extent of orders placed under the established BPA by personnel authorized to do so.

ORDER PLACEMENT

The solicitation and placement of BPA orders under the BPAs is not guaranteed. All BPA orders shall be placed by a warranted contracting officer.

Contractors shall submit a response on all BPA order requests for quote. If a contractor does not intend to submit a quote on a BPA order request for quotes, the contractor shall place a "No Bid" and shall include a brief explanation as to the reason for the "No Bid."

All BPA orders must follow the ordering procedures of FAR 8.405-3(c)(2) and (3) and, if limiting sources, FAR 8.405-6.

For time-and-materials and labor-hours orders, BPA order contracting officers shall follow the procedures in FAR 8.404(h).

INVOICES

Invoices shall be submitted to the address specified on individual BPA orders. In the event of any inconsistency between the provisions of these BPAs and the contractor's invoice, the provisions of these BPAs shall take precedence. Each invoice shall contain sufficient detail to show allocation of contractor employee time to specific work tasks. Any materials invoiced against an order (such as travel) shall be approved by the government prior to execution by the contractor. Documentation supporting any material purchases shall be submitted with the invoice covering the period in which the materials were purchased.

OFF-RAMPING (BPA Cancellation)

The government reserves the unilateral right to cancel a BPA if it is determined to be in the government's best interest. Examples of why the government may elect to cancel a BPA include but are not limited to the following:

1. Contractors who fail to maintain BPA awarded labor categories on the contractor's GSA Schedule.
2. Contractors Debarred, Suspended, or Ineligible as defined in FAR 9.4.
3. Contractors who fail to consistently provide a response to Requests for Quote.

4. Contractors who fail to complete BPA order objectives.
5. Contractors who fail to maintain a GSA Schedule contract.

The BPA is not a contract. Either the administering contracting officer or a BPA holder may cancel the BPA upon 30 days' written notice to the other party. The placement of BPA orders is not guaranteed.

If a contractor's GSA contract expires or is cancelled, their BPA shall also be cancelled. Upon cancellation of a BPA, no new orders shall be awarded after the effective date of the cancellation. However, BPA cancellation does not release the BPA contractor from the duty to continue performance on existing orders or complete BPA level reporting requirements. Ongoing BPA orders shall continue in accordance with their own periods of performance provided the contractor's GSA schedule contract remains valid.

ON-RAMPING (New BPA awards)

The government reserves the right to reopen this RFQ in order to establish additional BPAs if the contracting officer determines it to be in the best interest of the government. Reopening the solicitation may be conducted in order to increase competition or achieve other government interests or requirements.

The reopening of the solicitation (on-ramping) shall be achieved via a solicitation amendment through GSA eBuy. The amended solicitation may have a reduced term in order to permit co-termination of any new BPAs with existing BPAs in the SEAD portfolio. It is the government's intent to evaluate quotes received in response to the reissued/reopened BPA RFQ in accordance with the evaluation factors in this original BPA RFQ; those evaluation factors and other instructions if any shall be detailed in the reissued/reopened RFQ. Quoters responding to the reissued/reopened BPA RFQ shall have a valid GSA schedule contract for the duration of the proposed BPA term and a period of 12 months beyond the end of the last ordering period. Quotes submitted in response to the solicitation amendment for on-ramping must be rated equal to or higher than the lowest rated contractor originally awarded a BPA in order to be considered for an award. Quotes submitted in response to a previous solicitation shall not be evaluated. Contractors must respond to the solicitation amendment in order to be considered for an on-ramp award.

SECURITY

See Attachments Safeguarding of Sensitive Information and Information Technology Security and Privacy. Additional security clauses may be included at the BPA order level.

CLAUSES

All terms and conditions of the contractor's awarded GSA Schedule 70 contract shall apply to the BPA and BPA orders issued against their BPA. The terms and conditions of the contractor's GSA Schedule 70 contract shall prevail over the BPA and all BPA orders, except to the extent that lower prices in the established BPA shall take precedence over higher prices in the contractor's GSA Schedule 70 contract. The terms and conditions of this

BPA shall apply to all purchases made pursuant to it. In the event of an inconsistency between the provisions of the BPA and any terms and conditions contained in a BPA order, the provisions of this BPA will take precedence. Delivery terms shall be established on individual BPA orders.

CLAUSES INCORPORATED BY REFERENCE

52.204-15	**Service Contract Reporting Requirements for Indefinite-Delivery Contracts (Oct 2016)**
52.209-10	**Prohibition on Contracting with Inverted Domestic Corporations (Nov 2015)**
52.227-14	**Rights in Data – General (May 2014)**
52.233-1	**Disputes (May 2014)**
52.233-3	**Protest After Award (Aug 1996)**
3052.215-70	**Key Personnel or Facilities (Dec 2003)** ***Fill in: "BPA Program Manager (PM)"***

CLAUSES INCORPORATED BY FULL TEXT

52.252-2 **Clauses Incorporated by Reference (Feb 1998)**

This contract incorporates one or more clauses by reference, with the same force and effect as if they were given in full text. Upon request, the Contracting Officer will make their full text available. Also, the full text of a clause may be accessed electronically at this/these address: http://farsite.hill.af.mil/vffara.htm.

3052.204-71 **Contractor Employee Access (Sep 2012)**

(a) *Sensitive Information,* as used in this clause, means any information, which if lost, misused, disclosed, or, without authorization is accessed, or modified, could adversely affect the national or homeland security interest, the conduct of Federal programs, or the privacy to which individuals are entitled under section 552a of title 5, United States Code (the Privacy Act), but which has not been specifically authorized under criteria established by an Executive Order or an Act of Congress to be kept secret in the interest of national defense, homeland security or foreign policy. This definition includes the following categories of information:

(1) Protected Critical Infrastructure Information (PCII) as set out in the Critical Infrastructure Information Act of 2002 (Title II, Subtitle B, of the Homeland Security Act, Public Law 107-296, 196 Stat. 2135), as amended, the implementing regulations thereto (Title 6, Code of Federal Regulations, Part 29) as amended, the applicable PCII Procedures Manual, as amended, and any supplementary guidance officially communicated by an authorized official

of the Department of Homeland Security (including the PCII Program Manager or his/her designee);

(2) Sensitive Security Information (SSI), as defined in Title 49, Code of Federal Regulations, Part 1520, as amended, "Policies and Procedures of Safeguarding and Control of SSI," as amended, and any supplementary guidance officially communicated by an authorized official of the Department of Homeland Security (including the Assistant Secretary for the Transportation Security Administration or his/her designee);

(3) Information designated as "For Official Use Only," which is unclassified information of a sensitive nature and the unauthorized disclosure of which could adversely impact a person's privacy or welfare, the conduct of Federal programs, or other programs or operations essential to the national or homeland security interest; and

(4) Any information that is designated "sensitive" or subject to other controls, safeguards or protections in accordance with subsequently adopted homeland security information handling procedures.

(b) "Information Technology Resources" include, but are not limited to, computer equipment, networking equipment, telecommunications equipment, cabling, network drives, computer drives, network software, computer software, software programs, intranet sites, and internet sites.

(c) Contractor employees working on this contract must complete such forms as may be necessary for security or other reasons, including the conduct of background investigations to determine suitability. Completed forms shall be submitted as directed by the Contracting Officer. Upon the Contracting Officer's request, the Contractor's employees shall be fingerprinted, or subject to other investigations as required. All Contractor employees requiring recurring access to Government facilities or access to sensitive information or IT resources are required to have a favorably adjudicated background investigation prior to commencing work on this contract unless this requirement is waived under Departmental procedures.

(d) The Contracting Officer may require the Contractor to prohibit individuals from working on the contract if the Government deems their initial or continued employment contrary to the public interest for any reason, including, but not limited to, carelessness, insubordination, incompetence, or security concerns.

(e) Work under this contract may involve access to sensitive information. Therefore, the Contractor shall not disclose, orally or in writing, any sensitive information to any person unless authorized in writing by the Contracting Officer. For those Contractor employees authorized access to sensitive information, the Contractor shall ensure that these persons receive training concerning the protection and disclosure of sensitive information both during and after contract performance.

(f) The Contractor shall include the substance of this clause in all subcontracts at any tier where the subcontractor may have access to Government facilities, sensitive information, or resources.

(End of clause)

3052.209-73 **Limitation of Future Contracting (Jun 2006)**

(a) The Contracting Officer has determined that this acquisition may give rise to a potential organizational conflict of interest. Accordingly, the attention of prospective quoters is invited to FAR Subpart 9.5--Organizational Conflicts of Interest.

(b) The nature of this conflict is a prohibition on the development of DHS-wide training classes or the development of actual systems.

(c) The restrictions upon future contracting are as follows:

(1) If the Contractor, under the terms of this contract, or through the performance of tasks pursuant to this contract, is required to develop specifications or statements of work that are to be incorporated into a solicitation, the Contractor shall be ineligible to perform the work described in that solicitation as a prime or first-tier subcontractor under an ensuing DHS contract. This restriction shall remain in effect for a reasonable time, as agreed to by the Contracting Officer and the Contractor, sufficient to avoid unfair competitive advantage or potential bias (this time shall in no case be less than the duration of the initial production contract). DHS shall not unilaterally require the Contractor to prepare such specifications or statements of work under this contract.

(2) To the extent that the work under this contract requires access to proprietary, business confidential, or financial data of other companies, and as long as these data remain proprietary or confidential, the Contractor shall protect these data from unauthorized use and disclosure and agrees not to use them to compete with those other companies.

(End of clause)

(The section below will be removed after award)

PROVISIONS INCORPORATED BY REFERENCE

52.209-2 **Prohibition on Contracting with Inverted Domestic Corporations – Representation (Nov 2015)**

52.212-1 **Instructions to Offerors – Commercial Items (Jan 2017)**

52.216-31 **Time-and-Materials/Labor-Hour Proposal Requirements— Commercial Item Acquisition (Feb 2007)**

PROVISIONS INCORPORATED BY FULL TEXT

52.233-2 **Service of Protest (Sep 2006)**

(a) Protests, as defined in section 33.101 of the Federal Acquisition Regulation, that are filed directly with an agency, and copies of any protests that are filed with the Government Accountability Office (GAO), shall be served on the Contracting Officer (addressed as follows) by obtaining written and dated acknowledgment of receipt from

Department of Homeland Security
USCIS Office of Contracting
ATTN: Contracting Officer
70 Kimball Avenue
South Burlington, VT 05403

(b) The copy of any protest shall be received in the office designated above within one day of filing a protest with the GAO.

(End of provision)

52.252-1 **Solicitation Provisions Incorporated by Reference (Feb 1998)**

This solicitation incorporates one or more solicitation provisions by reference, with the same force and effect as if they were given in full text. Upon request, the Contracting Officer will make their full text available. The quoter is cautioned that the listed provisions may include blocks that must be completed by the quoter and submitted with its quotation or offer. In lieu of submitting the full text of those provisions, the quoter may identify the provision by paragraph identifier and provide the appropriate information with its quotation or offer. Also, the full text of a solicitation provision may be accessed electronically at this/these address: http://farsite.hill.af.mil/vffara.htm.

(End of Provision)

3052.209-72 **Organizational Conflict of Interest (Jun 2006)**

(a) Determination. The Government has determined that this effort may result in an actual or potential conflict of interest, or may provide one or more quoters with the potential to attain an unfair competitive advantage. The nature of the conflict of interest is that SEAD prime contractors, team members, and subcontractors shall not hold an Agile IT system development contract supporting DHS while holding a BPA for SEAD.

(b) If any such conflict of interest is found to exist, the Contracting Officer may (1) disqualify the quoter, or (2) determine that it is otherwise in the best interest of the United States to contract with the quoter and include the appropriate provisions to avoid, neutralize, mitigate, or waive such conflict in the contract awarded. After discussion with the quoter, the Contracting Officer may determine that the actual conflict cannot be avoided, neutralized, mitigated or otherwise resolved to the satisfaction of the Government, and the quoter may be found ineligible for award.

(c) Disclosure: The quoter hereby represents, to the best of its knowledge that:

(1) ___ It is not aware of any facts which create any actual or potential organizational conflicts of interest relating to the award of this contract, or

(2) ___ It has included information in its proposal, providing all current information bearing on the existence of any actual or potential organizational conflicts of interest, and has included a mitigation plan in accordance with paragraph (d) of this provision.

(d) Mitigation. If a quoter with a potential or actual conflict of interest or unfair competitive advantage believes the conflict can be avoided, neutralized, or mitigated, the quoter shall submit a mitigation plan to the Government for review. Award of a contract where an actual or potential conflict of interest exists shall not occur before Government approval of the mitigation plan. If a mitigation plan is approved, the restrictions of this provision do not apply to the extent defined in the mitigation plan.

(e) Other Relevant Information: In addition to the mitigation plan, the Contracting Officer may require further relevant information from the quoter. The Contracting Officer will use all information submitted by the quoter, and any other relevant information known to DHS, to determine whether an award to the quoter may take place, and whether the mitigation plan adequately neutralizes or mitigates the conflict.

(f) Corporation Change. The successful quoter shall inform the Contracting Officer within thirty (30) calendar days of the effective date of any corporate mergers, acquisitions, and/or divestitures that may affect this provision.

(g) Flow-down. The contractor shall insert the substance of this clause in each first tier subcontract that exceeds the simplified acquisition threshold.

(End of provision)

Addendum to FAR 52.212-1 Instructions to Offerors – Commercial Items

OFFER SUBMISSION

The evaluation of quotes shall proceed via a 2-step process. In step one, quoters shall submit a technical and a price volume. Step two shall occur at the discretion of the government. If step two is used it will consist of an evaluation of selected quoters at a technical challenge.

Quoters shall submit their step one quotes through the GSA eBuy system. DHS encourages businesses to partner with subcontractors to provide the best solutions to the government. Quoters are encouraged to submit their best response, to include prices discounted from their GSA schedule pricelists, with their initial quotes.

All quotes must be received by the closing date specified in order to be considered for award.

Step 1

The step 1 quote shall be submitted in Adobe (.pdf) format. Each volume shall be submitted in separate files. The combined size of the two volumes shall not exceed ten (10) megabytes (MB) size. Where page limits are imposed, the government will not evaluate submitted pages beyond the page limit. Page limits shall not include cover pages or tables of content. Page limits shall include any appendices or attachments to a volume.

Quoters shall submit a technical volume. The technical volume shall address the quoter's coaching solution and how well it meets requirements supporting the task areas in the SOW. The technical volume shall also include a quoter's corporate experience. Factors 1 (Coaching Solution) and 2 (Corporate Experience) shall be evaluated using this volume.

The technical volume shall be no longer than ten (10) pages in length.

Factor 1 (Coaching Solution) shall be evaluated using the response to the coaching challenge below.

> *In 2015, a government organization, herein referred to as USABC, decides to move to Agile development and delivery practices. USABC's senior leadership has been briefed on the benefits of Agile development and has instructed the program manager of a major system to begin doing Agile development. USABC's system, herein referred to as "the system" has 3000 users and supports 5 different business lines within the agency. The USABC acquires two (2) development teams and two (2) test teams that are required to deliver code and perform testing in two (2) week sprints. Each development team has one product owner. The product owner also performs the role of scrum master. There is one program manager for the system.*
>
> *Two (2) years later, the system has not been completed, despite delivering code in two (2) weeks sprints to a pre-production environment. Also, in the span of two (2) years, both of the product owners have changed. After a yearly*

program review, it is revealed that the unit test coverage across the different business lines is only 50%. Regression testing is performed by the two (2) testing teams and is executed 1 sprint after code is deployed to a pre-production environment. Retrospectives are held once a quarter.

The two (2) different development teams follow different development practices. Development team 1 writes large pieces of code within the two (2) week sprint and then passes it to the test team for testing. Development team 2 writes smaller pieces of code and passes it to the test team for testing within the sprint. Both testing teams are struggling to complete the testing before the end of the sprint, which often results in the team slipping a few days into the next sprint. Both development teams pull work from the same backlog that is managed by the product owners. The backlog includes all five (5) business lines of work.

When the program manager interviews the teams, the development teams blame the testing teams for not completing the testing by the end of the sprint, and the testing teams claim they are not provided enough time at the end of the sprint to complete the testing. When the program manager interviews the product owners, the program manager discovers that one of the product owners has been micromanaging the development team; where the other product owner has been hands off. Additionally the program manager finds that both of the backlogs are updated quarterly.

After hearing complaints from the business side of the agency, USABC senior leadership feels the need to step in and wants to know why USABC is not doing Agile as previously decided in 2015. USABC senior leadership is requesting a report on the current state of Agile adoption, a plan and a schedule that will get the program back on track for delivering the system in 6 months.

Identify the management, team, and process issues that USABC is encountering and provide a coaching plan that describes how enterprise, process and technical coaching will assist USABC in meeting senior leadership expectations.

The quoter shall address each of the elements listed in Table 1, Coaching Solution Elements, in the Evaluation Basis for Award Section of this solicitation as part of their solution to the coaching challenge. The quoter shall provide an explanation of how each element in Table 1 will be achieved in their written coaching solution. Quoters may also incorporate any of the other elements into their solutions.

With regard to corporate experience, quoters shall identify past or current contract efforts similar to the requirements of this acquisition. Factor 2 shall be evaluated using the information provided about corporate experience. The quoter may submit no more than three (3) instances of experience each for the quoter. All submissions must be for experience of the prime contractor only. The prime contractor may submit their own experience as a prime

contractor or as a subcontractor. The quoter shall provide an explanation of how experience contributes to the achievement of government objectives as stated in the SOW.

Experience submitted shall have occurred within three (3) years of the solicitation issue date. Points of contact shall be identified for each reference and shall contain the following information: name, email address, and telephone number. The government may contact the some or all of the points of contact provided if the information about corporate experience in the quote is insufficient to determine relevancy.

Quoters shall also submit a business volume. The quoter's business volume shall contain a cover letter formalizing the quote and include the quoter's point of contact information, Data Universal Numbering System (DUNS) number, and GSA Contract Number. The business volume shall include all information required by the solicitation not included in the technical volume. The volume shall also contain an unambiguous statement that the quoter agrees to all clauses, terms, or conditions (including all SOW requirements) as shown in the solicitation.

The business volume does not have a page limit.

Regarding Factor 4, Price, quoters shall include within the business volume their pricing information. Factor 4 shall be evaluated using this volume.

Quoters shall prepare and submit a price quote to match the work required to execute coaching plan to be evaluated for Factor 1 (Coaching Solution). It is expected that pricing will be in accordance with the quoter's GSA schedule contract. Quoters must submit pricing in a time & materials format using the table provided at Attachment 3. Quoters should also provide a narrative explaining any assumptions made when developing their price.

Quoters shall also complete the tables labeled "Attachment 1 Fixed Price Labor Pricelist" and "Attachment 2 Labor Hour by Category Pricelist".

All pricing information shall be included in the business volume. No pricing information shall be accepted if it is part of the technical volume.

Quoters shall submit their pricing on an editable document, such as Microsoft Excel. The completed pricing document shall include information for the base and all option periods. Since it is the government's intent to award without exchanges, quoters are encouraged to provide discounted pricing when compared to their GSA Schedule contract pricing.

Upon receipt of quotes, the contracting officer shall review each quote for completeness and determine whether each quote is submitted 1) without any material deficiencies that cannot be corrected by clarifications, 2) with all items requested in the solicitation, 3) with all items submitted in the proper format identified in the solicitation, and 4) with all items provided by the closing time in the solicitation. Incomplete quotes or quotes not submitted in accordance with the instructions in this solicitation will not be considered for further evaluation.

Step 2

If the government determines it is necessary to continue evaluations past step 1, it may hold an in person technical challenge. Those quoters whose step 1 submissions are the most highly rated from a technical and business standpoint may be invited to continue to step 2 of the evaluation. Quoters who are not invited to participate in step 2 will not be eligible for an award.

If used, step 2 would proceed as follows. A sufficient number of quoters would be invited to continue to step two in order to allow for award of up to five BPAs. The number of BPAs is an approximation of the number of awards that best meets the needs of the government. More awards may be created if it is determined to be in the best interest of the government.

If the government invites a quoter for a Technical Challenge (TC), it will provide advance notice to the quoter, as well as the minimal technical requirements and specifications. This information shall be provided directly to the quoter's point of contact. eBuy shall not be used to invite quoters to TCs. TCs shall be held in Washington, D.C. at a location to be determined. The government will establish the TC date and time.

Other than the TC invitations, no other notices shall be sent to quoters. A notice of award shall be posted to the GSA eBuy website. There will be no other notices until that time.

If a quoter elects to participate in the TC they shall respond to the government expressing their intent. Invitations shall be sent seven calendar days prior to the scheduled TC. Invited quoters shall be required to submit their intent to accept or decline the invitation within two calendar days of receiving the invitation. Quoters who decline the invitation, or fail to respond to it, will not be further considered for award.

The following information is provided about the technical challenge:

1. The government may record all or part of the TC.

2. The quoter's team at the TC may include up to five persons, two of which must be current employees of the prime contractor who will be involved in performance or oversight of work after award.

3. As part of their acceptance to participate in a TC, the quoter shall provide a list of the names, firms, and position titles of all team members.

4. Each quoter will have thirty (30) minutes to arrive, conduct introductions, receive the technical challenge and set up; one (1) hour to develop their response to the TC; and one (1) hour to deliver their presentation to the government. The time shall be continuous without breaks. The government shall have 30 minutes at the conclusion of the presentation for clarifying questions.

5. No pricing information shall be included in the TC. As part of the TC, quoters shall not be allowed to provide additional information other than what is required to complete the technical challenge.

6. The government will provide a white board, paper, and writing instruments for the quoter to use during the TC.

7. The quoter's attendees may not reach back by telephone or email for assistance during the TC.

8. The quoter shall bring its own computing equipment, and provide its own Internet connection (such as via broadband), if needed.

9. All materials created at the TC shall be labeled source selection sensitive and shall become property of the government and will not be returned to quoters.

EVALUATION AND BASIS FOR AWARD

This procurement is being conducted in accordance with FAR Subpart 8.4. Best value shall be determined using a tradeoff between price and non-price factors. The government reserves the right to make awards without exchanges, but may hold exchanges or conduct the technical challenge if necessary.

The government intends to issue multiple BPAs based on initial quotes. Quotes should contain the contractor's best terms. The government may, at its discretion, confer with a quoter to clarify quote details. Finally, the government reserves to right to not issue any BPAs whatsoever.

The evaluation of quotes shall proceed via a 2-step process. In step one, quoters shall submit a technical and a price volume. Step two shall be at the discretion of the government and, if used, will consist of an evaluation of selected quoters at a technical challenge.

There are four (4) evaluation factors for this procurement:

(1) Coaching Solution,
(2) Corporate Experience,
(3) Technical Challenge (if used), and
(4) Price.

Factors above are listed in descending order of importance. When combined, the non-price factors are significantly more important than the price factor.

EVALUATION FACTOR CRITERIA

The government shall consider the following when evaluating quotes.

Factor 1 – Coaching Solution – The government will determine the extent to which the contractor may successfully perform based on response to its submitted coaching solution. The coaching solution will be evaluated to determine the extent to which the quoter's solution demonstrates expertise and relevant skills in accordance with the table below.

Coaching Area	Required Element
• Enterprise Coaching (**SOW 3.1.**)	• Organizational change in an Agile environment • Agile maturity/readiness assessment • Continuous Improvement
• Process Coaching (**SOW 3.2.**)	• Agile development process and practice improvements • Delivering business value
• Technical Coaching (**SOW 3.3.**)	• Agile development patterns • Building technical team capabilities

Table 1. Coaching Solution Elements

The government shall evaluate the extent to which the quoter addressed each of the elements listed in the table above in their solution to the coaching challenge. The government shall evaluate the extent to which the quoter explained how all required elements will be achieved, as well as the quoter's use of other elements listed in the SOW.

Factor 2 – Corporate Experience – The government shall evaluate submissions to determine the relevancy of the experience submitted and the likelihood of successful outcomes based on the extent to which the quoter has experience conducting the following:

1. Implemented Agile coaching, process coaching, and services (enterprise, process and technical) in the federal or private sector.

2. Implemented large scale Agile coaching. The government shall evaluate the quoter's described experiences providing services in these areas to determine the extent to which the work is relevant to the current requirement.

A quoter's experience with DHS organizations and IT systems is preferred. The government shall evaluate the extent to which the provided experience contributes to the achievement of government objectives as stated in the SOW.

Relevancy is defined as similar in scope and size to the pending requirement. Scope is defined as similar to the Agile coaching services identified in the SOW. Size is defined as services performed on contracts valued at no less than $10 million. Experience must meet both criteria (scope and size) in order to be considered relevant.

Factor 3 – Technical Challenge (TC)(OPTIONAL) – The TC shall include two (2) parts – Enterprise/Process Coaching and Technical Coaching. During the TC, quoters will be evaluated using the following criteria:

1. Assembly of a multidisciplinary and collaborative team that includes, at a minimum, three separate labor categories. The quoter's proposed mix of labor categories and level of effort for its technical challenge shall be evaluated to assess the quoter's understanding and capability to supply Agile coaching. (Enterprise/Process Coaching)

2. Creation of a workforce Agile assessment and Agile transformation roadmap. The quoter's proposed assessment and roadmap shall be evaluated to assess the quoter's understanding of the technical challenge. (Enterprise/Process Coaching)

3. Proficiency in Agile tool implementations, methods and concepts. The quoter's proposed set of tools and techniques shall be evaluated to assess the quoter's understanding of the technical challenge and ability to implement Agile toolsets and practices applicable to the technical challenge. (Technical Coaching)

4. Proficiency in Continuous Integration/Continuous Deployment (CI/CD) pipeline code, test automation code and open source code. The quoter's challenge shall be evaluated to assess the quoter's understanding of the technical challenge and the technical solution applicable to the technical challenge. (Technical Coaching)

5. Time management. How well the quoter manages their time during the technical challenge.

Factor 4 – Price – Pricing submitted for the coaching solution shall be evaluated for reasonableness in accordance with FAR 8.404(d).

Pricing submitted for the fixed price and labor hour pricelists should represent GSA schedule pricing, including any discounts offered. A comparison of quoted prices and GSA Schedule prices shall be made for all prices quoted.

DEFINITIONS

Definitions of terms the government may use when evaluating quotes are listed below. Consideration of risk in conjunction with the strengths, weaknesses, significant weaknesses, and deficiencies shall be part of the evaluation methodology used to determine technical ratings.

- Strength: Any part of a proposal that results in a benefit to the government, or has the potential for positive impact on the quality of provided services.

- Weakness: A flaw in the proposal that increases the risk of unsuccessful performance.

- Significant weakness: A flaw that appreciably increases the risk of unsuccessful performance.

- Deficiency: A material failure of a proposal to meet a government requirement or a combination of significant weaknesses in a proposal that increases the risk of unsuccessful performance to an unacceptable level. An award cannot be made to a quote with a deficiency.

ATTACHMENTS

1. Fixed Price Labor Pricelist
2. Labor Hour by Labor Category Pricelist
3. Coaching Solution Pricing Submission
4. Labor Category Descriptions
5. HSAR Deviation 15-01 Information Technology Security and Privacy
6. HSAR Deviation 15-01 Safeguarding of Sensitive Information
7. DHS Procurement Process Survey Disclaimer